

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION AT MONICA AND LOREN BAKERY

Dita Sofia^{1*}, Defrizal Defrizal²

^{1,2}Management Study Program, Faculty of Economics and Business, University of Bandar Lampung, Indonesia

*Corresponding Author:

dita.22011154@student.ubl.ac.id

Abstract

This study analyzes the effect of transformational leadership on employee performance, the effect of work motivation on employee performance, and the mediating role of work motivation at Monica & Loren Bakery. A quantitative approach with path analysis was employed. The sample consisted of 44 employees selected through stratified random and purposive sampling. Data were collected via questionnaires, observation, and literature study. Validity, reliability, classical assumption tests, hypothesis testing, and the Sobel test were conducted using SPSS. The results show that transformational leadership has a positive and significant effect on work motivation (Sig. 0.000) and on employee performance (Sig. 0.000). Work motivation also has a positive and significant effect on employee performance (Sig. 0.000). The Sobel test confirms that work motivation significantly mediates the relationship between transformational leadership and employee performance ($Z\text{-count} = 4.305 > 1.96$). The coefficient of determination ($R^2 = 0.992$) indicates that 99.2% of the variation in employee performance is explained by both variables. The study is limited to a single bakery, which may restrict generalizability. Future research should explore other industries and include variables such as organizational culture or job satisfaction. Leaders are advised to adopt transformational behaviors providing inspiration, serving as role models, and supporting individual development to enhance motivation and performance. This research contributes to HRM literature by confirming work motivation as a key mediator in the culinary SME context.

Keywords: Employee Performance, Transformational Leadership, Work Motivation, Path Analysis, Culinary Industry

1. Introduction

Monica & Loren Bakery is a culinary business engaged in the production and sale of bread, cakes, and pastries. The business is recognized for its distinctive flavors and the use of quality ingredients, which have contributed to increasing consumer demand over time. Along with the growing awareness of the importance of practical breakfast options, bakery products have become a preferred choice due to their convenience and nutritional value. This trend creates significant business opportunities for Monica & Loren Bakery. However, maintaining employee performance remains a critical challenge to ensure consistent product quality and service. As stated by Sugito (2025), employee performance is a key determinant of organizational success, as it directly affects productivity, customer satisfaction, and competitiveness.

Currently, Monica & Loren Bakery employs more than 50 employees across several divisions, including production, packaging, frontliner service, and administration. Each

division plays a vital role in supporting overall operations, indicating that employee performance across all units significantly influences organizational success.

Employee performance is influenced by various factors, including leadership and work motivation (Aisah, 2020). Among these, transformational leadership and work motivation are considered crucial, as they shape employee behavior, morale, and commitment. Transformational leadership emphasizes inspiration, vision, role modeling, and individual development (Sinaga et al., 2021). Previous studies (Anabuni & Thonak, 2025) show that transformational leadership significantly improves employee performance, with work motivation acting as a mediating variable.

Work motivation also plays an essential role in sustaining employee performance, particularly in demanding work environments. According to Natalia (2021), work motivation not only influences performance directly but also mediates the relationship between leadership and performance. This is supported by Saprudin et al. (2025), who found that work motivation has a positive and significant effect on employee performance.

However, based on observations at Monica & Loren Bakery, several issues remain. Employee performance is not yet optimal, as indicated by inconsistencies in product quality, work discipline, and achievement of production targets. Some employees do not fully comply with Standard Operating Procedures (SOPs), and issues such as tardiness, low initiative, and limited responsibility are still evident. These conditions suggest a gap between expected and actual performance. Similar findings by Utami et al. (2022) highlight that ineffective communication between leaders and employees can lead to unclear performance standards.

From a leadership perspective, the current approach tends to be more transactional, focusing on task distribution and evaluation rather than inspiration and engagement. This limits employee involvement and innovation (Setioningrum et al., 2023). In contrast, transformational leadership has been proven to enhance motivation, loyalty, and productivity (Anabuni & Thonak, 2025).

In terms of motivation, employees are primarily driven by external factors such as incentives and bonuses, while intrinsic motivation such as pride in work and commitment is relatively low. This condition may hinder long-term performance improvement, as intrinsic motivation is a key driver of sustainable employee performance (Saprudin et al., 2025).

Therefore, strategic efforts are needed to improve employee performance through the implementation of transformational leadership and the strengthening of work motivation. Leaders are expected to act as role models, foster open communication, and align employees with organizational goals. Strengthening both leadership and motivation is expected to enhance employee commitment and performance, ultimately improving organizational productivity and competitiveness.

The urgency of this study lies in the importance of understanding how transformational leadership and work motivation influence employee performance, particularly in small and medium enterprises within the culinary sector. This industry faces intense competition and operational challenges, requiring effective human resource management.

Accordingly, this study aims to analyze the effect of transformational leadership on employee performance, examine the influence of work motivation on performance, and investigate the mediating role of work motivation in this relationship at Monica & Loren Bakery. The findings are expected to contribute theoretically to the field of human

resource management and practically by providing recommendations for improving employee performance and organizational competitiveness.

2. Theoretical Background

2.1 Employee Performance

2.1.1 Definition of Employee Performance

Employee performance can be understood as the work results achieved by individuals in carrying out tasks according to the responsibilities given by the organization. Performance is not only measured by how quickly or how many tasks are completed, but also by the quality of work and the level of compliance with company standards (Sugito, 2025). Performance also reflects the extent to which an employee is able to contribute to the achievement of organizational goals. The aspects observed usually include skills, attitudes, and behaviors at work, as well as the ability to adapt to change. Thus, employee performance becomes an important indicator in assessing the effectiveness of an organization. Employee performance is a reflection of an individual's ability, effort, and responsibility in carrying out their work, which also serves as a benchmark for organizational success.

2.1.2 Factors Affecting Performance

Employee performance is not formed instantly but is influenced by various internal and external factors. Internal factors include ability, skills, experience, motivation, and work attitude. Individuals who have adequate competence tend to show better performance compared to those who are less skilled (Adhistry et al., 2023). External factors can include leadership style, work environment, reward system, availability of facilities, and relationships with colleagues. Good management support will encourage employees to be more enthusiastic and focused on their work. The combination of internal and external factors ultimately determines the level of one's performance. The factors that influence employee performance are complex, consisting of personal aspects and the work environment, so organizations need to manage them so that employee performance remains optimal.

2.1.3 Indicators of Employee Performance

Performance indicators are usually used to assess the extent of an employee's success in carrying out their work. Several common indicators include the quantity of work results, quality of output, timeliness of task completion, and level of initiative at work (Aisah, 2020):

- 1) Quantity of Work Results - Shows the amount of output or volume of work completed in a certain period. Employees with high performance are able to achieve or exceed predetermined production targets.
- 2) Quality of Work Results - Describes the level of accuracy, neatness, and conformity of work results with predetermined standards. Work quality reflects employee competence and professionalism.
- 3) Timeliness - Measures the employee's ability to complete work according to a predetermined schedule without sacrificing work quality.
- 4) Discipline and Attendance - Includes compliance with work rules, attendance hours, and responsibility for assigned tasks. Work discipline reflects professional attitude and commitment to the organization.

- 5) Cooperation and Communication - Includes the ability to work with team members, adapt, and maintain harmonious working relationships in achieving common goals.
- 6) Initiative and Responsibility - Shows the employee's willingness to take proactive steps, provide new ideas, and be responsible for their work results.

2.2 Leadership

2.2.1 Definition of Leadership

Leadership is basically an individual's ability to influence, direct, and move individuals or groups to work together in achieving certain goals. A leader not only acts as a controller but also as an inspirator who is able to instill vision and give enthusiasm to team members. According to the view of modern management, leadership is not just a structural position but also a capacity to create effective relationships between leaders and those being led (Anabuni & Thonak, 2025). Effective leaders usually have visionary, communicative characteristics, and are able to be role models in the organization. In other words, leadership is not just the ability to give orders but is broader, namely building shared awareness of organizational goals and fostering a sense of ownership of these achievements (Saleh et al., 2021). Leadership can be understood as the strategic ability of an individual to influence, guide, and direct others towards achieving common goals, which is based not only on formal authority but also on trust, communication, and role modeling.

2.2.2 Role and Function of Leadership in Organizations

In organizations, leadership has a central role in directing activities and determining the direction of company development. A leader is tasked with coordinating resources, making strategic decisions, and ensuring that all team members have the same understanding of the organization's vision and mission. In addition, leaders also function as a link between management and employees, creating healthy two-way communication (Fachrurazi, Rezeki & Dirhamsyah, 2022). The function of leadership is not only limited to operational management but also includes aspects of motivation, empowerment, and fostering employee work morale. Good leaders are able to create a conducive work climate, foster a sense of togetherness, and encourage productivity through appropriate direction and support. Thus, leadership functions as the main driver that maintains organizational stability while encouraging the realization of innovation and optimal performance (Indrawanto, 2021). The role and function of leadership in organizations is to ensure the achievement of goals through effective direction, motivation, and human resource management. Good leaders are not only controllers but also role models, motivators, and facilitators in creating sustainable organizational performance.

2.3 Leadership Style

2.3.1 Definition of Leadership Style

Leadership style can be understood as the pattern of behavior, approach, and way a leader influences, directs, and interacts with subordinates. This style reflects how leaders exercise authority, make decisions, and provide instructions to organizational members. Each leader has a different style, depending on personality, values, experience, and the work environment conditions they face (Putri & Septiani, 2025). Leadership style also reflects the extent to which leaders give space for employee participation and how they balance tasks and interpersonal relationships. An effective leader is able to adjust their leadership style to the situation, team needs, and organizational goals. Therefore, the

selection of the right leadership style is an important factor in creating a conducive work climate and optimal performance (Widayati, Rahardjo & Febriyanti, 2017). Leadership style is the way or pattern of leader behavior in managing relationships with subordinates and carrying out leadership functions, which can directly affect the motivation, satisfaction, and performance of organizational members.

2.3.2 Types of Leadership Styles

There are various types of leadership styles developed based on behavioral and situational approaches. Some of them are autocratic leadership style, where leaders make decisions unilaterally and expect subordinates to obey without much discussion. In contrast, democratic leadership style emphasizes subordinate participation in the decision-making process, creating a more open work atmosphere. In addition, there is also a laissez-faire leadership style that gives broad freedom to subordinates to make decisions with little intervention from the leader (Batubara, 2020). The development of modern theory also introduces transformational and transactional leadership styles. Transformational leadership focuses on efforts to inspire, motivate, and develop subordinate potential through vision and role modeling, while transactional leadership places more emphasis on reward and punishment systems in regulating employee behavior. Each style has its own advantages and disadvantages, so effective leaders are usually able to combine leadership styles according to the organizational context and team characteristics (Jaya, Mukhtar & UA, 2020). Types of leadership styles include authoritarian, democratic, laissez-faire, transactional, and transformational. Each has a different approach to leadership, and the selection of the right style needs to be adjusted to organizational conditions in order to achieve optimal work results.

2.4 Transformational Leadership

2.4.1 Concept of Transformational Leadership

Transformational leadership is a leadership style that emphasizes efforts to inspire, motivate, and change subordinates' ways of thinking to be more committed to organizational goals. Transformational leaders not only rely on formal authority but also act as role models who are able to foster trust and loyalty. Through a clear vision, transformational leaders encourage team members to contribute maximally, even going beyond personal interests for the common good (Sinaga et al., 2021). The importance of leaders in fostering intrinsic motivation, creativity, and employee self-confidence. In other words, transformational leadership focuses on positive change in the organization by increasing the awareness, commitment, and ability of team members to achieve higher goals (Lisniasari, 2024). The concept of transformational leadership emphasizes the role of leaders as inspirators and agents of change who encourage increased motivation, commitment, and achievement of sustainable organizational goals.

2.4.2 Influence of Transformational Leadership on Organizations

Transformational leadership has a significant influence on organizational development. Leaders who are able to inspire and motivate subordinates can foster a sense of belonging and increase employee commitment to organizational goals. The positive impact is reflected in increased productivity, creativity, and the desire of employees to give their best performance. Thus, transformational leadership contributes to the creation of a healthy and innovative work culture (Supardi & Anshari, 2022). Transformational leadership also plays an important role in increasing job satisfaction, loyalty, and

employee trust in management. This makes organizations more adaptive in facing change, able to compete sustainably, and have stronger competitiveness. Transformational leaders thus become a strategic factor in building organizational success amidst the dynamics of a complex business environment. Transformational leadership has a positive influence on organizations because it can increase employee motivation, performance, and commitment while strengthening organizational competitiveness in facing challenges and change.

2.4.3 Dimensions of Transformational Leadership

Transformational leadership has four main dimensions. First, idealized influence, which is the leader's ability to be a role model, respected, and trusted by subordinates. Second, inspirational motivation, which means the leader is able to provide motivation through a clear vision, spirit, and positive expectations. Third, intellectual stimulation, which encourages subordinates to think critically, creatively, and be open to new ideas. Fourth, individualized consideration, which is the leader's special attention to the personal development needs of each team member (Effendi & Maunah, 2021). These dimensions complement each other and are the main foundation for the success of transformational leadership. Leaders who are able to practice these four dimensions will create an inspirational, supportive, and conducive work environment for improving performance. In addition, the application of these dimensions helps build strong emotional relationships between leaders and subordinates, so that trust and loyalty can be forged more closely (Saprudin et al., 2025). The dimensions of transformational leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which together form an effective leadership pattern to develop individual and team potential.

2.4.4 Indicators of Transformational Leadership

Indicators of transformational leadership describe the behaviors and characteristics shown by a leader in directing, motivating, and inspiring employees to achieve optimal performance. According to Dakwah (2020), there are four main indicators in transformational leadership that serve as benchmarks for its application in the work environment:

- 1) Idealized Influence - Leaders become role models and examples for employees by demonstrating integrity, honesty, and commitment to the organization's vision. Leaders with ideal influence are able to build high respect and trust, so that employees are encouraged to imitate the leader's attitudes and work ethic.
- 2) Inspirational Motivation - Leaders are able to communicate the organization's vision and mission in an interesting and enthusiastic way, fostering a sense of enthusiasm and belonging among employees. Through clear delivery of the vision, employees will feel motivated to give their best contributions.
- 3) Intellectual Stimulation - Leaders encourage employees to think creatively, innovate, and dare to express new ideas. In this context, leaders do not only rely on old ways but open up discussion spaces to find innovative solutions in dealing with work problems.
- 4) Individualized Consideration - Leaders pay special attention to the needs, potential, and development of each employee. Through this personal approach, leaders can help employees achieve career growth and increase their intrinsic motivation.

These four indicators function synergistically in creating a conducive and productive work environment. Leaders who consistently apply all these indicators can increase employee loyalty, job satisfaction, and overall performance.

2.5 Work Motivation

2.5.1 Definition of Work Motivation

Work motivation is an internal and external drive that influences a person to act, strive, and contribute in carrying out their tasks. Motivation is not only related to fulfilling material needs but also includes psychological aspects such as feeling valued, opportunities for development, and satisfaction at work. With motivation, employees are encouraged to work more optimally, be responsible for their work, and be committed to organizational goals (Satria, 2021). In the organizational context, work motivation is an important factor that determines the extent to which an employee can make a real contribution. Employees who have high motivation usually show a proactive attitude, loyalty, and a desire to improve their abilities. Conversely, low motivation can reduce productivity, work quality, and hinder the achievement of company targets (Widayati, Rahardjo & Febriyanti, 2017). Work motivation can be interpreted as a driving force that makes a person enthusiastic about working, both because of personal needs and encouragement from the work environment, which ultimately affects individual and organizational performance.

2.5.2 Factors Affecting Work Motivation

Work motivation is influenced by various factors, both from within the individual (intrinsic) and from outside (extrinsic). Intrinsic factors include the need for achievement, desire to develop, personal satisfaction, and life goals to be achieved. Employees with intrinsic motivation tend to work with full enthusiasm because they feel their work has meaning and provides its own satisfaction (Sanaba, Andriyan & Munzir, 2022). Meanwhile, extrinsic factors include salary, incentives, awards, work environment, leadership, and opportunities for promotion. Supervisor support, adequate facilities, and a conducive work atmosphere also greatly influence the formation of employee work motivation. If these two factors are managed properly, work motivation will increase, thus having a positive impact on the achievement of organizational goals. Factors that influence work motivation consist of intrinsic aspects such as the need for achievement and self-development, as well as extrinsic aspects such as awards, compensation, and work environment, both of which need to be managed so that employees remain motivated.

2.5.3 Relationship Between Work Motivation and Performance

Work motivation has a close relationship with employee performance. Employees who have high motivation tend to work more diligently, disciplined, and responsible for their work results. Strong motivation also encourages employees to find new ways to complete tasks so that their performance increases. Thus, motivation becomes one of the main indicators in determining individual and organizational success (Masnah, Abidin & Ukkas, 2020). Increased work motivation has a direct impact on productivity, work quality, and employee loyalty. Conversely, low motivation often leads to decreased morale, high absenteeism rates, and decreased performance. Therefore, organizations need to implement appropriate strategies to arouse and maintain employee work motivation. The relationship between work motivation and performance is positive,

where the higher the motivation employees have, the better the performance produced, so that motivation can be considered a determining factor in organizational success.

2.5.4 Indicators of Work Motivation

Work motivation is an internal and external drive that affects a person's enthusiasm, direction, and persistence in achieving organizational goals. The indicators of work motivation can be explained through the following aspects:

- 1) Drive to Achieve Goals and Task Responsibility - Employees have a strong desire to complete work well and feel responsible for their work results. This drive reflects the individual's awareness of their role in achieving organizational goals (Paramita & Martini, 2020).
- 2) Work Enthusiasm and Initiative - Employees show high enthusiasm at work, actively take action without waiting for instructions, and strive to find new ways to improve their performance (Budhiarto, 2023).
- 3) Rewards and Recognition for Work Achievements - Employees feel more motivated when they receive recognition, appreciation, or awards for the achievements they have made. Forms of appreciation can be in the form of praise, bonuses, or job promotions (Noviyanti & Sundari, 2021).

Thus, work motivation indicators reflect a combination of internal drives such as responsibility and work enthusiasm, as well as external factors such as rewards and recognition from the organization. Understanding these indicators is important so that companies like Monica & Loren Bakery can design strategies to increase employee motivation that directly impact business performance and productivity.

2.6 Conceptual Framework

This model is based on organizational behavior and work motivation theory, which explains that organizational success is greatly influenced by the quality of leadership and the level of employee motivation.

Transformational leadership (X_1) plays a role in inspiring and guiding employees to have high work morale, while work motivation (X_2) is a driving factor that determines how much effort employees make in achieving organizational goals. Work motivation also functions as a mediating variable, which strengthens the relationship between transformational leadership and employee performance (Y). The conceptual framework in this study illustrates the relationship between variables as follows:



Figure 1. Conceptual Framework

Description:

- 1) Transformational Leadership (X_1) as an independent variable.
- 2) Work Motivation (X_2) as a mediating variable.
- 3) Employee Performance (Y) as the dependent variable.

The figure above shows the conceptual framework of the research illustrating the relationship between transformational leadership, work motivation, and employee performance as follows:

- 1) The Effect of Transformational Leadership on Employee Performance - Leaders who are able to inspire, set an example, and pay attention to employee needs will encourage increased morale and work responsibility, thereby improving performance.

- 2) The Effect of Work Motivation on Employee Performance - High work motivation, both intrinsic and extrinsic, will increase productivity, discipline, and employee commitment in completing tasks.
- 3) The Mediating Role of Work Motivation - Transformational leadership can improve performance indirectly through increasing work motivation. Employees who are motivated because of an inspiring leadership style tend to show better performance.

2.7 Hypothesis

The conceptual framework that has been formulated serves as the basis for formulating research hypotheses. These hypotheses function as temporary assumptions regarding the relationships between variables that will be tested empirically using a quantitative approach. With these hypotheses, this research has a clear direction in testing the relationship between transformational leadership, work motivation, and employee performance at Monica & Loren Bakery.

Based on the conceptual framework, the research hypotheses proposed are as follows:

- H₁: Transformational leadership has a positive effect on employee work motivation at Monica & Loren Bakery.*
- H₂: Transformational leadership has a positive effect on employee performance at Monica & Loren Bakery.*
- H₃: Work motivation has a positive effect on employee performance at Monica & Loren Bakery.*
- H₄: Transformational leadership has a positive effect on employee performance through work motivation as a mediating variable at Monica & Loren Bakery.*

3. Methods

3.1 Research Design

This study uses a quantitative approach with a mediation model (path analysis). This approach was chosen because the research aims to determine the direct and indirect effects of transformational leadership on employee performance through work motivation as a mediating variable.

The quantitative approach is used because the data obtained can be measured numerically and analyzed using statistical techniques, so that the causal relationships between variables can be determined objectively and measurably. Thus, this study is classified as explanatory research, which is research that explains the causal relationships between the variables studied.

Data collection was carried out through distributing questionnaires to employees of Monica & Loren Bakery at one specific time period. This method was chosen to obtain an empirical picture of the extent to which the applied transformational leadership influences employee performance, both directly and through increased work motivation as an intermediary. This approach is also considered effective because it allows researchers to obtain data directly from respondents without requiring long-term observation.

3.2 Sample

The sample is part of the population taken to represent the entire research population. In this study, the sampling technique used was stratified random sampling, which is a random sampling method based on certain homogeneous groups or strata (Sugiyono, 2018).

The criteria for respondents who became the sample in this study were active employees of Monica & Loren Bakery who were directly involved in operational activities, both in production, service, and administration. Sample selection was carried out by purposive sampling, because this technique is considered the most appropriate to select respondents who truly have experience and understanding of leadership patterns and work motivation conditions in the company environment.

To determine the number of samples used, this study used the Slovin formula, because this formula is simple and effective in estimating representative sample sizes, especially when the population size is quite large or not yet known with certainty (Sugiyono, 2018). The Slovin formula is as follows:

$$n = 1 + N(e)^2$$

$$n = 50 / 1 + 0.125$$

$$n = 50 / 1.125 = 44.44 \approx 44$$

Where:

n = required sample size

N = population size

e = acceptable error margin

This study set an error rate of 5 percent (0.05), based on the consideration of balance between the desired level of accuracy and available resources, so that the number of samples used in this study was 44 respondents.

3.3 Operational Definition of Variables

Research variables are aspects that have certain values or characteristics determined by the researcher to be observed and measured, so that they can be used in drawing research conclusions (Sugiyono, 2018). The operational definition of variables in this study is presented in Table 3.1.

Table 1. Operational Definition of Variables

Code	Variable	Indicator	Definition
X ₁	Transformational Leadership	1. Provides motivation and inspiration to employees	The leader's ability to provide motivation and inspiration to employees to work optimally
		2. Builds closeness and positive communication	The leader's ability to build good relationships and create open and effective communication with employees
		3. Provides attention to the development of employee abilities and potential	Leader's attention and support for the needs and development of each employee's potential
		4. Demonstrates role model in work and attitude	The leader's attitudes and behaviors that serve as role models for employees in work and attitude

Code	Variable	Indicator	Definition
X ₂	Work Motivation (Mediating Variable)	1. Willingness to work and complete tasks	Employees' internal drive to strive and complete tasks with the best results
		2. Involvement in work activities and responsibility	The level of active participation of employees in work activities and willingness to carry out their responsibilities
		3. Job satisfaction	Employees' positive feelings towards work, work environment, and rewards received
		4. Enthusiasm and excitement in achieving work achievements	The level of employee enthusiasm and excitement in carrying out tasks to achieve work achievements
Y	Employee Performance	1. Quality of work results	The level of accuracy, neatness, and precision of work results achieved by employees
		2. Quantity of work completed	The amount of work that can be completed within a certain period according to predetermined targets
		3. Timeliness in completing tasks	The employee's ability to complete work according to a predetermined schedule
		4. Ability to work together in a team or work environment	The employee's ability to work together and collaborate with colleagues in achieving organizational goals

3.4 Instrument Testing Requirements

Instrument feasibility testing was conducted to ensure that the questionnaire used was truly able to measure the research variables accurately (valid) and consistently (reliable). This testing was carried out before entering the main analysis stage, so that the data produced had good quality and was suitable for further analysis. In this study, the instrument testing process was carried out using SPSS (Statistical Package for the Social Sciences) software, which is commonly used in quantitative data analysis because it is able to test validity and reliability effectively on relatively moderate sample sizes and diverse data characteristics.

3.4.1 Validity Test

The validity test is used to determine the accuracy and precision of a measuring instrument in carrying out its measuring function. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal what is to be measured by the questionnaire. In this study, validity testing was carried out using SPSS software using the Pearson Product Moment correlation technique.

Validity testing was carried out by looking at the significance value (Sig. 2-tailed) of the relationship between each item statement score and the total variable score. The basis for decision making to determine the validity of items in this study is as follows:

- 1) If the Sig. (2-tailed) value < 0.05, then the item statement is declared valid.
- 2) If the Sig. (2-tailed) value > 0.05, then the item statement is declared invalid.

Thus, item statements that have a significance value below 0.05 are considered able to measure the research variables accurately and are suitable for use in further analysis.

3.4.2 Reliability Test

The reliability test is used to determine the extent to which the research instrument can produce consistent data when used in repeated measurements. In this study, the reliability test was conducted using SPSS using the Cronbach's Alpha (α) coefficient, which is used to indicate the level of internal consistency between items of statements on the variables of transformational leadership, work motivation, and employee performance. The interpretation criteria for Cronbach's Alpha are:

Table 2. Reliability Test

Value	Interpretation
$\alpha \geq 0.90$	Very reliable
$0.80 \leq \alpha < 0.90$	Reliable
$0.70 \leq \alpha < 0.80$	Quite reliable
$0.60 \leq \alpha < 0.70$	Less reliable
$\alpha < 0.60$	Not reliable

If the Cronbach's Alpha value for a variable is ≥ 0.70 , then the questionnaire is considered to have good reliability and can be used in further analysis.

3.5 Data Analysis Requirements Testing

Data analysis requirements testing was carried out before the regression analysis and path analysis process, with the aim of ensuring that the data used has met the necessary statistical assumptions. Fulfillment of these assumptions is important so that the analysis results can be interpreted appropriately, and the mediation model used can be declared valid and free from bias. In this study, analysis requirements testing was carried out using SPSS software (Setiabudhi et al., 2025).

3.5.1 Normality Test

The normality test was conducted to determine whether the data from the research variables have a normal distribution or not. A normal distribution is required as one of the basic assumptions in regression analysis and path analysis. In this study, the normality test was conducted using the Kolmogorov-Smirnov method by looking at the Asymp. Sig (2-tailed) value in the SPSS output. Data is declared to be normally distributed if the significance value is greater than 0.05 ($\alpha = 5\%$). In addition, data normality can also be observed through the Histogram display and P-P Plot to see the pattern of data distribution visually.

3.5.2 Linearity Test

The linearity test was conducted to determine whether the relationship between the independent variables (Transformational Leadership and Work Motivation) and the dependent variable (Employee Performance) is linear. A linear relationship indicates that changes in the independent variable are followed by proportional changes in the dependent variable. In this study, the linearity test was conducted using the Test for Linearity in SPSS by looking at the significance value in the Deviation from Linearity section. If the Sig. value > 0.05, then the relationship between variables is declared linear and meets the assumptions of path analysis.

3.6 Hypothesis Testing

Hypothesis testing was conducted to prove the truth of the temporary assumptions (research hypotheses) regarding the relationship and influence between Transformational Leadership (X_1), Work Motivation (X_2), and Employee Performance (Y). In this study, hypothesis testing was conducted using path analysis which is an extension of multiple linear regression analysis, with the help of SPSS software. Path analysis is used to test:

- 1) The direct effect of Transformational Leadership on Employee Performance.
- 2) The indirect effect of Transformational Leadership on Employee Performance through Work Motivation as a mediating variable.

The regression equation models used in this study consist of two stages:

$$\text{Model 1 (Effect of } X_1 \text{ on } X_2): X_2 = a + b_1X_1 + e_1$$

$$\text{Model 2 (Effect of } X_1 \text{ and } X_2 \text{ on } Y): Y = a + b_2X_1 + b_3X_2 + e_2$$

Where:

Y = Employee Performance

X_1 = Transformational Leadership

X_2 = Work Motivation (mediating variable)

a = Constant

b_1, b_2, b_3 = Regression coefficients

e_1, e_2 = Error factors

With these two equations, the direct effect, indirect effect, and total effect between variables in the mediation model can be determined.

3.6.1 T-Test (Partial Test)

The t-test is used to determine the effect of each independent variable on the dependent variable partially. This test is carried out by looking at the significance value (Sig.) in the SPSS output, with the following provisions:

- 1) If Sig. < 0.05 = hypothesis accepted (significant effect).
- 2) If Sig. \geq 0.05 = hypothesis rejected (no significant effect).

In the context of this study, the t-test was conducted to determine:

- a) The effect of Transformational Leadership (X_1) on Work Motivation (X_2)
- b) The effect of Transformational Leadership (X_1) on Employee Performance (Y)
- c) The effect of Work Motivation (X_2) on Employee Performance (Y)

3.6.2 F-Test (Simultaneous Test)

The F-test is used to determine whether the independent variables together have a significant effect on the dependent variable. Decision making criteria:

- 1) If Sig. < 0.05 \rightarrow the regression model simultaneously has a significant effect.
- 2) If Sig. \geq 0.05 \rightarrow the regression model has no significant effect.

In this study, the F-test was used to test whether Transformational Leadership (X_1) and Work Motivation (X_2) together have an influence on Employee Performance (Y).

3.6.3 Coefficient of Determination (R²)

The coefficient of determination (R²) is used to determine how much the independent variables are able to explain the variation in changes in the dependent variable. The R² value ranges from 0–1, with the following interpretation:

- 1) R² value close to 1 → the model is able to explain the variation in the dependent variable well.
- 2) R² value close to 0 → the model has low explanatory power.

In this study:

- a) R² in Model 1 shows the magnitude of the effect of Transformational Leadership on Work Motivation.
- b) R² in Model 2 shows the magnitude of the effect of Transformational Leadership and Work Motivation together on Employee Performance.

3.6.4 Mediation Test (Sobel Test)

To determine whether Work Motivation (X₂) significantly mediates the effect of Transformational Leadership (X₁) on Employee Performance (Y), the Sobel Test was used. The Sobel Test calculates the significance of the indirect effect using the formula:

$$Z = a \times b / \sqrt{b^2 Sa^2 + a^2 Sb^2}$$

Where:

- a = regression coefficient from X₁ to X₂
- b = regression coefficient from X₂ to Y
- Sa, Sb = standard errors of each regression coefficient

If the Sig. value < 0.05 or |Z| > 1.96, then the mediation effect is declared significant.

4. Results and Discussion

4.1 Research Results

4.1.1 Descriptive Analysis of Research Variables

Descriptive analysis is used to provide an overview of respondents' answers to the variables studied. This data was obtained from distributing questionnaires to 44 employee respondents of Monica & Loren Bakery.

4.1.1.1 Description of Transformational Leadership Variable (X₁)

The Transformational Leadership variable was measured using 8 statement items. The average score of respondents' answers can be seen in the following table.

Table 3. Descriptive Statistics of Transformational Leadership (X₁)

No	Statement	Mean	Category
1	The leader provides encouragement and enthusiasm to me at work.	3.86	Agree
2	The leader is able to inspire me to improve work quality.	3.78	Agree
3	The leader establishes good relationships with employees.	3.89	Agree
4	The leader provides clear and easy-to-understand direction and information.	3.84	Agree
5	The leader provides opportunities for me to develop work skills.	3.81	Agree
6	The leader provides support for the development of my potential and competence.	3.86	Agree
7	The leader sets a good example in discipline and work ethic.	3.87	Agree
8	The leader demonstrates attitudes and behaviors that I can emulate.	3.73	Agree

Source: Primary data processed (2025)

Based on these data, it can be concluded that the leadership applied is considered good and effective, considering that all assessment indicators are consistently in the "Agree" category with high average scores (ranging from 3.73 to 3.89). This shows that the leader has succeeded in carrying out his role comprehensively, starting from building harmonious interpersonal relationships, providing motivation and clear direction, to facilitating the development of employee competencies. In addition, the leader is also seen as able to be a positive role model in terms of discipline and work ethic, thus being able to inspire employees to improve their work quality.

4.1.1.2 Description of Work Motivation Variable (X₂)

The Work Motivation variable was measured through 8 statement items with the following results.

Table 4. Descriptive Statistics of Work Motivation (X₂)

No	Statement	Mean	Category
1	I have a strong desire to complete the tasks assigned.	3.87	Agree
2	I strive to provide the best work results in every task.	3.86	Agree
3	I carry out work according to the responsibilities given.	3.81	Agree
4	I actively participate in activities that support organizational goals.	3.92	Agree
5	I feel satisfied with the work I do.	3.86	Agree
6	I feel that my work provides benefits and rewards for myself.	3.86	Agree
7	I have high enthusiasm to achieve superior work results.	3.87	Agree
8	I feel enthusiastic in carrying out daily work activities.	3.86	Agree

Source: Primary data processed (2025)

Based on these data, it can be concluded that employee work motivation is classified as high and very positive. This is evident from all indicators consistently falling into the "Agree" category with quite high average scores (3.81 to 3.92). These data indicate that employees have a strong internal drive, not only in completing routine responsibilities but also showing enthusiasm and deep job satisfaction. Specifically, the high score on the aspect of active participation in supporting organizational goals (3.92) confirms that employees have excellent commitment and achievement spirit in contributing to company success.

4.1.1.3 Description of Employee Performance Variable (Y)

The Employee Performance variable was measured through 8 statement items as follows.

Table 5. Descriptive Statistics of Employee Performance (Y)

No	Statement	Mean	Category
1	I produce work of good quality.	3.95	Agree
2	I always try to improve the quality of my work results.	3.86	Agree
3	I am able to complete work according to set targets.	3.86	Agree
4	I can complete tasks in an amount that suits work demands.	3.76	Agree
5	I complete work according to the specified deadline.	4.00	Agree
6	I can manage work time well to complete tasks on time.	3.70	Agree
7	I can work together with colleagues in completing tasks.	3.92	Agree
8	I am willing to help colleagues in achieving common goals.	3.86	Agree

Source: Primary data processed (2025)

Based on these data, it can be concluded that employee performance is considered good and productive, considering that all assessment indicators are consistently in the "Agree" category with high average scores (3.70 to 4.00). This is significantly reflected in the highest score on the aspect of timeliness in completing tasks (4.00) and quality of work results (3.95), which indicates that employees are very disciplined with deadlines and quality-oriented. In addition to excelling in individual task completion, employees also demonstrate solid collaboration skills with colleagues, thus being able to meet work demands effectively and efficiently as a whole.

4.1.2 Results of Instrument Requirements Testing

Before hypothesis testing was carried out, the research instrument had to go through requirements testing to ensure that the data produced was accurate and consistent. This stage includes validity test and reliability test.

4.1.2.1 Validity Test

The validity test is used to measure whether a questionnaire is valid or not. The test was conducted by comparing the r-count value of each statement item with the r-table value or the critical limit set (0.2940).

Table 6. Validity Test Results for All Variables

Variable	Item	Pearson Correlation	Sig. (2-tailed)	Status
Transformational Leadership (X ₁)	X1.1	0.892	< 0.001	Valid
	X1.2	0.876	< 0.001	Valid
	X1.3	0.901	< 0.001	Valid
	X1.4	0.884	< 0.001	Valid
	X1.5	0.867	< 0.001	Valid
	X1.6	0.879	< 0.001	Valid
	X1.7	0.893	< 0.001	Valid
	X1.8	0.855	< 0.001	Valid
Work Motivation (X ₂)	X2.1	0.912	< 0.001	Valid
	X2.2	0.945	< 0.001	Valid
	X2.3	0.888	< 0.001	Valid
	X2.4	0.896	< 0.001	Valid
	X2.5	0.923	< 0.001	Valid
	X2.6	0.907	< 0.001	Valid
	X2.7	0.931	< 0.001	Valid
	X2.8	0.941	< 0.001	Valid
Employee Performance (Y)	Y1	0.934	< 0.001	Valid
	Y2	0.956	< 0.001	Valid
	Y3	0.891	< 0.001	Valid
	Y4	0.872	< 0.001	Valid
	Y5	0.903	< 0.001	Valid
	Y6	0.865	< 0.001	Valid
	Y7	0.927	< 0.001	Valid
	Y8	0.951	< 0.001	Valid

Source: Primary data processed (2025)

Based on the validity test results presented in Table 4.7, it can be concluded that all statement items for each variable (Transformational Leadership, Work Motivation, and

Employee Performance) have a positive and significant relationship. This is indicated by the significance value (Sig. 2-tailed) of < 0.001 for all items, which is much smaller than the significance level of 0.05. In addition, the Pearson Correlation values are high, indicating strong internal consistency where all indicators mutually support each other in measuring their respective variables validly.

4.1.2.2 Reliability Test

After the instrument was declared valid, the next step was the reliability test to measure the consistency of respondents' answers. This test used the Cronbach's Alpha technique with a minimum acceptance limit of 0.70.

Table 7. Reliability Test Results for All Variables

Variable	Cronbach's Alpha	N of Items	Interpretation
Transformational Leadership (X_1)	0.964	8	Very Reliable
Work Motivation (X_2)	0.963	8	Very Reliable
Employee Performance (Y)	0.965	8	Very Reliable

Source: Primary data processed (2025)

The test results show Cronbach's Alpha values for Transformational Leadership (0.964), Work Motivation (0.963), and Employee Performance (0.965). Since these three values are far above the threshold of 0.70, the research instrument is declared reliable and has a very high level of reliability.

4.1.3 Results of Data Analysis Requirements Testing

For the results of regression analysis or path analysis to be statistically accountable, the data must meet classical assumptions, which include normality test and linearity test.

Table 8. Results of Data Analysis Requirements Testing

Test Type	Test Method	Value	Threshold	Conclusion
Normality Test	Kolmogorov-Smirnov	Asymp. Sig. (2-tailed) = 0.200	> 0.05	Data Normally Distributed
Linearity Test	Deviation from Linearity	Sig. = 0.415	> 0.05	Linear Relationship

Source: Primary data processed (2025)

Based on the normality test using the One-Sample Kolmogorov-Smirnov Test, a significance value (Asymp. Sig. 2-tailed) of 0.200 was obtained. Because $0.200 > 0.05$, it can be concluded that the residual data in this study are normally distributed.

The linearity test was conducted to ensure whether the independent variables and dependent variables have a significant linear relationship. Referring to the Deviation from Linearity results, a significance value of 0.415 was obtained. Since $0.415 > 0.05$, it can be concluded that there is a linear relationship between the research variables, so the linearity assumption is met.

4.1.4 Hypothesis Testing

After all analysis requirements were met, the next stage was hypothesis testing to prove the temporary assumptions regarding the influence between variables. This study used path analysis to test direct and indirect effects. This analysis consists of two substructures: Sub-structure 1 tests the effect of X_1 on X_2 , and Sub-structure 2 tests the effect of X_1 and X_2 on Y.

Table 9. T-Test (Partial Test) Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.117	0.456		0.256	0.800
X1	0.656	0.117	0.562	5.589	0.000
X2	0.428	0.099	0.436	4.338	0.000

Source: Primary data processed (2025)

Based on the coefficient table above, the interpretation of the test results is as follows:

- 1) Effect of X₁ on X₂ – Obtained Sig. value of 0.000 < 0.05 and a positive t-count value. This indicates that Transformational Leadership has a significant and positive effect on Work Motivation.
- 2) Effect of X₁ on Y – Obtained Sig. value of 0.000 < 0.05. This indicates that Transformational Leadership has a significant direct effect on Employee Performance.
- 3) Effect of X₂ on Y – Obtained Sig. value of 0.000 < 0.05. This indicates that Work Motivation has a significant effect on Employee Performance.

Table 10. F-Test (Simultaneous Test) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1902.578	2	951.289	2543.983	<.001b
Residual	15.331	41	.374		
Total	1917.909	43			

Source: Primary data processed (2025)

Based on the ANOVA table, an F-count value of 2543.983 was obtained with a significance value of 0.000 (< 0.05). This result proves that simultaneously, Transformational Leadership and Work Motivation have a significant effect on Employee Performance.

Table 11. Coefficient of Determination (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996	.992	.992	.61150

Source: Primary data processed (2025)

The R Square value of 0.992 indicates that 99.2% of the variation in Employee Performance can be explained by the variation in the Transformational Leadership and Work Motivation variables, while the remaining is influenced by other factors outside this research model.

Table 12. Sobel Test Results for Mediation (X₂)

Parameter	Value
a (X ₁ → X ₂)	1.180
Sa	0.026
b (X ₂ → Y)	0.428
Sb	0.099
Indirect Effect (ab)	0.505
Z-count	4.305
Z-table (α = 0.05)	1.96
Conclusion	Significant Mediation

Source: Primary data processed (2025)

From the two coefficient tables, the key numbers for the mediation model are:

- 1) Path A (Effect of X_1 on X_2) – Regression coefficient (a) = 1.180; Standard Error (Sa) = 0.026; Significance = 0.000 (Significant)
- 2) Path B (Effect of X_2 on Y) – Regression coefficient (b) = 0.428; Standard Error (Sb) = 0.099; Significance = 0.000 (Significant)
- 3) Path C (Direct Effect of X_1 on Y) – Regression coefficient (c) = 0.656; Significance = 0.000 (Significant)

Based on the Sobel Test calculation results, an indirect effect coefficient of 0.505 was obtained. The Z-count value was 4.305. When compared with the Z-table value (5% significance level) of 1.96, the Z-count (4.305) > 1.96. Thus, it can be concluded that there is a significant mediation effect.

4.2 Discussion

The discussion of the results of this study aims to interpret and explain the meaning of the results of the statistical data analysis that has been carried out previously. This explanation will describe the causal relationships between the variables studied by combining empirical findings at Monica & Loren Bakery, relevant human resource management theories, and the results of previous research.

4.2.1 The Effect of Transformational Leadership on Work Motivation

Based on the results of testing the first hypothesis (H_1), empirical evidence was found that Transformational Leadership has a positive and significant effect on Work Motivation. This is evidenced by the significance value (Sig.) of 0.000 (< 0.05) and a positive regression coefficient. This finding means that the better and more effective the application of the transformational leadership style by the leadership of Monica & Loren Bakery, the higher the level of work motivation felt by employees.

Contextually at Monica & Loren Bakery, this result indicates that leader behaviors such as the ability to provide inspiration, serve as a role model in discipline, and provide attention to individual competency development are able to touch the psychological aspects of employees. Employees feel valued and supported, which then fosters internal drive to work harder. Field facts show that when leaders provide clear direction and positive enthusiasm, employees tend to be more enthusiastic in completing daily tasks, both in production and service departments.

This result is in line with research conducted by Saprudin et al. (2025) which stated that transformational leadership has a significant positive impact on work motivation, where visionary leaders are a key factor in arousing subordinate enthusiasm. Similar results were also expressed by Oroh, Ariyadi, and Fadlan (2024), who found that the dimensions of inspirational motivation and individualized consideration of leaders effectively increase employee motivation in the workplace.

4.2.2 The Effect of Transformational Leadership on Employee Performance

The results of testing the second hypothesis (H_2) show that Transformational Leadership has a positive and significant effect on Employee Performance. This can be seen from the significance value of 0.000 (< 0.05) in the partial test. This result indicates that an effective leadership style can directly improve the quality and quantity of work results of Monica & Loren Bakery employees.

In the operational context of a bakery, the presence of a leader who is able to be a role model greatly influences employee discipline and timeliness. When leaders demonstrate

a high work ethic and commitment to product quality, employees tend to imitate these behaviors at work.

This result supports the findings of Anabuni and Thonak (2025) which concluded that transformational leadership has a positive and significant effect on employee performance, both partially and simultaneously. Research by Ulfianty et al. (2022) also reinforces this by proving that transformational leadership contributes greatly (45.7% partially) to the achievement of employee performance in companies. In addition to being influenced by leadership factors, employee performance is also largely determined by the level of motivation they have.

4.2.3 The Effect of Work Motivation on Employee Performance

Testing the third hypothesis (H_3) proves that Work Motivation has a positive and significant effect on Employee Performance, with a significance value of 0.000 (< 0.05). This means that the higher the motivation employees have, whether it is enthusiasm for achievement or a sense of responsibility for tasks, the more optimal the resulting performance will be.

At Monica & Loren Bakery, employees with high motivation appear more initiative and rarely postpone work. The drive to provide the best results comes from job satisfaction and the desire to contribute to the company. Conversely, a decrease in motivation is often the main cause of negligence in completing tasks.

This finding is consistent with previous research by Dunan and Gunawan (2023), which confirmed that the higher the employee's work motivation, the better the resulting performance. In addition, Evi and Tine (2024) also found that work motivation has a positive and significant effect on employee and organizational performance, indicating that motivation is a crucial factor in company operations. Furthermore, this study also examines the role of motivation as a link between leadership style and performance.

4.2.4 The Role of Work Motivation in Mediating the Effect of Transformational Leadership on Employee Performance

Based on the Sobel Test results, it is known that the Z-count value is 4.305 (> 1.96) with a significance of < 0.05 . This proves that Work Motivation is able to significantly mediate the effect of Transformational Leadership on Employee Performance.

This result means that transformational leadership not only directly affects performance but also through increasing work motivation first. The mechanism is as follows: an inspiring and supportive leader succeeds in making employees feel motivated; the motivation that grows then encourages employees to work more productively, which ultimately leads to improved performance.

This mediating role reinforces the research results of Saprudin et al. (2025) which specifically found that work motivation acts as a mediating variable connecting transformational leadership and performance. This is also supported by the literature review from Saleh et al. (2021), which concluded that in various forms of organizations, work motivation often becomes an important mediating variable that strengthens the relationship between transformational leadership and performance achievement.

5. Conclusion

This study aimed to analyze the effect of transformational leadership on employee performance, to examine the effect of work motivation on employee performance, and to investigate the mediating role of work motivation in the relationship between

transformational leadership and employee performance at Monica & Loren Bakery. Based on the results of data analysis, hypothesis testing, and discussion that have been conducted, several important conclusions can be drawn.

First, transformational leadership has a positive and significant effect on work motivation. This finding indicates that the better and more effective the application of the transformational leadership style by the leadership of Monica & Loren Bakery, the higher the level of work motivation felt by employees. Leader behaviors such as providing inspiration, serving as a role model in discipline, and providing attention to individual competency development are able to touch the psychological aspects of employees, making them feel valued and supported, which then fosters internal drive to work harder.

Second, transformational leadership has a positive and significant direct effect on employee performance. This result demonstrates that an effective leadership style can directly improve the quality and quantity of work results of employees. In the operational context of a bakery, the presence of a leader who is able to be a role model greatly influences employee discipline and timeliness. When leaders demonstrate a high work ethic and commitment to product quality, employees tend to imitate these behaviors at work, leading to improved performance outcomes.

Third, work motivation has a positive and significant effect on employee performance. This finding proves that the higher the motivation employees have, whether enthusiasm for achievement or a sense of responsibility for tasks, the more optimal the resulting performance will be. At Monica & Loren Bakery, employees with high motivation appear more initiative and rarely postpone work. The drive to provide the best results comes from job satisfaction and the desire to contribute to the company, which ultimately translates into better individual and organizational performance.

Fourth, work motivation significantly mediates the relationship between transformational leadership and employee performance. This is evidenced by the Sobel test Z-count value of 4.305 (> 1.96), confirming the significance of this mediation effect. This result proves that transformational leadership not only directly affects performance but also indirectly through increasing work motivation first. The mechanism is that an inspiring and supportive leader succeeds in making employees feel motivated, and that motivation then encourages employees to work more productively, ultimately leading to improved performance.

The coefficient of determination (R^2) of 0.992 indicates that 99.2% of the variation in employee performance can be explained by transformational leadership and work motivation, while the remaining 0.8% is influenced by other factors outside this research model. This very high R^2 value demonstrates that the model has excellent explanatory power and confirms the critical importance of both transformational leadership and work motivation in determining employee performance at Monica & Loren Bakery.

This research provides theoretical contributions by reinforcing existing theories on transformational leadership and work motivation, confirming the findings of previous studies such as Saprudin et al. (2025), Anabuni and Thonak (2025), and Saleh et al. (2021). The significant mediation effect of work motivation contributes to a more comprehensive understanding of the mechanisms through which transformational leadership influences employee performance, positioning work motivation as an important intervening variable that links leadership style to performance outcomes.

From a practical perspective, this study offers several implications for business owners and managers. Leaders should adopt and strengthen transformational leadership behaviors, including providing inspiration and enthusiasm to employees, serving as

positive role models in discipline and work ethic, providing clear direction and information, paying attention to individual employee development, and creating open and effective two-way communication. Companies should also focus on maintaining and improving employee work motivation through recognition of achievements, fair reward systems, opportunities for career development, and creating a supportive work environment, as motivated employees demonstrate higher productivity, better work quality, and greater commitment to organizational goals.

However, this study has several limitations that should be acknowledged. The research focused on a single bakery business (Monica & Loren Bakery), which may limit the generalizability of the findings to other types of businesses or industries. The sample size of 44 respondents, while adequate for the analysis conducted, is relatively small, and the cross-sectional design captures data at a single point in time, limiting the ability to establish causal relationships definitively. Future research should expand to other industries, incorporate larger sample sizes, include additional variables such as organizational culture or job satisfaction, and employ longitudinal designs to establish definitive causal relationships. Despite these limitations, the findings provide valuable guidance for small and medium enterprises in the culinary industry seeking to enhance employee performance through effective leadership and motivation strategies.

References

- Adhistry, K., Saprudin, T., & Rahmawati, D. (2023). Faktor-faktor yang mempengaruhi kinerja karyawan pada usaha kecil dan menengah. *Jurnal Manajemen Sumber Daya Manusia*, 17(2), 123-138.
- Aisah, S. (2020). Pengaruh kepemimpinan dan motivasi kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 12(1), 45-58.
- Anabuni, M., & Thonak, S. (2025). Transformational leadership and employee performance in the digital era. *Journal of Leadership and Organizational Studies*, 32(1), 78-95.
- Batubara, S. (2020). Gaya kepemimpinan dalam organisasi: Sebuah kajian literatur. *Jurnal Ilmu Manajemen dan Bisnis*, 11(2), 89-104.
- Budhiarto, T. (2023). Inisiatif dan semangat kerja sebagai indikator motivasi karyawan. *Jurnal Psikologi Industri dan Organisasi*, 15(1), 34-48.
- Dakwah, M. (2020). Indikator kepemimpinan transformasional dalam meningkatkan kinerja karyawan. *Jurnal Manajemen dan Kepemimpinan*, 8(2), 67-82.
- Dunan, H., & Gunawan, B. (2023). The influence of work motivation on employee performance in manufacturing companies. *Asian Journal of Human Resource Management*, 11(2), 145-162.
- Effendi, M., & Maunah, B. (2021). Dimensi kepemimpinan transformasional dalam pendidikan. *Jurnal Pendidikan Islam*, 9(1), 23-38.
- Evi, T., & Tine, S. (2024). Work motivation as a determinant of organizational performance. *International Journal of Business and Management*, 19(3), 234-251.
- Fachrurazi, F., Rezeki, S., & Dirhamsyah, D. (2022). Peran dan fungsi kepemimpinan dalam organisasi modern. *Jurnal Manajemen dan Bisnis*, 14(2), 56-72.
- Indrawanto, I. (2021). Kepemimpinan transformasional dalam menghadapi perubahan organisasi. *Jurnal Ilmu Manajemen*, 13(3), 189-204.
- Jaya, A., Mukhtar, M., & UA, N. (2020). Gaya kepemimpinan dan dampaknya terhadap kinerja karyawan. *Jurnal Ekonomi dan Bisnis*, 18(1), 45-62.

- Lisniasari, L. (2024). Konsep kepemimpinan transformasional dalam perspektif teori dan praktik. *Jurnal Manajemen Sumber Daya Manusia*, 18(1), 78-94.
- Masnah, M., Abidin, Z., & Ukkas, I. (2020). Hubungan motivasi kerja dengan kinerja karyawan pada perusahaan jasa. *Jurnal Ilmu Manajemen*, 14(2), 112-128.
- Noviyanti, N., & Sundari, S. (2021). Penghargaan dan pengakuan sebagai faktor peningkatan motivasi kerja. *Jurnal Psikologi dan Manajemen*, 12(1), 56-70.
- Oroh, F., Ariyadi, S., & Fadlan, M. (2024). The effect of transformational leadership dimensions on employee motivation. *Journal of Leadership and Management*, 15(2), 89-106.
- Paramita, D., & Martini, S. (2020). Dorongan mencapai tujuan dan tanggung jawab tugas sebagai indikator motivasi kerja. *Jurnal Manajemen*, 16(1), 34-48.
- Parinussa, J., & Dunan, H. (2022). Motivasi kerja dalam meningkatkan kinerja karyawan pada sektor usaha kuliner. *Jurnal Bisnis dan Manajemen*, 19(2), 78-94.
- Putri, R., & Septiani, D. (2025). Gaya kepemimpinan dan pengaruhnya terhadap kinerja karyawan. *Jurnal Manajemen Sumber Daya Manusia*, 19(1), 45-62.
- Saleh, M., Utomo, H., & Purnomo, A. (2021). Kepemimpinan transformasional dalam organisasi: Tinjauan literatur sistematis. *Jurnal Manajemen dan Bisnis*, 13(3), 145-162.
- Sanaba, T., Andriyan, A., & Munzir, M. (2022). Faktor intrinsik dan ekstrinsik yang mempengaruhi motivasi kerja karyawan. *Jurnal Psikologi Industri*, 14(2), 89-104.
- Saprudin, T., Adhistry, K., & Rahmawati, D. (2025). Transformational leadership, work motivation, and employee performance: A mediation analysis. *Asian Journal of Human Resource Management*, 13(1), 67-84.
- Satria, A. (2021). Pengertian dan konsep motivasi kerja dalam organisasi. *Jurnal Manajemen*, 15(2), 78-94.
- Setiabudhi, D., Wijaya, H., & Sari, R. N. (2025). Classical assumption testing in quantitative research using SPSS. *Journal of Statistical Methods*, 12(1), 34-52.
- Setioningrum, D., Rahayu, S., & Wijaya, H. (2023). Transactional versus transformational leadership: A comparative study. *Journal of Leadership Studies*, 18(2), 112-128.
- Sinaga, R., Purba, S., & Simanjuntak, T. (2021). Kepemimpinan transformasional dan dampaknya terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 13(1), 45-62.
- Sugito, S. (2025). Kinerja karyawan sebagai faktor penentu keberhasilan perusahaan. *Jurnal Manajemen Sumber Daya Manusia*, 19(2), 123-140.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Supardi, S., & Anshari, M. (2022). Pengaruh kepemimpinan transformasional terhadap kinerja organisasi. *Jurnal Manajemen dan Bisnis*, 14(1), 34-50.
- Ulfianty, M., Rahmawati, D., & Wijaya, H. (2022). The contribution of transformational leadership to employee performance. *Asian Journal of Business and Management*, 10(3), 234-251.
- Utami, R., Sari, D. P., & Wijaya, H. (2022). Faktor-faktor penyebab rendahnya kinerja karyawan pada UKM. *Jurnal Bisnis dan Manajemen*, 20(1), 56-72.
- Widayati, T., Rahardjo, M., & Febriyanti, D. (2017). Gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan. *Jurnal Manajemen*, 11(2), 89-104.