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**THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN IMPROVING  
EMPLOYEE PERFORMANCE WITH THE DESIRE TO ACHIEVE AS A  
MEDIATION VARIABLE AT PT GRACIA KREASI ROTAN UNIT 1  
CIREBON**

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**Abstract**

This study aims to analyze the effect of transformational leadership on employee performance with achievement motivation as a mediating variable at PT Gracia Kreasi Rotan Unit 1 Cirebon. The research approach used is quantitative with a causal associative design. Data were collected through questionnaires distributed to production employees and analyzed using the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS). The results of the study indicate that transformational leadership has a positive and significant effect on employee performance. In addition, transformational leadership has also been shown to have a positive effect on employee achievement motivation. Achievement motivation, in turn, has a positive and significant effect on employee performance. Other findings reveal that achievement motivation plays a significant mediating variable in the relationship between transformational leadership and employee performance. These findings indicate that employee performance improvement is not only determined by leadership style, but also by employees' internal drive to achieve. This study provides practical implications for company management in designing transformational leadership strategies that are able to foster achievement motivation so that employee performance can improve sustainably.

**Keywords:** Transformational Leadership, Desire to Achieve, Employee Performance



**INTRODUCTION**

The increasingly competitive manufacturing industry demands that companies effectively manage their human resources to maintain organizational performance. In the rattan furniture industry, global competition emphasizes not only product quality but also the consistent achievement of production targets. Indonesia, particularly Cirebon Regency, is a rattan industry hub that plays a strategic role in supporting national furniture exports. Therefore, the sustainability of this industry is highly dependent on the performance of the workforce involved in the production process.

PT Gracia Kreasi Rotan Unit 1 Cirebon is a manufacturing company specializing in rattan furniture production and relies on a large workforce. Due to its labor-intensive nature, achieving the company's production targets is highly dependent on employee performance. However, according to 2024 production data, the company experienced fluctuations in production targets between March and May 2024, with production falling short of targets in some months.

**Table 1.**  
**Comparison of Target and Actual Production of PT. Gracia Kreasi Rotan Unit 1 Cirebon in 2024**

Production Targets Over 3-Month Period in 2024				
Weekly Production Targets				
Month	Week	Production Target	Actual Production	Difference (Target-Actual)
March	1	255	255	
	2	255	255	
	3	256	253	
	4	124	124	
Total		890	887	-3
April	1	0	0	
	2	213	198	
	3	213	213	
	4	214	210	
Total		640	621	-19
May	1	195	191	
	2	195	195	
	3	195	195	

Table 1 shows that although production in March nearly reached the target, production decreased from April to May 2024 compared to the established target.



The negative difference during this period indicates that the company's production performance is suboptimal and indicates a decline in employee performance in supporting the achievement of company targets.

This decline in performance indicates non-technical factors affecting employee productivity. One identified phenomenon is a decline in employee enthusiasm and focus after the long Eid al-Fitr holiday period. Employees' psychological state, still in the holiday mood, coupled with financial instability after receiving holiday allowances, leads to a reduced drive to work optimally. These factors impact concentration and work motivation, ultimately impacting employee performance and the achievement of production targets.

Although the company has provided various supporting facilities such as rest rooms, canteens, personal protective equipment, occupational health facilities, and overtime allowances, these efforts have not been fully effective in maintaining stable employee performance. This situation indicates that performance improvement is determined not only by the provision of physical facilities, but also by psychological factors and employee internal characteristics.

In this context, leadership plays a strategic role in shaping employee attitudes and behavior. Transformational leadership is considered an effective approach because it provides inspiration, direction, individual attention, and morale to employees to achieve organizational goals and meet their needs at a higher level (Sawan, 2024). Transformational leaders focus not only on work results but also on building positive relationships, setting an example, and encouraging the development of employee potential (Chairul Bariah, 2023).

However, the effectiveness of transformational leadership cannot be separated from the internal conditions of employees. One important factor is the need for achievement. According to McClelland's theory, the need for achievement is an individual's drive to achieve certain performance standards, demonstrate their best abilities, and produce superior performance. Employees with a high need for achievement tend to have a strong sense of responsibility and strive to optimally achieve work targets.

In the context of PT Gracia Kreasi Rotan Unit 1 Cirebon, the drive for achievement has the potential to strengthen the influence of transformational leadership on employee performance. When employees have a high drive for achievement, the direction and motivation from transformational leaders will be more effectively implemented in work activities. Conversely, a low drive for achievement can weaken the effectiveness of transformational leadership. Therefore, examining the relationship between transformational leadership, the



drive for achievement, and employee performance is important to provide a more comprehensive understanding in the context of the rattan industry.

## LITERATURE REVIEW

### 1. Transformational Leadership

Transformational leadership is a leadership style that focuses on the leader's ability to inspire, motivate, and encourage positive change in employees to optimally achieve organizational goals. This concept was first developed by Bass, who emphasized four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Transformational leaders are not only oriented toward achieving targets but also toward developing the individual potential of employees.

In the context of modern organizations, transformational leadership has been shown to increase work engagement, innovation, and extracurricular behavior, which directly impact employee performance (Lorena & Bilawal, 2022). Furthermore, this leadership creates a positive work environment through effective communication, rewards, and emotional support for employees (Bariah et al., 2023). Other research shows that transformational leadership plays a strategic role in increasing employee productivity and loyalty by fostering positive work attitudes (Affan, 2025).

Thus, transformational leadership is an important factor in improving employee performance, especially in organizations that have labor-intensive characteristics such as the manufacturing industry.

### 2. Need for Achievement

The need for achievement is an individual's internal drive to achieve certain performance standards, demonstrate their best abilities, and achieve superior work results. This theory was put forward by McClelland (1961), who stated that individuals with a high need for achievement tend to take greater responsibility for their work, enjoy challenges, and are results-oriented.

Employees with a high desire for achievement typically exhibit more productive work behavior, discipline, and initiative in completing tasks. They also tend to set higher targets and strive to achieve them optimally (Schüler & Wolff, 2020). Furthermore, achievement motivation plays a crucial role in improving the quality and timeliness of work completion (Vidiya Maslihatiddiniyah, 2020).

In organizations, the desire for achievement is influenced not only by internal individual factors, but also by the work environment and leadership



style. Transformational leadership, for example, can increase achievement motivation by providing inspiration, trust, and development opportunities for employees (Anggraini & Johannes, 2024). Therefore, the desire for achievement is a crucial variable that can strengthen the relationship between leadership and employee performance.

### **3. Employee Performance**

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities according to established organizational standards. Performance is typically measured using several indicators, such as work quality, work quantity, and timeliness of completion.

According to Bakker et al. (2023), employee performance is influenced by various factors, including leadership, motivation, and work environment conditions. Effective leadership can increase employee morale, engagement, and commitment to the organization, thereby improving overall performance.

Furthermore, employee performance is also influenced by psychological factors, such as achievement motivation. Highly motivated employees tend to perform better than those with low motivation (Schüler & Wolff, 2020). Therefore, improving employee performance requires an approach that focuses not only on technical aspects but also on psychological and leadership aspects.

### **4. The Relationship Between Transformational Leadership, Achievement Desire, and Employee Performance**

The relationship between transformational leadership and employee performance has been extensively researched and consistently shows a positive and significant impact. Transformational leadership can improve performance by providing vision, motivation, and support to employees (Lorena & Bilawal, 2022).

However, this influence is not always direct. Several studies have shown that the desire for achievement acts as a mediating variable in this relationship. Transformational leadership can increase employee achievement motivation, which in turn impacts performance (Lestari & Budiana, 2025). This is reinforced by research by Anggraini and Johannes (2024), who stated that achievement motivation is an important mechanism in bridging the influence of leadership on performance.

Furthermore, Bussin's (2026) research also shows that motivation plays a significant mediating role in the relationship between leadership and performance, particularly in the context of public sector organizations. This finding confirms that the success of transformational leadership depends not only on the leader's abilities but also on the extent to which the leader is able to arouse employees' internal drive.



Thus, it can be concluded that transformational leadership, the desire for achievement, and employee performance are interrelated. Transformational leadership plays a role in increasing the desire for achievement, which ultimately impacts optimal and sustainable employee performance.

## RESEARCH METHOD

This study uses a quantitative approach with an associative approach. It aims to analyze the influence of transformational leadership on employee performance, with achievement drive as a mediating variable. Data collection was conducted through a survey method, distributing questionnaires to the respondents.

The population in this study was all production employees at PT. Gracia Kreasi Rotan Unit 1 Cirebon. The sampling technique used was saturated sampling, which is a sampling technique that utilizes all members of the population as research respondents. Based on company data, the number of employees in the production department is 150 people, so all of them were used as research samples.

The research instrument was a questionnaire compiled using a five-point Likert scale, with a response range of 1 (strongly disagree) to 5 (strongly agree). Transformational leadership variables were measured through indicators of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The variable of achievement drive was measured through indicators of the desire to achieve high standards, personal responsibility for work results, enjoyment of facing challenges, and orientation to feedback. Meanwhile, employee performance variables were measured through indicators of work quality, work quantity, and timeliness in completing work.

Data analysis was performed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. Evaluation of the measurement model (outer model) was conducted by testing convergent validity, discriminant validity, and construct reliability. Furthermore, evaluation of the structural model (inner model) was conducted by examining the R-square value, path coefficient, and hypothesis significance testing through a bootstrapping procedure.



RESULTS AND DISCUSSION

Respondent Characteristics

Table 2.

Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Production Department	Packing	12	8.0
	Warehouse	3	2.0
	Security	4	2.7
	Manual	26	17.3
	CNC	17	11.3
	Assembling	20	13.3
	Handshading	15	10.0
	Finishing	23	15.3
	Settings	17	11.3
	Packing and loading	13	8.7
	Total	150	100.0
Gender	Man	143	95.3
	Woman	7	4.7
	Total	150	100.0
Age	20-29	64	42.7
	30-39	28	18.7
	40-49	44	29.3
	50-59	14	9.3
	Total	150	100.0
Education	Elementary School	11	7.3
	Junior High School	18	12.0
	High School	110	73.3
	D1	2	1.3
	S1	9	6.0
	Total	150	100.0
	Length of Work	<5	91
5-9		19	12.7
10-14		12	8.0



15-19	15	10.0
>20	13	8.7
Total	150	100.0

Based on the table above, the characteristics of the respondents in this study include production division, gender, age, education level, and length of service. The number of respondents involved in this study was 150 people, all of whom were production employees at PT. Gracia Kreasi Rotan Unit 1 Cirebon . The characteristics of the respondents can be explained as follows.

Based on the production section, the most respondents came from the manual section , namely 26 people (17.3%), followed by the finishing section with 23 people (15.3%). assembly as many as 20 people (13.3%), CNC and setting as many as 17 people (11.3%), handsanding as many as 15 people (10.0%), packing loading as many as 13 people (8.7%), packing as many as 12 people (8.0%), security as many as 4 people (2.7%), and warehouse as many as 3 people (2.0%). This shows that respondents in this study came from various parts of the production process.

Based on gender , respondents were dominated by men, namely 143 people. (95.3%), while there were 7 female respondents (4.7%) . Thus, it can be concluded that the majority of employees in the production department are male.

Based on age , the majority of respondents were in the 20–29 age range, namely 64 people (42.7%). Furthermore, respondents aged 40–49 years were 44 people (29.3%), and those aged 30–39 years were 44 people (29.3%). as many as 28 people (18.7%) , and 14 people aged 50–59 years (9.3%). This shows that most respondents are of productive age.

Based on education level, the majority of respondents had a high school education , namely 110 people (73.3%). Furthermore, respondents with a junior high school education as many as 18 people (12.0%), elementary school education as many as 11 people (7.3%), undergraduate education as many as 9 people (6.0%) , and D1 education as many as 2 people (1.3%). Thus, it can be concluded that the level of education of respondents in this study was dominated by high school graduates .

Based on length of service , the majority of respondents have worked for less than 5 years. namely 91 people (60.7%). Furthermore, respondents with a work period of 5–9 years as many as 19 people (12.7%), 15 people (10.0%) with a work period of 15–19 years, 13 people (8.7%) with a work period of more than 20 years, and 12 people (8.0%) with a work period of 10–14 years. This shows that most respondents have a relatively short work period .



SEM-PLS Test Results

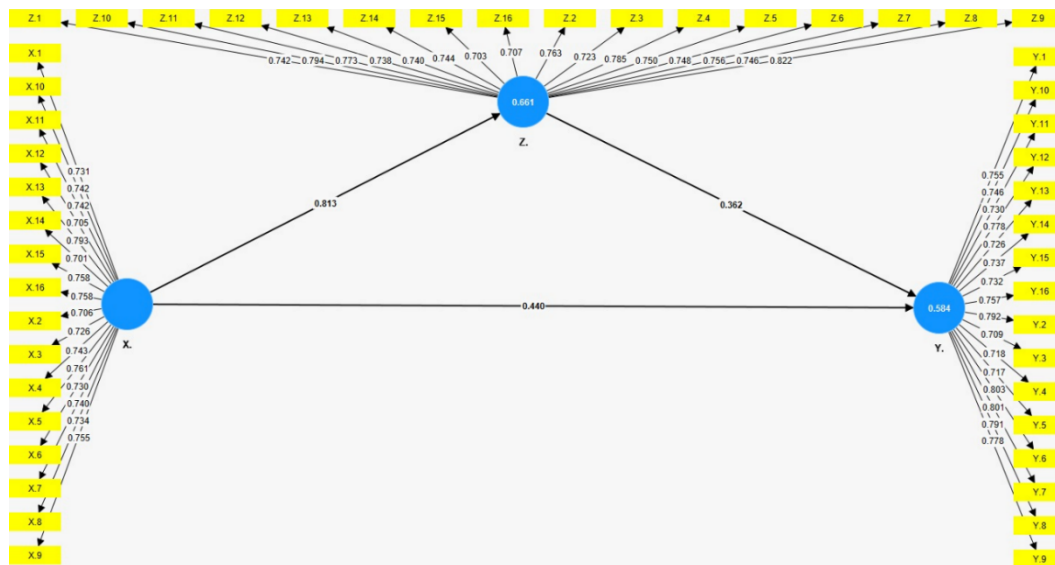


Figure 2. SEM-PLS measurement model

1. Outer Model Test Analysis Results

a. Convergent Validity

Convergent validity testing was conducted to ensure that the indicators adequately reflect the constructs being measured. The results of the convergent validity testing are presented in the following table:

Table 3. Convergent Validity Test Results

Variables	Indicator	Loading Factor	AVE
Transformational Leadership	X.1	0.731	0.547
	X.10	0.742	
	X.11	0.742	
	X.12	0.705	
	X.13	0.793	
	X.14	0.701	
	X.15	0.758	
	X.16	0.758	
	X.3	0.726	



Variables	Indicator	Loading Factor	AVE
Employee performance	X.4	0.743	0.570
	X.5	0.761	
	X.6	0.730	
	X.7	0.740	
	X.8	0.734	
	X.9	0.755	
	Y.1	0.755	
	Y.10	0.746	
	Y.11	0.730	
	Y.12	0.778	
	Y.13	0.726	
	Y.14	0.737	
	Y.15	0.732	
	Y.16	0.757	
	Desire to Achieve	Y.2	
Y.3		0.709	
Y.4		0.718	
Y.5		0.717	
Y.6		0.803	
Y.7		0.801	
Y.8		0.791	
Y.9		0.778	
Z.1		0.742	
Z.10		0.794	
Z.11	0.773		
Z.12	0.738		
Z.13	0.740		
Z.14	0.744		
Z.15	0.703		
Z.16	0.707		
Z.2	0.763		



Variables	Indicator	Loading Factor	AVE
	Z.3	0.723	
	Z.4	0.785	
	Z.5	0.750	
	Z.6	0.748	
	Z.7	0.756	
	Z.8	0.746	
	Z.9	0.882	

The results of the convergent validity test indicate that all statement indicators for each research variable are valid. This is evidenced by the loading factor values for all indicators being greater than 0.70. Therefore, no indicators needed to be discarded or removed during the initial testing phase.

Furthermore, the test results also show that the Average Variance Extracted (AVE) value for all research constructs is greater than 0.50. This indicates that each construct is able to adequately explain the variance of its indicators.

Based on the test results, it can be concluded that all indicators in this study have met the convergent validity criteria. Therefore, all indicators are declared suitable for further testing on the structural model (inner model).

Convergent validity testing is carried out to ensure that the indicators used are truly capable of measuring the construct being studied, and is a mandatory procedure in PLS-SEM analysis.

b. Discriminant Validity Test

Discriminant validity testing was conducted to ensure that each construct in the research model clearly differs from the other constructs. Discriminant validity testing was conducted using the Fornell-Larcker criterion, which compares the square root of the AVE value with the correlation value between constructs.

**Table 4.**  
**Results of Discriminant Validity Test**

Variables	Transformational Leadership (X)	Employee Performance (Y)	Desire to Achieve (Z)
Transformational Leadership(X)			
Employee Performance (Y)	0.764		
Desire to Achieve (Z)	0.851	0.746	



The test results show that the correlation values between variables are still within acceptable limits. This indicates that each construct in the study has a clear distinction from the others. Thus, each variable represents a distinct concept, concluding that discriminant validity in this research model has been met.

c. Reliability Test

**Table 5.**  
**Reliability Test Results**

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Transformational Leadership (X)	0.94 5	0.94 6	0.9 51
Performance Employee (Y)	0.9 50	0.9 52	0.95 5
Desire Achievement (Z)	0.9 49	0.95 0	0.95 4

Based on the table above, the results of the reliability test show that all constructs in this study have a very good level of internal consistency. The Transformational Leadership variable (X) obtained a Cronbach's Alpha value of 0.94 5, Composite Reliability (rho\_a) of 0.94 6, and Composite Reliability (rho\_c) of 0.9 51. The Employee Performance variable (Y) also showed a high reliability value with a Cronbach's Alpha of 0.9 50 , rho\_a of 0.9 52, and rho\_c of 0.95 5. Meanwhile, the Desire for Achievement variable (Z) had a Cronbach's Alpha value of 0.9 49, rho\_a of 0.9 50, and rho\_c of 0.95 4. All of these values exceeded the minimum threshold of 0.70, thus concluding that the indicators used were able to measure each construct consistently and reliably. Therefore, the research instrument was deemed highly reliable and suitable for further analysis of the structural model.

**2. Structural Model Analysis Results (Inner Model)**

Structural model analysis (inner model) was conducted to determine the causal relationships between latent variables in this study. The inner model evaluation aims to test the strength of the influence between constructs and to test the research hypotheses formulated in the previous chapter. Inner model testing in this study includes the coefficient of determination (R-Square), the significance test for direct effects, and the test for indirect effects (mediation) using the bootstrapping technique in the SmartPLS application.

**R-Square Value**



The R-square value is used to determine how much the independent variable is able to explain the dependent variable in the research model.

Table 6.

R-Square Value

Variables	R-square	R-square adjusted
Employee Performance (Y)	0.5 84	0.5 80
Desire to Achieve (Z)	0.6 61	0.66 0

The results of the analysis show that the R-square value for the Employee Performance variable is 0.584. This value indicates that Transformational Leadership and Desire to Achieve together are able to explain 58.4 % of the variation in Employee Performance, while the rest is influenced by other factors outside the research model.

Meanwhile, the R-square value of the Desire to Achieve variable is 0.66 1, which shows that the Transformational Leadership variable has a strong ability in explains the variation in employee Achievement Desire. Overall, the R-square value obtained indicates that the research model has a good level of accuracy and explanatory power, which means that the independent variables used are able to adequately explain the dependent variable and support the relationship tested in this study.

Hypothesis Testing

Hypothesis testing is conducted to determine whether there is an influence between research variables. This test is based on the t-statistic and p-value generated from the SEM-PLS analysis.

Table 7.

Path coefficients – Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDE)	P values
X → Y	0.440	0.449	0.126	3,488	0.000
X → Z	0.813	0.804	0.066	12,347	0.000
Z → Y	0.362	0.362	0.132	2,749	0.006

a. The Influence of Transformational Leadership on Employee Performance

The results of the hypothesis testing show that transformational leadership has a positive and significant effect on employee performance, as evidenced by the t-statistics value of 3.488, which is greater than the critical value of 1.96 and the p-value of 0.000 which is smaller than the significance level of 0.05, with a path coefficient of 0.440. These results indicate that the better the implementation



of transformational leadership in the organization, the higher the level of employee performance produced, both in terms of quality and quantity of work, so that the first hypothesis (H1) in this study is declared accepted.

Empirically, the research results show that the indicators of transformational leadership are perceived positively by respondents, such as the integrity and honesty of the leader, exemplary work behavior, and providing motivation and inspiration in achieving work results. This positive perception reflects that transformational leadership practices have been internalized in the work environment and are truly felt by employees. This condition has direct implications for improving employee performance, which is reflected in work attitudes, enthusiasm, discipline, responsibility, and orientation towards achieving work results. Therefore, the acceptance of H1 is not only based on statistical significance, but is also strengthened by empirical findings that demonstrate the real role of transformational leadership in improving employee performance.

These empirical findings can be explained through the Transformational Leadership Theory proposed by Bass (1985), which states that transformational leaders are able to influence employee behavior and attitudes through idealized influence, inspirational motivation, intellectual stimulation, and individual attention, so that employees are encouraged to work beyond the performance standards set by the organization. With leadership that is able to provide vision, motivation, and ongoing support, employees will feel more appreciated and motivated to make their best contribution to the company.

In addition to being supported by theory, the results of this study are also in line with the findings of Lorena, (2022) in the Heliyon journal which states that transformational leadership has a positive and significant influence on employee performance through the creation of a work environment that supports innovation, work engagement, and extra work behavior. This finding is reinforced by Affan, (2025) in the Journal of Management Science, Entrepreneurship Economics which states that transformational leadership can significantly improve employee performance by building a positive work attitude, loyalty, and encouragement to provide the best contribution to the organization. Thus, the results of this study further strengthen the empirical evidence that transformational leadership is an important factor in improving employee performance in a sustainable manner.

**b. The Influence of Transformational Leadership on the Desire to Achieve**

The results of the second hypothesis test indicate that transformational leadership has a positive and significant effect on employee achievement desires. This is evidenced by the t-statistics value of 1.2347 which is greater than the critical value of 1.96 and the p-value of 0.000 which is smaller than the significance level of 0.05, with a path coefficient of 0.813. These results indicate that the more effective the implementation of transformational leadership in the organization, the higher the employee's achievement desires, so that the second hypothesis (H2) in this study is declared accepted.

Empirically, the research results show that transformational leadership practices are perceived positively by respondents, particularly in terms of work motivation, creating optimism, providing opportunities for development, and trust in decision-making. This perception is consistent with the formation of an achievement orientation in employees, reflected in the setting of work targets, an orientation towards high work standards, responsibility for work results, and encouragement to achieve optimal performance. This indicates that transformational leadership not only influences work behavior but also shapes employees' intrinsic motivation and drive for achievement. Thus, the second hypothesis is accepted conceptually, empirically, and statistically.

This finding can be explained through the Transformational Leadership Theory proposed by Bass (1985), which states that transformational leaders are able to stimulate intrinsic employee motivation by providing a clear vision, work inspiration, intellectual stimulation, and individual attention. Leadership that provides trust, challenge, and psychological support will encourage employees to set higher work standards, be courageous in facing challenges, and have a strong drive to achieve excellence in their work.

Besides being supported by theory, the results of this study also align with Anggraini's (2024) research, which states that transformational leadership has a positive effect on employee achievement motivation, which ultimately encourages more productive work behavior. Furthermore, Lestari's (2025) research also found that achievement motivation plays a significant role in bridging the influence of transformational leadership on employee work behavior. Thus, transformational leadership has been shown to be a crucial factor in shaping employees' sustainable achievement drive.

**c. The Influence of Desire to Achieve on Employee Performance**

The results of the third hypothesis test indicate that the desire for achievement has a positive and significant effect on employee performance. This is evidenced by the t-statistics value of 2.749 which is greater than the critical



value of 1.96 and the p-value of 0.006 which is smaller than the significance level of 0.05, with a path coefficient of 0.362 . These results indicate that the higher the desire for achievement possessed by employees, the higher the performance produced in carrying out their work duties and responsibilities, so that the third hypothesis (H3) in this study is declared accepted.

Empirically, the research results show that the desire for achievement is internalized in employee work behavior, which is reflected in the orientation towards achieving targets, responsibility for work results, initiative in solving problems, courage to face challenges, and consistency in meeting work standards. This achievement orientation forms a productive work pattern and contributes directly to improving the quality and quantity of employee performance. Thus, the acceptance of H3 indicates that the desire for achievement is not only statistically significant, but also empirically real as a determining factor in improving employee performance.

This finding aligns with McClelland's (1961) Need for Achievement Theory, which explains that individuals with a high desire for achievement tend to be strongly focused on achieving results, set challenging work targets, and take responsibility for their work. This internal drive encourages employees to be more disciplined, focused, and consistent in achieving the work standards set by the organization.

In addition to being supported by theory, the results of this study are also in line with research (Schüler 2020) which found that individuals with a high level of achievement motivation demonstrate superior work performance, especially when supported by a results-oriented approach and relevant feedback. Furthermore, research by Vidiya Maslihatiddiniyah (2020) also concluded that achievement motivation has a positive and significant effect on employee performance, particularly in improving the quality and timeliness of work completion. Thus, these findings strengthen empirical evidence that achievement motivation is an important psychological factor that directly contributes to improved employee performance.

#### **4. Mediation Test of Desire to Achieve**

A mediation test was conducted to determine whether the Desire for Achievement could mediate the influence of Transformational Leadership on Employee Performance. The mediation test was conducted by examining the indirect effect value through a bootstrapping procedure.



Table 8.

Mediation Test Results

Connection	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values
Leadership Transformational (X) -> Desire Achievement (Z) -> Employee Performance (Y)	0.2 95	0.2 89	0.106	2. 773	0.0 06

Based on the results of the indirect influence test, a p-value of less than 0.05 was obtained. This indicates that the Desire to Achieve is able to act as a significant mediating variable in the relationship between transformational leadership and employee performance.

CONCLUSION

The conclusion of this study shows that transformational leadership has a positive and significant effect on employee performance at PT Gracia Kreasi Rotan Unit 1 Cirebon, both directly and indirectly through the desire for achievement as a mediating variable. The implementation of transformational leadership, characterized by exemplary behavior, inspirational motivation, intellectual stimulation, and individual attention, has been proven to be able to increase employee achievement desires, which in turn encourages optimal work performance improvements. The desire for achievement plays an important role as an internal drive that strengthens the effectiveness of transformational leadership in producing better employee performance, both in terms of quality, quantity, and punctuality of work. Thus, improving employee performance depends not only on the leadership style applied, but also on the company's ability to continuously foster employee achievement drives to support the achievement of organizational goals.

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