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## Transformational Leadership on Organizational Performance through Variations of Work Methods in National Logistics Companies

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**Abstract:** This study aims to provide a better understanding of how transformational leadership and variations of work methods can be used effectively in the logistics industry, as well as provide practical guidance for leaders and managers to improve the performance of their organizations. The research design in this study generally adopts a quantitative research approach. It is an explanatory study that aims to test all proposed hypotheses, building on previous research and literature. In addition, this study seeks to explain the relationship and influence between research variables (transformational leadership, and variations in work methods with organizational performance). Furthermore, the sampling method used in this study is non-probability sampling, which is considered capable of providing valuable and reliable insights to obtain potential information. The sampling design uses a purposive sampling approach, namely the selection of samples based on certain criteria. Based on the results of hypothesis testing, it can be concluded that there is no significant relationship between Transformational Leadership and Variations in Work Methods. There is no significant relationship between Variation of Work Methods and Organizational Performance. Although there is no significant relationship in this test, this does not mean that the relationship between the variables does not exist at all. Other factors not measured in this study may influence the relationship between Transformational Leadership, Variation of Work Methods, and Organizational Performance.

**Keywords:** Transformational Leadership, Variation of Work Methods. Organizational Performance.

## INTRODUCTION

The logistics industry, with its complex dynamics and rapid changes, has become the indispensable backbone of the global economy. In it, national logistics companies play a

central role in facilitating the flow of goods and services from producers to consumers, optimizing supply chains, and ensuring smooth overall business operations (Zdolsek Draksler et al., 2023). Amidst this complexity, organizational performance stands as a vital foundation that determines the success and sustainability of logistics companies (Adelwini et al., 2023). However, the challenges for logistics companies never end. Technological advancements, trade policies, and fluctuating consumer preferences continue to drive leaders in the industry to seek innovative strategies to improve their organizations' performance (Mwanzia, 2016). One strategy that is increasingly receiving attention is the use of Transformational Leadership and the application of varied work methods (Meng et al., 2022).

Transformational leadership, as a leadership approach that focuses on influencing, inspiring, and motivating employees to achieve their best performance, has proven effective across a variety of industry contexts (Gustianingtyas & Elmi, 2021). However, the application and impact of Transformational Leadership in logistics companies, especially in an environment characterized by tight deadlines and high operational diversity, remains an interesting question (Permana, 2022). On the other hand, varied working methods, including the use of diverse approaches and techniques in carrying out daily operational tasks, have emerged as promising strategies to improve efficiency and productivity (Susanto, Syailendra, et al., 2023). However, it remains unclear how these varied working methods can be integrated with Transformational Leadership to create sustainable and significant changes in the organizational performance of logistics companies (Evangelista et al., 2023).

Organizational performance is a description of the level of achievement of task implementation in an organization, which is used to realize the goals, objectives, mission, and vision of the organization (Nahrisah & Imelda, 2019). Organizational performance can be measured through four perspectives, namely financial, internal business process, customer, and learning and growth (Nahrisah & Imelda, 2019).

Organizational performance in logistics companies is an important factor in improving the success of a company's supply chain (Siregar & Wardi, 2023). Logistics performance can be measured through four perspectives, namely financial, internal business process, customer, and learning and growth (Muttaqin, 2018). Logistics performance can reduce costs, increase customer satisfaction, and increase better competitiveness in the market. Operational control also has a significant relationship with the performance of logistics companies. To improve the performance of logistics organizations, logistics companies must understand and implement effective organizational structures, such as departmental divisions, leadership hierarchies, and channels of communication and cooperation among teams. Logistics performance measurement can also be carried out using the logistics performance model and provides empirical support for operationalizing logistics performance (Susanto et al., 2020).

The national logistics industry is the main focus in various economic and business discussions, especially in the context of globalization and the rapid growth of international trade. As the backbone that connects producers with consumers, logistics companies play an important role in ensuring the smooth flow of goods and services and optimizing the overall supply chain (Aćimović et al., 2022). However, the industry is faced with a variety of challenges, including intense competition, cost pressures, and demands to improve operational efficiency (Kembro & Norrman, 2019).

In an effort to address these challenges, the concept of Transformational Leadership and variations of work methods have emerged as promising strategies (Inga et al., 2021). Transformational Leadership offers a framework that enables leaders to inspire, motivate, and shape adaptive and innovative organizational cultures (Susanto et al., 2022). On the other hand, the variety of work methods offers a practical approach to increase efficiency and productivity in the execution of daily operational tasks (Zavadska et al., 2023). However, national logistics companies today have an urgent need to understand more deeply how

Transformational Leadership and variations of work methods can be integrated to improve organizational performance holistically (Sinno, 2020). This is the focal point of the study.

The research problem underlying this research is how the use of Transformational Leadership affects organizational performance in national logistics companies, How the application of variations in work methods affects efficiency and productivity in logistics companies, What is the impact of integration between Transformational Leadership and variations in work methods on In an effort to address these challenges, the concept of Transformational Leadership and variations of work methods have emerged as promising strategies (Hartana et al., 2023). A study form (Verhoye, 2015) transformational Leadership offers a framework that enables leaders to inspire, motivate, and shape adaptive and innovative organizational cultures. On the other hand, the variety of work methods offers a practical approach to increase efficiency and productivity in the execution of daily operational tasks (Udin, 2023).

However, national logistics companies today have an urgent need to understand more deeply how Transformational Leadership and variations of work methods can be integrated to improve organizational performance holistically. This is the focal point of the study (Fariz, 2022). The research problem underlying this research is how the use of Transformational Leadership affects organizational performance in national logistics companies, How the application of variations in work methods affects efficiency and productivity in logistics companies, What is the impact of integration between Transformational Leadership and variations in work methods on organizational performance in national logistics companies (Susanto, Sawitri, et al., 2023).

The lack of understanding of how Transformational Leadership and varied working methods can complement and strengthen each other in the context of national logistics companies is an important research gap that needs to be addressed (Hartana et al., 2023). By understanding the relationship between these two concepts, it will be possible to develop more effective strategies and practices to improve organizational performance in the logistics industry (Ivanov, 2023). Although much research on Transformational Leadership and work methods vary across different organizational contexts, significant research gaps remain in the context of national logistics companies (Dvzubáková & Kopták, 2017). Existing research often tends to be limited to individual case studies or focuses on specific aspects of Transformational Leadership or varied working methods, without considering their comprehensive integration (Mpuon et al., 2024).

The aim of this study is to provide a better understanding of how transformational leadership and variations of work methods can be used effectively in the logistics industry, as well as provide practical guidance for leaders and managers to improve the performance of their organizations.

## **METHOD**

The research design in this study generally adopts a quantitative research approach. It is an explanatory study that aims to test all proposed hypotheses, building on previous research and literature. In addition, this study seeks to explain the relationship and influence between research variables (transformational leadership, variations in work methods with organizational performance). Furthermore, the sampling method used in this study is non-probability sampling, considered capable of providing valuable and reliable insights to obtain potential information. While the sampling design uses a purposive sampling approach, namely the selection of samples based on certain criteria. Thus, respondents in this study are limited and must meet the criteria that have been determined by the researcher. Some of these criteria include being an active user of an online food delivery app and having made an online food or beverage purchase using the app.

Regarding the number of respondents used, researchers obtained responses from participants and passed initial verification by researchers to meet predetermined criteria. The questionnaire was distributed using Google Forms, and the online survey was conducted from October 2023 to December 2023. After all the data was collected, researchers analyzed the data using the Structural Equation Model (SEM) technique with the help of Smart PLS software. SEM is considered to require a larger sample size compared to other multivariate approaches. For respondents in this study after being distributed from 150 respondents and returning 70 respondents. Thus, the number of respondents obtained is in line with the predetermined target, and then the data is processed to obtain the test results of validity, reliability, goodness of fit model, research hypothesis test results, and the magnitude of influence (regression) between research variables.

## RESULTS AND DISCUSSION

### Results

Based on validity, reliability, and hypothesis testing tests provided by SEM (Structural Equation Modeling), PLS regression (Partial Least Squares) was used in this study. PLS is an accurate analytical computing tool with several supporting factors. According to Ghozali (2014), there are 4 reasons for choosing PLS as a calculation tool in a study, namely 1) PLS is able to test relationships with high complexity using latent variables; 2) The PLS approach does not have the requirement that the data must be normally distributed, can be used with all types of measurement scales, and can be used in small samples, 3) The PLS approach has been tested based on basic design and clear concepts; 4) PLS is available with a wide range of software that is easy to use.

### Test Validity, Reliability, and Hypothesis Testing:

Outer Model Analysis: Validity Test: The condition that needs to be considered is that if the results obtained are high, it will correlate with the loading factor value of  $\geq 0.5$  (Gendro Wiyono, 2011) :

**Table 1. Convergent Validity Test**

Variable	Indicator	X1	X2	Y
Transformational Leadership	TL.1	0.754		
	TL.2	0.883		
	TL.3	0.916		
	TL.4	0.916		
	TL.5	0.897		
Work Method Variations	VMK.1		0.819	
	VMK.2		0.842	
	VMK.3		0.888	
	VMK.4		0.847	
	VMK.5		0.651	
Organizational Performance	KO.1			0.923
	KO.2			0.836
	KO.3			0.779
	KO.4			0.903
	KO.5			0.779

Source : Processed Data, 2023

Based on table 1 above, it can be seen that the value of each indicator or outer loading is  $> 0.5$ , so that all indicators can be said to be valid because they meet the requirements of convergent validity and can be analyzed further.

### Test Average Variance Extrated (AVE)

On a good measurement test, on the AVE test, each indicator has a value of  $> 0.5$ , then that value can be considered valid. Here are the results of the AVE values in this study.

**Table 2. AVE Test**

	Average Variance Extrated (AVE)	Hasil
X1	0.766	Valid
X2	0.662	Valid
Y	0.716	Valid

Source : Processed Data, 2023

Based on Table 2. the AVE value of all variables is  $> 0.5$ . These results show that each variable has good discriminant validity.

### Reliability Test

Reliability tests carried out show the level of accuracy, consistency, and accuracy of the instrument in measuring constructs. In the use of Smart PLS 4.0 instruments, to measure the reliability of a construct, it is recommended to use Composite Reliability and Croanbach Alpha indicators.

#### 1. Cronbach Alpha

The reliability value of a variable is considered satisfactory if the Cronbach Alpha value  $> 0.6$  (Uma Sekaran, 1992). The following are the results of Cronbach's Alpha in this study :

**Tabel. 3. Cronbach Alpha**

	Cronbach's Alpha	Result
X1	0.922	Reliable
X2	0.869	Reliable
Y	0.899	Reliable

Source : Processed Data, 2023

Based on Table 3., the Alpha Cronbach values of all variables are  $> 0.6$ . These results show that all research variables have met the requirements. Therefore, it can be stated that each variable has a high degree of reliability.

#### 2. Composite Reability

A variable is considered reliable if the Composite Reliability  $> 0.7$  for confirmatory research, and values  $> 0.6 - 0.7$  are still acceptable for exploratory research (H. I. Ghazali, 2021).

**Tabel 4. Composite Reability**

	Cronbach's Alpha	Hasil
X1	0.929	Reliable
X2	0.882	Reliable
Y	0.903	Reliable

Source : Processed Data, 2023

Based on Table 4, it can be observed that the Composite Reliability value for each variable in this study is 0.6. This value indicates that each variable meets the Composite Reliability criterion, and it can be concluded that all variables have a good level of reliability.

## Analysis Test Inner Model

### R-Square

R-Square values  $< 0.70$ ,  $< 0.50$ ,  $< 0.25$  indicate strong, medium and moderate and weak models (Ghozali, 2014). If the value is greater, then this shows that the predictor of the model is getting better at explaining variance

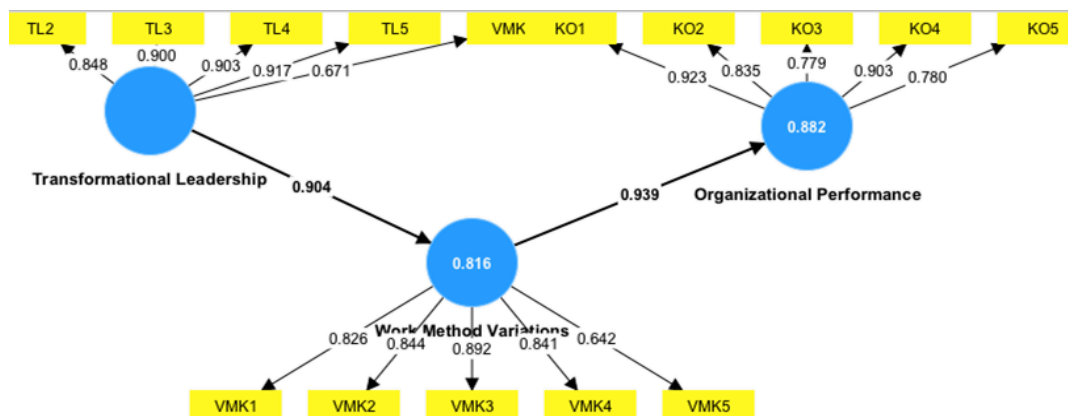
**Table 5. R-Square**

	R-Square
Organizational Performance	0.881
Work Method Variabel	0.733

Source : Processed Data, 2023

In this study researchers used 3 variables namely Organizational Performance and Transformational Leadership and Work Method Variables, these 2 variables were influenced Based on table 5, it can be seen that the value on R Square in the Organizational Performance variable has a value of 0.881 which means that the influence on the variable Work Methods Variable with Organizational Performance on Technology, amounting to 0.881 (strong influence) and on the Work variable Method The variable has a value of 0.733 which means that the influence on the Organizational Performance variable is 73.3% (strong influence).

### Hypothesis Testing



**Figure 1. Research Model Results**

The hypothesis for the alpha statistical value is 5%, and the t-statistic used is 1.96. Therefore, the criterion for accepting or rejecting a hypothesis is if the t-statistic  $> 1.96$ . And the P-Value has a value of  $< 0.05$ . Here are the results of hypothesis testing in this study:

**Table 6. Hypothesis Testing**

Hipotesis	P-Value	Result
Transformational Leadership → Work Method Variable	0.856	Significant
Work Method Variable → Organizational Performance	0.939	Significant

Source : Processed Data, 2023

Based on the results of hypothesis testing, both hypotheses show that the P-Value for each of the relationships between variables (Transformational Leadership → Work Method Variation and Work Method Variation → Organizational Performance) is greater than the predetermined level of significance (0.05). This means we do not have enough evidence to reject the null hypothesis, which states that there is no significant relationship between those



variables. However, keep in mind that these results do not indicate that there is no relationship at all between these variables.

It simply means that in the sample used and with a predefined level of significance, we cannot establish that the relationship between the variables is statistically significant. Therefore, further research or more in-depth analysis is needed to understand the dynamics of the relationship between Transformational Leadership, Variations in Work Methods, and Organizational Performance.

## Discussion

The results showed that the P-values for both hypotheses were quite large (0.856 and 0.939). This suggests that there is insufficient statistical evidence to reject the null hypothesis, which states that there is no significant relationship between the variables tested. Limitations in the sample or variables used can affect the results of hypothesis testing. For example, a small sample size or improper use of variables can produce results that are not strong enough to show a significant relationship.

It is important to consider the context and interpretation of the results. Although there is no significant relationship in this test, it does not mean that the relationship between Transformational Leadership, Work Method Variation, and Organizational Performance does not exist at all. It is possible that other factors not measured in the study may influence the relationship between those variables.

## CONCLUSION

Based on the results of hypothesis testing, it can be concluded that there is no significant relationship between Transformational Leadership and Variations in Work Methods. There is no significant relationship between Variation of Work Methods and Organizational Performance. Although there is no significant relationship in this test, this does not mean that the relationship between the variables does not exist at all. It is possible that other factors not measured in this study may influence the relationship between Transformational Leadership, Variation of Work Methods, and Organizational Performance.

Therefore, in planning managerial strategies and subsequent research, it is important to consider the broader context and other factors that might influence the relationship between those variables. Although the results do not show a significant association in this study, the implications of these results may provide valuable insights for the development of managerial practice and advanced research in the future.

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