CHAPTER IV

DATA ANALYSIS AND DISCUSSION

The study was conducted at Abadi Hotel Jogja employees by Tritama Hospitality by distributing questionnaires to 100 copies, but only 76 questionnaires were re-stated. After the data collection, the data analysis was then carried out. The analysis used a path, to determine the effect of transformational leadership style and environment on employee performance through work motivation.

4.1 Validity Test and Reliability

4.1.1 Validity test

The validity test used in the study was *product moment correlation techniques*. A question item is declared as valid if the value of r count> r table. The research sample was 76, then the r table value was 0.1965. The results of the validity test can be seen in Table 4.1 up to Table 4.4

Table 4.1

Validity Test Results of Transformational Transformational Leadership Style Variables

No	Indicator	Correlation	r tabel	Result
1	TLS1	0.661	0.226	Valid
2	TLS 2	0.710	0.226	Valid
3	TLS 3	0.805	0.226	Valid
4	TLS 4	0.794	0.226	Valid
5	TLS 5	0.729	0.226	Valid
6	TLS 6	0.841	0.226	Valid
7	TLS 7	0.727	0.226	Valid
8	TLS 8	0.722	0.226	Valid
9	TLS 9	0.713	0.226	Valid
10	TLS 10	0.610	0.226	Valid
11	TLS 11	0.670	0.226	Valid

No	Indicator	Correlation	r tabel	Result
12	TLS12	0.444	0.226	Valid

Source: Primary data processed, 2019

The results of the validity of the transformational leadership style variables as shown in Table 4.1 showed that 13 questions about transformational leadership style have a correlation coefficient value of 0.444 to 0.841. The value is above r table at a significance level of 5 percent that is equal to 0.226. It can be concluded that all questions in the transformational leadership style variable we declared valid.

Table 4.2

Test Results for Validity of Work Environment Variables

No	Indicator	Correlation	r tabel	Result
1	WE1	0.674	0.226	Valid
2	WE 2	0.682	0.226	Valid
3	WE 3	0.761	0.226	Valid
4	WE 4	0.663	0.226	Valid
5	WE 5	0.679	0.226	Valid

Source: Primary data processed, 2019

The results of the validity test of work environment variables as shown in Table 4.2 showed that 5 questions about the work environment have anara correlation coefficient value of 0.663 to 0.761. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the work environment variable are declared valid.

Table 4.3

Validity Test Results of Work Motivation Variables

No	Indicator	Correlation	r tabel	Result
1	MO1	0.628	0.226	Valid
2	MO2	0.625	0.226	Valid

No	Indicator	Correlation	r tabel	Result
3	MO3	0.677	0.226	Valid
4	MO4	0.665	0.226	Valid
5	MO5	0.516	0.226	Valid
6	MO6	0.669	0.226	Valid

Source: Primary data processed, 2019

The results of the validity test of work motivation variables as shown in Table 4.3 showed that 6 questions about work motivation have a correlation coefficient value between 0.516 - 0.677. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the work motivation variable are declared valid.

Table 4.4

Validity Test Results of Employee Performance Variables

No	Indicator	Korelasi	r tabel	result
1	EP 1	0.505	0.226	Valid
2	EP 2	0.771	0.226	Valid
3	EP 3	0.540	0.226	Valid
4	EP 4	0.350	0.226	Valid
5	EP 5	0.755	0.226	Valid
6	EP 6	0.644	0.226	Valid
7	EP 7	0.675	0.226	Valid
8	EP 8	0.740	0.226	Valid
9	EP 9	0.596	0.226	Valid
10	EP 10	0.606	0.226	Valid
11	EP 11	0.618	0.226	Valid
12	EP 12	0.670	0.226	Valid
13	EP 13	0.745	0.226	Valid
14	EP 14	0.622	0.226	Valid
15	EP 15	0.719	0.226	Valid

Source: Primary data processed, 2019

The results of the test of employee performance variable validity as shown in Table 4.4 showed that 15 questions about employee performance have an correlation coefficient value of 0.350 - 0.771. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the employee performance variable are declared valid.

4.1.2 Reliability Test

Reliability test is a test to see the consistency of respondents' answers to questions in the questionnaire. In this study, reliability testing was carried out with the help of the SPSS 20 program through the *Cronbach Alpha* test. According to Arikunto, the variable is said to be reliable if it has a Cronbach Alpha value> 0.60. The reliability test results of the research instruments can be seen in Table 4.5 below.
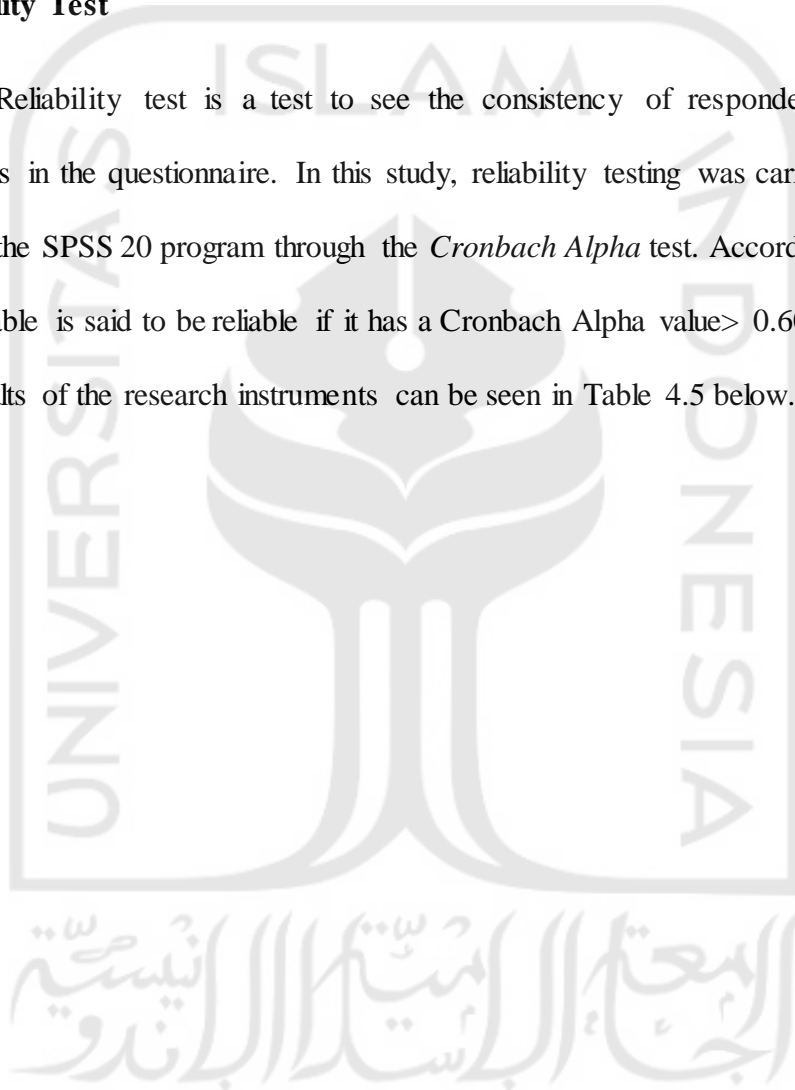
Table 4.5
Questionnaire Reliability Test Results

Variables studied	Reliability coefficient	Minimum Limit Value	Result
Transformational Leadership Style	0,907	0,6	Reliable
Work Environment	0,725	0,6	Reliable
Work Motivation	0,690	0,6	Reliable
Employee Performance	0,873	0,6	Reliable

Source: Primary data processed, 2019

The results of reliability testing on the four variables namely performance, work motivation, work environment, and transformational leadership style showed *Crobach Alpha* values which are greater than 0.6 so that it can be concluded that the research instrument was reliable.

4.2. Descriptive Analysis

The descriptive analysis consists of analysis of respondents 'characteristics and respondents' perceptions or perceptions of the research variables.

4.2.1. Analysis of Respondents Characteristics

a) Gender of Respondents

Based on the results of the respondent's answers about gender, it can be presented in the following table:

Table 4.6
Characteristics of Respondents by Gender

Gender	Total	Percentage
Male	44	57.9%
Female	32	42.1%
Total	76	100.0%

Source: Primary data processed, 2019

The data above showed that the majority employee of Abadi Hotel Jogja are male, as many as 44 people or 57,9% and the remaining 32 people or 42,1% are female. This showed that Abadi Hotel Jogja employees are mostly male, but when viewed from the percentage of the number of employees based on sex is not too much different, meaning that the job description in Abadi Jogja Hotels can be done by male and female.

b) **Age of Respondents**

The results of respondents' answers about age can be presented in the following table:

Table 4.7
Characteristics of Respondents by Age

Age	Total	Percentage
< 30 year	40	52.6%
30 - 40 year	29	38.2%
40 - 50 year	5	6.6%
> 50 year	2	2.6%
Total	76	100.0%

Sumber : Data Primer yang diolah, 2019

The data above showed that the majority of employees at Abadi Jogja Hotel are less than 30 years old at 52.6 percent. Whereas the other age distributions, which are between 30 - 40 years old, which are 38.2 percent, between 40-50 years old at

6.6 percent and over 50 years old at 2.6 percent. This means that the majority of Abadi Hotel Jogja employees are still young.

c) **Respondents Eeducation**

The results of respondents' answers about educational background can be presented in the following table:

Table 4.8

Characteristics of Respondents by Education

Education	Total	Percentage
SLTA	40	52.6%
Diploma	26	34.2%
S1	10	13.2%
Total	76	100.0%

Source: Primary data processed, 2019

Based on Table 4.8, it can be seen that the majority of respondents working in the Abadi Hotel Jogja from high school graduates many as 40 employees or 52.6 percent. While the final education of the Diploma is 34.2%, and the bachelor (S1) is 13.2%. This showed that Abadi Hotel Jogja employees' educational background are mostly middle to upper level of education.

d) Respondents' Working Period

The results of descriptions of respondents based on years of work can be seen in Table 4.9 below:

Table 4.9

Characteristics of Respondents Based on Working Period

Working Period	Total	Percentage
< 2 Year	34	44.7%
2 - 4 Year	4	5.3%
4 - 6 Year	16	21.1%
> 6 Year	22	28.9%
Total	76	100.0%

Source: Primary data processed, 2019

Based on data on the tenure of employees of Abadi Hotel Jogja employees, it can be seen that the majority of employees work less than 2 years at 44.7% or 34 people. This showed that the employees have not been working for a long time, but with training and skills, employees are expected to be able to carry out their duties properly.

e) Position of Respondents

The results of the description of respondents based on position can be seen in Table 4.10 below:

Table 4.10

Characteristics of Respondents by Position

Position	Total	Percentage
Accounting	14	18.4%
Chief	5	6.6%
Engineering	4	5.3%
Human Resource Management	2	2.6%
Marketing	10	13.2%
Receptionist	7	9.2%
Reservation	2	2.6%
Room boy	22	28.9%
Security	4	5.3%
Waitress	6	7.9%
Total	76	100.0%

Based on the position data of employees of Abadi Hotel Jogja employees, it can be seen that the majority of employees works in the room boy section, with the number of 28.9% or 22 people. This showed that the employees work in the position of providing services directly to the hotel visitors, especially to give service and service parts of hotel rooms so that employees who can work skillfully, friendly, neat and have high *responsibility* to the needs of hotel guests are needed.

4.2.2. Descriptive Analysis of Research Variables

To describe the answer variable can be indicated by the variable average value. Guided by the minimum value and maximum value, the assessment interval can be determined as follows:

Minimum score = 1

Maximum score = 5

The perception limits are as follows:

1,00 – 1, 79=	Very Low
1,80 – 2, 59=	Low
2,60 – 3,39 =	Sufficient
3,40 – 4,19=	High
4,19 – 5,00=	Very High

a. Transformational Leadership Style Variable

The transformational leadership style consists of 4 indicators. The following are explained for the results of respondents' answers to the transformational leadership style variable.

Table 4.11

Variable Transformational Leadership Style Variable (X_1)

Transformational Leadership Style Indicator	Mean	Result
Leaders try to make examples to employees towards progress	4.30	Very High
The leader shows trust in his subordinates	4.26	Very High
The leader shows a great and firm commitment	4.37	Very High
Leaders encourage employee inspiration	3.99	High
The leader explains to employees about security guarantees for the financial needs felt by employees	3.96	High
Leaders provide examples with work spirit	4.22	Very High

The leader encourages his subordinates to think more about improving their performance	4.20	High
Leaders try to find better ways to do things	3.95	High
The leader gives advice and encouragement to his subordinates to be able to complete the task with new ways and approaches (creative)	4.13	High
The leader always gives interesting tasks	3.91	High
The leader is willing to make time and facilitate subordinates for self-development	3.99	High
Leaders encourage the development and growth of subordinates by providing attractive bonuses.	3.63	High
Total mean	4.08	High

Source: Primary data processed, 2019

Based on Table 4.11 above, it can be seen that from 76 respondents taken as samples, the majority gave a good assessment of the transformational leadership style with an average of 4.08 in the interval between 3.40 - 4.19. The highest assessment occurred in the leader item showing a large and firm commitment with an average score of 4.37 (very High) and the lowest rating occurred in the leader items to encourage the development and growth of subordinates by providing attractive bonuses with an average of 3.63 (High). These results indicated that leaders at Abadi Hotel Jogja have a strong and firm commitment in managing their subordinates to achieve goals, provide motivation to all employees to achieve greater achievements, namely by encouraging employees to seek new innovations in completing tasks by approaching creative.

b. Work Environment Variable

The work environment consists of 2 indicators, the following are explained for the results of respondents' answers to the work environment variable.

Table 4.12
Work Environment Variable (X_2)

Work Environment Indicators	Mean	Result
The condition of the workspace is always well organized	4.09	High
Sufficient work facilities and equipment	3.68	High
The atmosphere of the work environment is very supportive	4.03	High
Communication with superiors is well established	4.20	Very High
Communication with colleagues is well established	4.28	Very High
Total mean	4.06	High

Source: Primary data processed, 2019

Based on Table 4.12 above, it can be seen that from 76 respondents taken as samples, the majority gave a good assessment of the work environment with an average of 4.06 in the interval between 3.40 - 4.19. The highest assessment occurred in items of communication with coworkers intertwined well with an average score of 4.28 (very high) and the lowest assessment occurred in the leader items of work facilities and equipment with an average of 3.68 (high). These results indicated that the work environment in Abadi Hotel Jogja, both physical and non-physical, is good because the conditions of the rooms are well organized, work facilities are adequate, the work environment is supportive so that employees can work better, communication between subordinates and superiors and fellow colleagues bind up well.

c. Work Motivation Variable

Work motivation consists of 3 indicators, the following are explained for the results of respondents' answers to work motivation variables.

Table 4.13
Work Motivation Variable (Z)

Work motivation indicators	Mean	Result
Companies provide fair incentives.	3.89	High
The company will not fire.	3.75	High
Always have good relations with superiors	4.18	High
Always establish good relations with colleagues	4.29	Very High
Get a chance to improve your career	4.16	High
Enjoy with challenging corporate tasks	4.16	High
Total mean	4.07	High

Source: Primary data processed, 2019

Based on Table 4.13 above, it can be seen that from 76 respondents taken as samples, the majority gave a good assessment of work motivation with an average of 4.07 which was in the interval between 3.40 - 4.19. The highest rating occured on the item always establish good relationships with coworkers with an average score of 4.29 (very high) and the lowest rating occured on the item the company will not fire with an average of 3.75 (high). These results indicated that the work motivation of Abadi Hotel Jogja employees is high because there is an urge to become a member of an organization group, have a need to grow or develop and have an existence in the organization.

d. **Performance Variable**

The performance consists of 5 indicators, the following are explained the results of the respondent's answer to the performance variable.

Table 4.14
Performance Variable (Y)

Performance Indicators	Mean	Result
Able to work in accordance with the number of jobs that are the responsibility.	4.09	High
Able to reach the target set by the leader	4.00	High

Can exceed the volume of work that the leader has set	3.91	High
Unable to complete the work carefully and precisely as expected.	2.45	Sufficient
Can finish the job neatly	4.08	High
Can minimize the level of errors in work	4.04	High
Able to make decisions in solving problems even in minimal supervision.	3.88	High
Able to complete work on time	4.01	High
The processing time for this task is faster than before	3.71	High
On time when working at this company, and never absent for no apparent reason	4.28	Very High
Have never been absent from work, if there is no compelling reason	4.26	Very High
Able to speed up completing work before the specified time limit	4.01	High
Able to complete the task prioritizing cooperation with colleagues	4.17	High
Prioritizing group work over individuals	4.08	High
Will work with anyone to get good results	4.42	Very High
Total mean	3.96	High

Source: Primary data processed, 2019

Based on Table 4.14 above, it can be seen that from 76 respondents taken as samples, the majority gave a good assessment of performance with an average of 3.96 which was in the interval between 3.40 - 4.19. The highest assessment occured on the item will work with anyone to get good results with an average score of 4.42 (very good) and the lowest assessment occured on item not able to complete the work carefully and precisely as expected with an average of 2.45 (Pretty good). These results indicated that Abadi Hotel Jogja Hotel's employee performance is high, because the quantity, quality, and reliability of employee work are in line with company expectations. This is supported by a high level of attendance, and employees are able to work with colleagues. The lowest employee performance on the indicator is not able to complete the work carefully and exactly as expected.

Abadi Hotel Jogja is a company engaged in services, namely hospitality or lodging services so that excellent service is very important in increasing tourist visits because employees must provide good, thorough, meticulous, and appropriate service according to the expectations of hotel guests. In order for employees to carry out their tasks smoothly and with good results, skills, experience, and knowledge are needed to do the work, the company can provide training or training to employees on a regular basis so that the knowledge or skills of employees will increase.

4.3. Path Analysis

Path analysis in this study used two stages of regression analysis. Stage I regression analysis is the influence of transformational leadership style and work environment on work motivation, and stage II regression analysis influences transformational leadership style, work environment and work motivation on employee performance.

a. Effect of Transformational Leadership Style and Work Environment on Work Motivation

The results of the summary results of multiple linear regression analysis influence the transformational leadership style and work environment on work motivation that can be shown in Table 4.15 as follows:

The equation model

$$Z = b_1 X_1 + b_2 X_2$$

The model I multiple linear regression results are as follows:

Table 4.15

Results of Multiple Linear Regression Model I

Variable	Beta coefficient	t count	Sig-t
(Constant)	1.921		
Transformational Leadership Style (X1)	0.447	4.331	0.000
Work Environment (X2)	0.336	3.259	0.002
Coefficient of Determination (R^2)	0,489		
F count	34,959		
Sig F	0,000		

Source: Primary data processed, 2019

$$Z = 1,921 + 0,447X_1 + 0,336X_2$$

Based on the Beta coefficient in the regression equation regarding the variables that influence work motivation, interpretations can be given as follows:

1. **Hypothesis Testing**

   a) The constant value of 1.921 if the transformational leadership style variable (X_1), and work environment (X_2) value is fixed or equal to zero (0), then work motivation is 1.921.

   b) The transformational leadership style variable (X_1) has a Beta coefficient of 0.447. This variable has a positive effect on work motivation, with a Beta coefficient of 0.447 which means that if the transformational leadership style variable increases by 1 unit, then work motivation will increase by 0.447 units with assumption that the work environment variable (X_2) is in a constant condition. With this positive influence, it means that between the variables of transformational leadership style and work motivation show a unidirectional relationship. This means that if the transformational leadership style variables are

getting better results work motivation will increase, and vice versa. If the variable of transformational leadership style gets worse then work motivation will decrease.

c) The working environment variable (X_2) has a Beta coefficient of 0.336. This variable has a positive influence on work motivation, with a Beta coefficient of 0.336, meaning that if the work environment variable increases by 1 unit, work motivation will increase by 0.336 units with an assumption that the transformational leadership style variable (X_1) is in a constant condition. With this positive influence, it means that between work environment variables and work motivation show a unidirectional relationship. This means that if the work environment variable increases well, work motivation also will increase, and vice versa. If the work environment variable gets worse then work motivation will decrease.

2. **Concurrent Regression Test (Test F)**

To interpret the data above the hypotheses used are :

Ho: There is no significant influence between transformational leadership style (X_1), and work environment (X_2) together towards work motivation.

Ha: There is a significant influence between transformational leadership style (X_1), and work environment (X_2) together towards work motivation.

Criteria for testing hypotheses:

- If p-value $\leq 0,05$, Ho is rejected and Ha is accepted
- If p-value $> 0,05$, Ho is accepted and Ha is rejected

Based on Table 4.15, it can be seen that the F count is 34,959 and the probability is 0,000, this shows that sig F count is smaller than 0.05 $(0,000 < 0,05)$,

then Ha is accepted and Ho is rejected. This showed that the transformational leadership style variable (X_1), and work environment (X_2), together have a significant effect on employee work motivation at Abadi Hotel Jogja by Tritama Hospitality.

Based on Table 4.15 above, it can also be seen that the coefficient of determination (R) is 0.489. The coefficient of determination is 0.489, which means that 48.9% of work motivation can be explained by both independent variables consisting of transformational leadership style variables (X_1), and work environment (X_2). While the remaining 51.1% is influenced by other variables not included in the research model.

2. Partial Regression Test (t-Test)

The results of the comparison between p values with a significance level of 5% will be used as the basis for making a decision whether the hypothesis is accepted or rejected. Table 4.15 is a summary of the results of research that shows the results of p value.

To interpret the data in Table 4.15 the hypotheses used are:

Ho : There is no significant influence between transformational leadership style (X_1), and work environment (X_2) partially towards work motivation (Y).

Ha : There is a significant influence between transformational leadership style (X_1), and work environment (X_2) partially towards work motivation (Y).

Criteria for testing hypotheses:

- If the probability is <0.05, then Ho is rejected and Ha is accepted, meaning that there is a partially significant influence on the variable transformational

leadership style, and work environment on employee work motivation.

- If the probability is> 0.05, then Ho is accepted or Ha is rejected, meaning that there is no significant influence partially on the transformational leadership style, and the work environment on employee work motivation.

1) Testing of Beta coefficients on transformational leadership style variables (X_1)

The results of calculations in multiple regression obtained a value of tcount of 4.331 and a probability of 0.000. Thus, the probability is smaller than 0.05 (0,000 <0,05) so that Ho is rejected and Ha is accepted. This mean that the variable of transformational leadership style partially has a positive and significant influence on work motivation. Thus, the first hypothesis in the study stated "H1: *There is a positive significant relation between transformational leadership style toward motivation"is* **supported.**

2) Testing of Beta coefficients on work environment variables (X_2).

The results of calculations in multiple linear regression obtained a value of tcount of 3.259 and a probability of 0.002. Thus the probability is smaller than 0.05 (0.002 <0.05) so that Ho is rejected and Ha is accepted. This means that the work environment variable partially has a significant effect on work motivation. Thus the second hypothesis in the study states "H2: *There is a positive significant relation between work environment toward motivation"* **supported.**

a. **Effect of Transformational Leadership Style, Work Environment, and Work Motivation on Performance**

The second multiple linear regression analysis was to determine the effect of transformational leadership style, work environment, and work motivation on

performance. The results of the summary results of multiple linear regression analysis can be shown in Table 4.16 as follows:

The equation model

$$Y = a + b_3X_1 + b_4X_2 + b_5Z$$

Model II multiple linear regression results are as follows:

Table 4.16

Results of Model II Multiple Linear Regression

Variable	Beta	t count	Sig-t
(Constant)	0.232	0.558	0.579
Transformational Leadership Style (X$_1$)	0.219	2.028	0.046
Work Environment (X$_2$)	0.278	2.694	0.009
Work motivation (Z)	0.370	3.386	0.001
Coefficient of Determination (R)	0,561		
F count	30,562		
Sig F	0,000		

Source: Primary data processed, 2019

$$Y = 0{,}232 + 0{,}219X_1 + 0{,}278X_2 + 0{,}370Z$$

Based on the Beta coefficients in the regression equation regarding variables that affect performance, interpretations can be given as follows:

1. **Interpretation of Regression Equations**

   a) The constant value is 0.232 which means if the values of transformational leadership style variable (X$_1$), work environment (X$_2$), and work motivation (Z) are fixed or equal to zero (0), then the performance is 1.771.

   b) The transformational leadership style variable (X$_1$) has a Beta coefficient of 0.219. This variable has a positive influence on performance, with a Beta coefficient of 0.219 which means that if the transformational leadership style

variable increases by 1 unit, then the performance will increase by 0.291 units assuming that the work environment variable (X_2) and work motivation (Z) are in constant conditions. With the existence of this positive influence, it means that between the variables of transformational leadership style and performance showed a unidirectional relationship. This means that if the transformational leadership style variable gets better, the performance will increase, and vice versa. If the transformational leadership style variable gets worse, the performance will decrease.

c) The working environment variable (X_2) has a Beta coefficient of 0.278. This variable has a positive effect on performance, with a beta coefficient of 0.278. This means that if the work environment variable increases by 1 unit, then the performance will increase by 0.278 units with a assumptionthat in the transformational leadership style variable (X_1) and work motivation (Z) are in constant conditions. With this positive influence, it means that the work environment and performance variables showed a positive relationship. This means that if the work environment variable increases, the performance will increase, and vice versa. If the work environment variable decreases, the performance will decrease.

d) Variable of Work motivation (Z) has a Beta coefficient of 0.370. This variable has a positive effect on performance, with a Beta coefficient of 0.370. This means that if the work motivation variable increases by 1 unit, then the performance will increase by 0.370 units with an assumption that in the transformational leadership style variable (X_1) and work environment (X_2) are in constant conditions. With this positive influence, it means that between work motivation and performance variables showed a positive relationship. This

means that if the work motivation variable increases, the performance will increase, and vice versa. If the work motivation variable decreases, the performance will decrease.

2. **Concurrent Regression Test (F Test)**

To interpret the data above, the hypotheses used:

Ho   :   There is no significant influence between transformational leadership style (X_1), work environment (X_2), and work motivation (Z) together on performance.

Ha   :   There is a significant influence between transformational leadership style (X_1), work environment (X_2), and work motivation (Z) together on performance.

Criteria for testing hypotheses:

-   If p-value ≤ 0,05, Ho is rejected and Ha is accepted

-   If p-value > 0,05, Ho is accepted and Ha is rejected

Based on Table 4.13, it can be seen that the F count is 30,562 and the probability is 0,000. This showed that sig F count is smaller than 0.05. Because sig F count is smaller than 0.05 (0,000 <0,05), then Ha is accepted and Ho is rejected. This showed that the transformational leadership style variable (X_1), work environment (X_2), and work motivation (Z) together have a significant effect on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality.

Based on Table 4.13 above, it can also be seen that the coefficient of determination (R) is 0.561. The determination coefficient value is 0.561 so that it can be interpreted that 56.1% performance can be explained by the three independent variables which consist of transformational leadership style variables

(X_1), work environment (X_2), and work motivation (Z). While the remaining 43.9% is influenced by other variables not included in the research model.

3. **Partial Regression Test (t-Test)**

The results of the comparison between p values with a significance level of 5% will be used as the basis for making a decision whether the hypothesis is accepted or rejected. Table 4.16 is a summary of the results of research that shows the results of p-*value*.

To interpret the data in Table 4.14 the hypotheses used are:

Ho : There is no significant influence between transformational leadership style (X_1), work environment (X_2), and work motivation (Z) partially on performance (Y).

Ha : There is a significant influence between transformational leadership style (X_1), work environment (X_2), and work motivation (Z) partially on performance (Y).

Criteria for testing hypotheses:

- If the probability is <0.05, then Ho is rejected and Ha is accepted, meaning that there is a significant influence partially on the variables of transformational leadership style, and work environment on employee performance.

- If the probability is> 0.05, then Ho is accepted or Ha is rejected, meaning that there is no partial significant influence on transformational leadership style, and work environment on employee performance.

1) Testing of Beta coefficients on transformational leadership style variables (X_1)

The results of calculations in multiple regression obtained a value of

tcount of 2.028 and a probability of 0.046. Thus, the probability is smaller than 0.05 (0.046 <0.05) so that Ho is rejected and Ha is accepted. This means that the transformational leadership style variable partially has a positive and significant influence on employee performance. Thus, the third hypothesis of the study stated "H3: *There is a positive significant relation between transformational leadership style toward employee's performance"* is **supported.**

2) Testing of Beta coefficients on work environment variables (X_2).

The results of calculations in multiple linear regression obtained a value of tcount of 2.694 and a probability of 0.009. Thus, the probability is smaller than 0.05 (0.009 <0.05) so that Ho is rejected and Ha is accepted. This means that the work environment variable partially has a positive and significant influence on employee performance. Then the fourth hypothesis of the study stated "H4: *There is a positive significant relation between work environment toward employee's performance"is* **supported.**

3) Testing of Beta coefficients on work motivation variables (Z).

The results of calculations in multiple linear regression obtained a value of tcount of 3.386 and a probability of 0.001. Thus the probability is smaller than 0.05 (0.001 <0.05) so that Ho is rejected and Ha is accepted. This means that the work motivation variable partially has a positive and significant influence on employee performance. Then, the fifth hypothesis of the study stated "H5: *There is a positive significant relation between motivation toward employee's performance"* is **supported.**

c. **Effect of Transformational Leadership Style and Work Environment on Performance through Work Motivation**

Path analysis is used to determine the indirect effect of transformational leadership style and work environment on performance through work motivation. To give an overview of the direct influence on each variable, it can be seen in the table below.

Table 4.17

Beta Value Direct, Indirect Effects and Total Influence

Variable	Motivation (Z)	Performance (Y$_2$)
X$_1$	0.447	0.219
X$_2$	0.336	0.278
Z		0.370

Table 4.18

Indirect and Direct Effect

Variable	*Indirect Effect*	*Total Effect*
X$_1$ → Z → Y	0.447 x 0.370= 0.165	0,219+ 0,165 = 0.384
X$_2$ → Z → Y	0.336 x 0.370 = 0.124	0.278+ 0124 = 0.402

Table 4.19

Standard Deviation Value

Variable	Standard Deviation
X$_1$ → Z (Sp1)	0.068
X$_2$ → Z (Sp2)	0.073
Z → Y (Sp5)	0.141

Source: Primary data processed, 2019

The discussion on the influence of transformational leadership style and working environment of the performance can be divided into two influences, which are direct and indirect influences. The following is the explanation of each variable.

a. **Variable of Indirect Influence of Transformational Leadership Style through Work Motivation against Performance**

Testing the significance of the indirect effect of transformational leadership style on performance through work motivation with statistics t count can be calculated with the following formula:

$$Z \text{ Count} = \frac{p1.p5}{\sqrt{P_5{}^2.Sp_1{}^2 + P_1{}^2 SP_5{}^2 - SP_1{}^2.SP_5{}^2}}$$

Thus Z count is equal to:

$$Z \text{ Count} = \frac{(0{,}447) \times 0{,}370}{\sqrt{(0{,}370)^2 \times (0{,}068)^2 + (0{,}447)^2 \times (0{,}141)^2 - (0.068)^2 \times (0.141)^2}}$$

$$` = \frac{0{,}1654}{0{,}0672} = 2{,}4618$$

Because the value of Z count = 2.4618 > Z count (1.96), this means the result is significant at the 0.05 significance level. Then, it can be concluded that transformational leadership style indirectly influences employee performance through work motivation, therefore, the **sixth hypothesis stated** "H6: *There is a positive significant relation between transformational leadership style toward employee's performance through motivation"* **is supported.**

b. **Variable of Direct and Indirect Influences of the Work Environment through Work Motivation against Performance**

Testing the significance of the indirect effect of the work environment on performance through work motivation with statistics t count can be calculated by using the following formula:

$$Z \text{ count} = \frac{P2p5}{\sqrt{p_5{}^2Sp_2{}^2+p_2{}^2SP_5{}^2-Sp_2{}^2Sp_5{}^2}}$$

Thus Z count is equal to:

$$Z \text{ count} = \frac{0,336x\ 0,370}{\sqrt{(0,370)^2{}_x(0,073)^2 + (0,336)^2x(\ 0,141)^2 - (0.073)^2X\ (0.141)^2}}$$

$$Z \text{ count} = \frac{0,1243}{0,0536} = 2,3114$$

Because the value of Z count = 2.3114> Z count (1.96), meaning this is significant at the 0.05 level of significance. Thus, it can be concluded that the work environment indirectly influences employee performance through work motivation. Therefore, the **seventh hypothesis stated** "H7: *There is a positive significant relation between work environment toward employee's performance through Motivation" is* **supported.**

Figure 4.1.
Results of the Path Chart
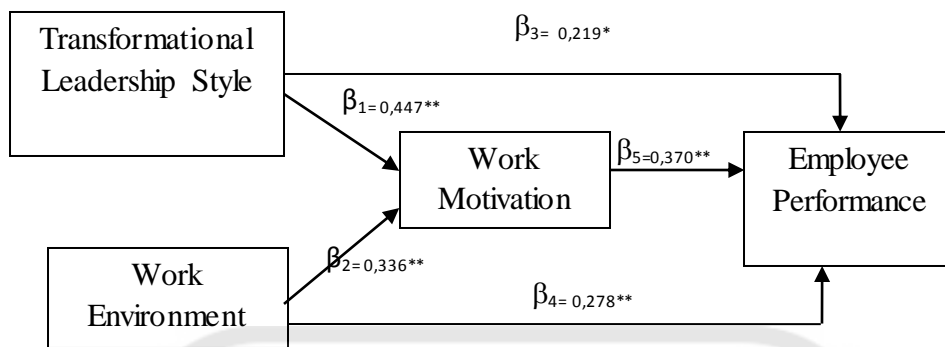
Description: * significant level 5%   ** significant level 1%

4.4. Discussion of Research Results

4.4.1. Effect of Transformational Leadership Style on Work Motivation

Based on the results of multiple linear regression analysis, the model I showed that transformational leadership style variables have a positive and significant effect on work motivation. This means that the better the transformational leadership style that is perceived by employees, the work motivation will increase. Employees will feel motivation in working if they are led by leaders having a capability of providing motivational inspiration.

The results of the study are in accordance with research Chuan et al. (2014) who found that transformational leadership style have an influence on work motivation. The closeness of the relationship between transformational leadership style and student motivation is included in the medium and high relationships Hanifah et al. (2014). The results of the study are also supported by the study of Elqadri et al. (2015) showing that there is a very strong relationship between transformational leadership style and motivation. According to Turang et al. (2015) transformational leadership style has a partially significant influence on work motivation at PT. Dayana Cipta. Likewise in the study of Febrianti et al. (2014), they found that leadership variables had a significant influence on motivation.

The leadership in Abadi Hotel Jogja by Tritama Hospitality has been able to provide a vision to encourage and provide peace for employees, to provide solutions to employee problems, to help employees difficulties, and to encourage subordinates to work better, and to develop initiatives and creations in his work. The effectiveness of a leader in influencing others is largely determined by how far someone has the power. The more power, the easier it will be for someone to influence others. However with a lot of power, a person cannot automatically lead an organization effectively. This really depends on many factors including leadership ability, subordinate ability, and environment.

4.4.2. Effect of Work Environment on Work Motivation

Based on the results of regression analysis model I it is found that the work environment has a positive and significant effect on the work motivation employees of Abadi Hotel Jogja by Tritama Hospitality. This means that the better the work environment the higher the work motivation of employees. The work environment is a factor that directly affects the employee motivation. A conducive work environment provides a sense of security and allows employees to work optimally. A clean and quiet work environment will provide comfort and pleasure. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities and complete his duties so that employee motivation will increase.

The results of the study support the research by Renah and Setyadi (2014) which found that the work environment had an effect on motivation. It can be concluded that there is a significant influence between work environment and work motivation. In the research done by Aluf et al. (2017), it showed that the work environment has a positive and significant influence on their motivation. Likewise with the research by Musriha (2011), it is found that the work environment significantly affects the motivation of cigarette makers in Kudus Regency, Central Java Province. These results are in accordance with the theory put forwarded by Mangkunegara

(2016) stated that the work environment has a significant influence on the motivation of doctors in hospital X.

4.4.3. Effect of Transformational Leadership Style on Employee Performance

The results of the regression analysis found that the transformational leadership style has a significant positive effect on the employee performance. This means that the higher the transformational leadership style felt by Abadi Hotel Jogja employees by Tritama Hospitality the higher the employee's performance. If seen from the weight value of direct influence *(Beta)* which is positive, it showed that the better the transformational leadership style, the higher the employee's performance at Abadi Hotel Jogja by Tritama Hospitality. Leadership is the ability to influence (persuade) other people to achieve goals enthusiastically. This is a human factor that binds as a group together and motivates them to achieve goals. Transformational leadership style has a significant effect on the employee performance. Understanding leadership reflects the assumption that leadership involves a process of social influence. In this case, the influence is deliberately carried out by someone against others to structure activities and relationships within a group or organization. Effective leadership must give directios to the efforts of all workers in achieving organizational goals. Without leadership, relationships between individuals and organizational goals are weak. This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals.

The results of the study support the research (Hanifah et al., 2014) which found that transformational leadership style influence the employee performance. The results of the study (Nawaz, 2017) found that transformational leadership style were related to the employee performance. The results of Lumbasi et al. (2016) also found that there was a positive and significant influence between the application of participative transformational leadership style

on the employee performance. The same results also support a research by Turang et al. (2015) who found a significant effect of transformational leadership style partially on the performance of employees at PT. Dayana Cipta.

4.4.4. Effect of the Work Environment on Employee Performance

The results of the regression analysis found that the work environment has a positive and significant effect on the performance of Abadi Hotel Jogja employees by Tritama Hospitality. This means that the better the work environment the higher the employee's performance. The work environment is a basic factor that must be considered and has a considerable role in every activity of the company.

The results of the study done by Muchtar (2016) found that the work environment has a positive effect on employee performance. This showed that a good work environment in the work will cause the better the performance of employees. On the other hand, the work environment that is less good will result in lower employee performance. Furthermore, it stated that the work environment can be said to be equally right when an employee can carry out activities optimally, healthily, safely, and comfortably. while an unfavorable work environment requires labor, more time and no support to get an efficient work system design. The work environment can directly influence employees in improving employee performance. Conversely, an inadequate work environment will be able to reduce employee performance. A good work environment is a condition where people can perform activities optimally, healthy, safe, and comfortably (Muchtar, 2016).

The results of this study are consistent with the research conducted by Riyanto et al. (2017) who found that the work environment has the largest relationship or is most closely related to the employee performance. The results also support the research conducted by Putra and Sari (2017) showing significant results that the work environment affects employee

performance. In the research done by Taty & Basir (2016) they stated that the work environment has a direct and significant influence on employee performance.

4.4.5. Effect of Work Motivation on Employee Performance

The results of testing with path analysis can be seen that the Beta coefficient of motivation on employee performance is 0.370 with a p-value (0.001 <0.05). This means that motivation has a direct and significant positive effect on employee performance. Thus the fifth hypothesis stateing that work motivation influences performance is "acceptable".

Work motivation is also proven to have an effect on employee performance. This is in accordance with the opinions expressed by Handoko (2003) implied that motivation is a condition in a person who encourages the desire of individuals to carry out certain activities in order to achieve goals. Motivation means a condition that encourages someone does an action or activity, which takes place consciously. To achieve this, someone who is motivated will do the best for him. If employees motivate them low, the results of their performance will also be low. The success of a performance is based on effectiveness and efficiency, responsibility, discipline, and initiative so that it can be said that there is an influence between motivation and employee performance.

The results of the study support the research conducted by Mangkunegara (2016). He found that motivation affects employee performance. Motivation has a significant influence on the performance of doctors in hospital X. According to Turang et al 92015) Motivation has a significant effect partially on the performance of employees at PT. Dayana Cipta. According to Renah and Setyadi (2014), it can be concluded that there is a significant effect between Work Motivation and performance. The results of the study by Musriha (2011) also found that work motivation had a significant effect on the work performance of cigarette makers in Kudus Regency, Central Java Province.

4.4.6 Effect of Transformational Leadership Style on Employee Performance through Work Motivation

The results of line linear regression analysis showed that the value of Z count = 2.4618>Z count (1.96), this means the result is significant at the 0.05 significance level. Then, it can be concluded that transformational leadership style influences employee's performance through work motivation. The better the transformational leadership style felt by employees, the higher the work motivation of employees. Thus, this will improve their performance. The effect of work motivation on performance is that employees having a strong urge to work will contribute more effectively to the company than employees who are lazy to work. Employees who have high work motivation will easily follow the leader's instructions so that their performance will increase.

This is consistent with the research Hanifah et al. (2014) which found that there was a significant relationship between transformational leadership style and employee performance and motivation of all employees in the company. According to Nawaz (2017) there is a need for a shared transformational leadership style that contains leadership with a style to motivate subordinates and encourage employees. According to Elqadri et al. (2015) the level of the relationship between transformational leadership style, motivation, on employee performance is very strong. The results of the study by Almer et al. (2017) showed that there is a significant influence of transformational leadership style and motivation directly on the performance of PT. Bintang Finance Dipo.

4.4.7. Effect of the Work Environment on Employee Performance through work Motivation

The results of line linear regression analysis showed that the value of Z count = 2.3114> Z count (1.96), meaning this is significant at the 0.05 level of significance. Thus, it can be concluded that the work environment indirectly influences employee performance through work motivation. The better the work environment, the work motivation of employees will increase so that this will improve employee performance. The work environment is everything around the worker and can influence the employees in carrying out the tasks that he or she is responsible for. To increase productivity, the work environment greatly affects performance because a good work environment will create an ease of implementation of tasks.

The work environment itself consists of a physical and non-physical work environment that is attached to employees so that it cannot be separated from efforts to develop employee performance. Work environment variables affect work motivation, which means that if the work environment of employees in the workplace is comfortable and safe, employees will work happily and encourage employees to work better. This motivation will certainly affect employee performance. Thus, if the work environment in the workplace is pleasant and comfortable, then employees will be more active in working.

The results of the study are in accordance with the research Muchtar (2016) which found that the work environment has a positive influence on employee performance through motivation. Simultaneously motivation and work environment has a significant effect on employee performance. The results of the study Renah and Setyadi (2014) showed a significant effect between the Work Environment and Work Motivation on employee performance. Positive coefficient shows a positive relationship. According to Mangkunegara (2016), motivation and work environment have a simultaneous significant effect on the performance of doctors in hospital X. The results also support a research of Aluf et al. (2017) showed that

motivation and work environment have a positive and significant effect on their performance. According to Riyanto et al. (2017), there is a significant relationship between work environment and motivation on employee performance.