International Journal of Humanity Advance, Business & Sciences (IJHABS)
https://malaqbipublisher.com/index.php/IJHABS
Online ISSN 2988-5450

The Influence Of Transformational Leadership On The Performance Of Employees of PT Kampung Inggris Language Center Pare Kediri With Self-Efficacy as a Mediating Variable

Original Article

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Received: 05 May 2026
Accepted: 18 June 2026
Published online: 29 October 2026

Abstract

This study aims to analyze the influence of transformational leadership on the performance of employees of PT Kampung English Language Center (KILC) Pare Kediri with self-efficacy as a mediating variable. The background of the research departs from the lack of optimal employee performance which is reflected in fluctuations in the achievement of the Balanced Scorecard and the realization of revenue targets that tend to be below the company's standards. In this context, transformational leadership and self efficacy are seen as important factors that have the potential to explain variations in employee performance. The research uses a quantitative approach with a survey method. The research population is all employees of PT KILC Pare Kediri who were taken as a sample using census techniques. Data were collected through a Likert scale questionnaire that has been tested for validity and reliability. Data analysis was carried out with Structural Equation Modeling based on Partial Least Square (SEM-PLS) using SmartPLS 4.0.0.9 software, through the stages of evaluating outer models, inner models, and testing the direct and indirect influences between variables. The results of the study showed that transformational leadership did not have a significant direct effect on employee performance, so H1 was rejected. On the other hand, transformational leadership had a positive and significant effect on self-efficacy, and self-efficacy had a positive and significant effect on employee performance. In addition, self-efficacy has been proven to fully mediate the relationship between transformational leadership and employee performance. This means that transformational leadership only has a real impact on improving performance when it first builds employees' self-confidence in their abilities. These findings affirm the importance of strengthening the psychological aspects of employees as a bridge to the successful implementation of transformational leadership at PT KILC Pare Kediri.

Keywords: Transformational Leadership, Self Efficacy, Employee Performance, Kampung Inggris, PLS-SEM.

1. Introduction

Human resources are a strategic element that is the main driver in achieving organizational goals, because the quality and capabilities of the workforce directly determine the operational effectiveness and success of the company. In this context, human resource management not only functions as an administrative activity, but also as a system designed to optimize individual potential through integrated management, development, and supervision. Proper management will be able to improve employee performance in a sustainable manner, considering that human resources are a crucial long-term investment for the organization

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(Marnita Silaban & Siregar, 2023). Therefore, an effective leadership role is needed to direct, motivate, and coordinate employees to be able to work optimally in accordance with the company's goals.

One of the relevant leadership approaches in dealing with modern organizational dynamics is transformational leadership. This leadership style emphasizes the ability of leaders to inspire, motivate, and develop individual potential to the maximum. Transformational leadership is not only oriented towards achieving short-term targets, but also on forming an organizational culture that is innovative and adaptive to change. Transformational leaders are able to encourage employees to go beyond personal interests for the sake of the organization, as well as significantly increase work engagement and organizational commitment (Qalati et al., 2022). In an era of digitalization and globalization characterized by rapid change, high complexity, and increasingly fierce competition, the role of transformational leadership is becoming increasingly important in creating a responsive and competitive organization (Alhamidi, 2022; Dipoatmodjo et al., 2026).

Employee performance as the main output of work activities is an important indicator in assessing the success of the organization. Performance reflects the results of work both in terms of quality and quantity achieved by individuals in accordance with the responsibilities given (Hendra, 2020). However, various organizations still face problems related to low employee performance, which is shown by the inability to achieve the set targets (Ramadhani & Indawati, 2021; Arif & Windarsari, 2026). This condition shows that performance improvement does not only depend on the work system, but is also influenced by leadership factors and individual psychological aspects.

In an empirical context, this phenomenon can be seen in PT Kampung English Language Center (KILC) Pare Kediri, which is an English language education and training institution with rapid development in the last decade. Despite having branch expansion and a good reputation, the company still faces challenges in terms of suboptimal employee performance. This is reflected in the achievement of the Balance Scorecard which tends to fluctuate and is below the target standard, as well as the realization of revenue that has not reached the ideal limit. This problem indicates that there is a gap between the potential of the organization and the realization of performance in the field, which can be caused by a lack of motivation, team coordination, and leadership effectiveness in managing human resources.

Transformational leadership is believed to be able to be a strategic solution in improving employee performance through the creation of an inspiring and supportive work environment. Transformational leaders not only provide direction, but also build emotional relationships with employees, provide individual attention, and encourage innovation and creativity. A number of empirical studies show that transformational leadership has a positive and significant influence on employee performance (Jufrizen & Lubis, 2020; Supardi & Aulia Anshari, 2022; Muktamar et al., 2023). However, the results of other studies show inconsistencies, where transformational leadership does not always have a significant effect on performance in certain contexts (Manurung et al., 2022; Riu et al., 2026; Windarsari & Arif, 2026). This indicates that there are other variables that play a role in mediating these relationships.

One of the variables that has an important role is self-efficacy, which is an individual's confidence in his ability to complete tasks and achieve certain goals. Self-efficacy functions as a psychological mechanism that influences the way individuals think, feel, and act in the face of work challenges. Individuals with a high level of self-efficacy tend to have stronger motivation, better resilience, and the ability to make decisions effectively (Rustika, 2016;

Kharisma Yusuf Barus et al., 2025). On the other hand, low self-efficacy can lead to doubt, lack of initiative, and decreased work productivity.

In relation to transformational leadership, self-efficacy can act as a mediating variable that bridges the influence of leadership on employee performance. Transformational leaders through inspiration, support, and empowerment can increase employees' self-confidence, so that they are more confident in completing tasks and facing job challenges. Previous research has shown that self-efficacy is able to significantly mediate the relationship between transformational leadership and employee performance (Rahman, 2023). However, there are also studies that have found that self-efficacy does not have a significant mediating role (Juneja, 2024), thus showing that there is a research gap that needs to be studied further.

Based on the empirical phenomena and inconsistencies of the research results, it is important to re-test the model of the relationship between transformational leadership, self-efficacy, and employee performance in a more specific context. PT Kampung Inglés Language Center (KILC) Pare Kediri as an educational institution has unique characteristics that are different from other sectors, thus providing an opportunity to produce more contextual empirical findings. This research is expected to make a theoretical contribution in enriching the human resource management literature, especially related to the role of self-efficacy as a mediating variable, as well as providing practical implications for organizations in formulating effective leadership strategies to improve employee performance in a sustainable manner.

Based on this background, this research is focused on answering several key questions, namely:

1) Does Transformational Leadership have a significant influence on the Performance of Employees of PT Kampung English Language Center (KILC) Pare Kediri?
2) Does Transformational Leadership have a significant influence on the Self Efficacy of PT KILC Pare Kediri employees?
3) Does Self Efficacy have a significant influence on PT KILC Pare Kediri's Employee Performance?
4) Does Self Efficacy play a role as a mediating variable in explaining the influence of Transformational Leadership on PT KILC Pare Kediri's Employee Performance?

2. Literature Review

2.1. Transformational Leadership

Transformational leadership is a leadership style that emphasizes the ability of leaders to inspire, motivate, and develop the potential of subordinates to achieve organizational goals optimally. This concept was first developed by Bass who stated that transformational leaders are able to create change through ideal influence, inspirational motivation, intellectual stimulation, and individual attention (Bass & Avolio, 1990). Leaders not only play the role of a director, but also as agents of change who are able to build a shared vision and increase employee commitment to the organization. Empirical research shows that transformational leadership has a positive influence on employee performance because it is able to increase work engagement, creativity, and innovation (Jufrizen & Lubis, 2020; Supardi & Anshari, 2022). In addition, transformational leadership has also been proven to be effective in increasing employee intrinsic motivation so that it has an impact on increasing productivity and work effectiveness (Muktamar et al., 2023). Thus, this leadership style has become very relevant in dealing with modern organizational dynamics that require continuous adaptation and innovation.

2.2. Self-Efficacy

Self-efficacy is an individual's belief in his ability to complete certain tasks and achieve expected goals. This concept is put forward in social cognitive theory by Bandura which states that self-efficacy affects an individual's mindset, motivation, and actions in facing challenges (Bandura, 1997). Individuals with high self-efficacy tend to have confidence, perseverance, and the ability to overcome work obstacles effectively. On the other hand, individuals with low self-efficacy tend to give up easily and lack confidence in completing tasks. In the context of organizations, self-efficacy is an important factor that affects employee performance because it is related to the level of effort and persistence in work (Rustika, 2016). Research shows that self-efficacy has a significant effect on employee performance, where the higher the individual's level of self-confidence, the higher the performance produced (Yustiana et al., 2023; Kharisma Yusuf Barus et al., 2025). In addition, self-efficacy also acts as a mediating variable that explains how transformational leadership can improve employee performance through increased self-confidence (Rahman, 2023). However, there are also studies that show different results, where self-efficacy is not always able to mediate the relationship significantly (Juneja, 2024), thus showing inconsistencies in empirical findings.

2.3. Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with the standards set by the organization. Performance includes aspects of quality, quantity, punctuality, effectiveness, and independence in work (Robbins & Judge, 2019). According to Robbins and Coulter, performance is the final result of an activity that reflects the level of achievement of organizational goals (Robbins & Coulter, 2018). Employee performance is influenced by various factors, both internal such as ability, motivation, and self-efficacy, as well as external such as leadership style and work environment (Wijaya & Dewi, 2020). Research shows that transformational leadership has a positive influence on employee performance because it is able to increase employee morale, creativity, and involvement in the organization (Ramadhani & Indawati, 2021). In addition, self-efficacy also plays a role in improving performance because individuals who have high self-confidence tend to be more productive and able to complete tasks effectively (Putri Intan Suci Pulungan, 2021). Thus, employee performance is a complex variable and is influenced by the interaction between leadership factors and individual psychological factors.

2.4. Conceptual Framework

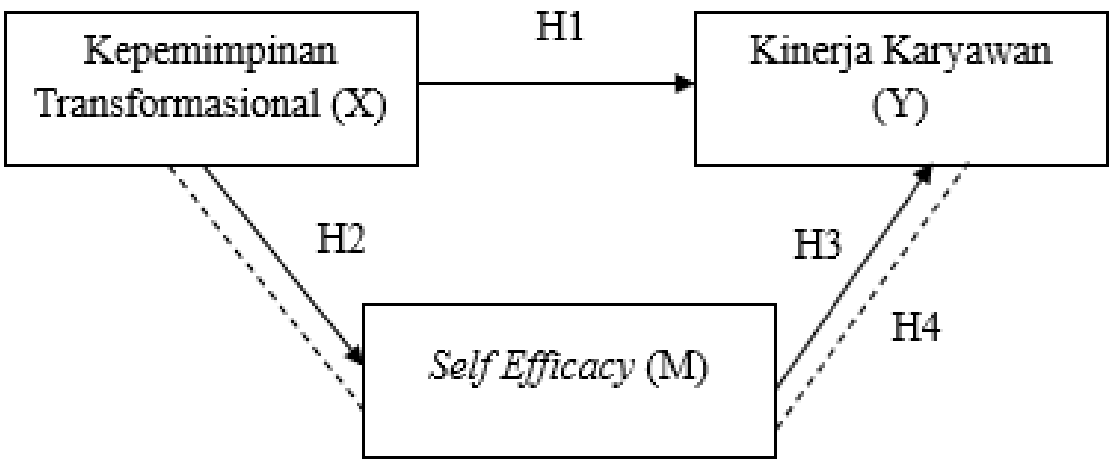


Figure 1. Conceptual Framework

2.5. Hipotesis

H1: Transformational leadership (X) has a significant direct effect on employee performance (Y).

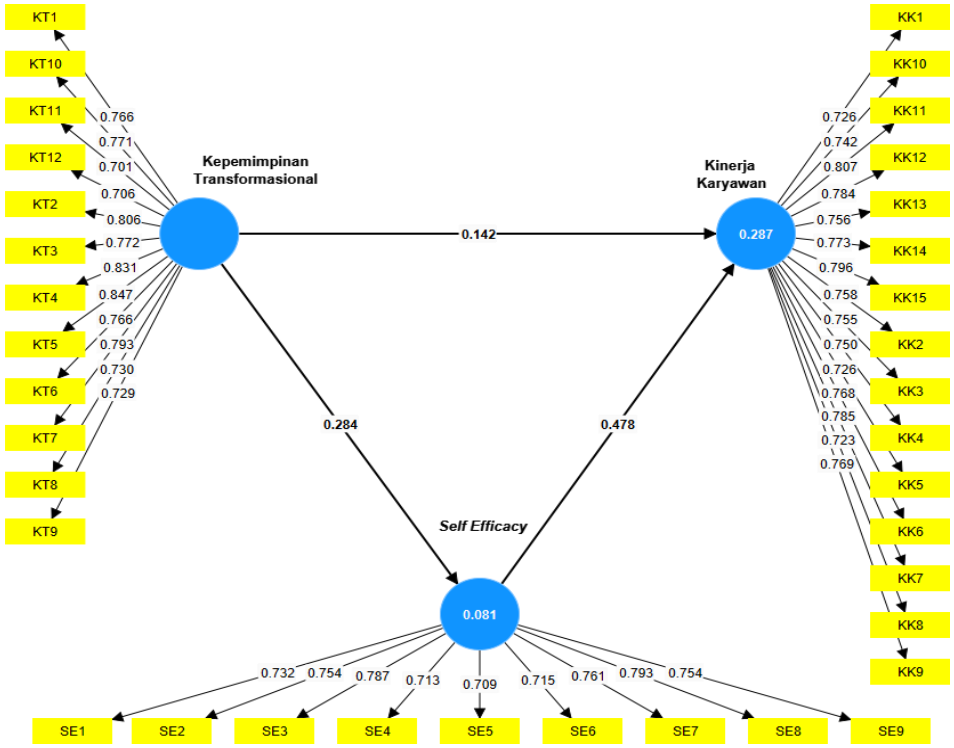
H2: Transformational leadership (X) has a significant direct effect on self-efficacy (Z).

H3: Self efficacy (Z) has a significant effect directly on employee performance (Y).

H4: Transformational leadership (X) has a significant effect on employee performance (Y) through self-efficacy (Z)

3. Methods

This study uses a quantitative approach with the type of explanatory research that aims to explain the causal relationship between variables, especially the influence of transformational leadership on employee performance with self-efficacy as a mediating variable. The research was carried out at PT Kampung Inglés Language Center (KILC) Pare Kediri in the period of November 2025 for three weeks with data collection techniques through the distribution of questionnaires online using Google Form. The research population consisted of all 130 employees, with sample determination using the Slovin formula at an error rate of 5% so that 100 respondents were obtained, which were selected through probability sampling techniques using the simple random sampling method. The data sources used included primary data from questionnaire results and secondary data from literature, journals, and supporting documents. The research variables consisted of transformational leadership as an independent variable, employee performance as a dependent variable, and self-efficacy as a mediating variable, which was measured using a five-point Likert scale. The data analysis technique used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3.3.3 software, which included the evaluation of the outer model (validity and reliability test), the inner model (R-square, Q-square, and Goodness of Fit), and hypothesis testing through the bootstrapping method to test the direct and indirect influence between variables.



4. Results and Discussion

Figure 1. PLS-SEM Result

The results of data analysis were carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the direct and indirect influence of mediation. Below is a table of analysis results and their explanations.

Evaluation of Measurement Models (Outer Model)

Table 1 shows the loading value and validity of each indicator used in this study.

Indicator	Transformational Leadership	Employee Performance	*Self Efficacy*	Remarks
KT1	0,766			Valid
KT2	0,806			Valid
KT3	0,772			Valid
KT4	0,831			Valid
KT5	0,847			Valid
KT6	0,766			Valid
KT7	0,793			Valid
KT8	0,730			Valid
KT9	0,729			Valid

KT10	0,771			Valid
KT11	0,701			Valid
KT12	0,706			Valid
KK1		0,726		Valid
KK2		0,758		Valid
KK3		0,755		Valid
KK4		0,750		Valid
KK5		0,726		Valid
KK6		0,768		Valid
KK7		0,785		Valid
KK8		0,723		Valid
KK9		0,769		Valid
KK10		0,742		Valid
KK11		0,807		Valid
KK12		0,784		Valid
KK13		0,756		Valid
KK14		0,773		Valid
KK15		0,796		Valid
SE1			0,732	Valid
SE2			0,754	Valid
SE3			0,787	Valid
SE4			0,713	Valid
SE5			0,709	Valid
SE6			0,715	Valid
SE7			0,761	Valid
SE8			0,793	Valid
SE9			0,754	Valid

All indicators show an Outer Loading value above 0.70, indicating that they have excellent convergent validity and are reliable in measuring the construct in question.

Construct Reliability Testing

Table 2 shows the results of the reliability test using Cronbach's Alpha and Composite Reliability.

Variabel	*Cronbach's alpha* (>0,7)	*Composite reliability* (>0,7)	*Average variance extracted* / AVE (>0,5)	Remarks

Transformational Leadership	0,937	0,946	0,592	Reliabel
Employee Performance	0,949	0,954	0,580	Reliabel
Self Efficacy	0,901	0,919	0,558	Reliabel

All constructs have Cronbach's Alpha and Composite Reliability values above 0.70, which indicates an excellent level of internal consistency. This indicates that the research instrument is reliable to measure the desired construct.

Evaluation of Structural Models (Inner Model)

Table 3 shows the results of the R^2 test.

Variabel	R-square
Employee Performance	0,287
Self Efficacy	0,081

The results of the determination coefficient (R^2) test obtained an R^2 value for the Independent Property Agent Performance variable (Y) of 0.656. This figure indicates that 65.6% of the variation in the performance of independent property agents can be explained by the factors included in the model, namely work flexibility, self-efficacy, and work-life balance. Furthermore, the Work-Life Balance (M) variable recorded an R^2 value of 0.907, which means that 90.7% of the variation in independent property agent's work-life balance can be predicted by work flexibility and self-efficacy.

Significance and Direct Impact Test

Table 4 presents the results of the significance test of direct and indirect influences between variables.

Hipotesis	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
H1: Transformational Leadership -> Employee Performance	0,142	0,089	1,599	0,110
H2: Transformational Leadership -> Self Efficacy	0,284	0,093	3,044	0,002
H3: Self Efficacy -> Employee Performance	0,478	0,096	4,956	0,000
H4: Transformational Leadership -> Self Efficacy -> Employee Performance	0,136	0,044	3,083	0,002

The results of the hypothesis test showed that all relationships between variables in the research model were statistically significant.

H1: The Influence of Transformational Leadership on Employee Performance

The test results showed that transformational leadership had a coefficient value of 0.142 with a t-statistical value of 1.599 and a p-value of 0.110. A t-statistical value of less than 1.96 and a p-value greater than 0.05 showed that the influence of transformational leadership on employee performance was not significant. This indicates that transformational leadership has not been able to make a meaningful contribution to improving employee performance at PT Kampung Inglés Language Center Pare Kediri. This condition can be caused by other factors that are more dominant in influencing performance, such as individual psychological factors, work systems, or organizational culture. These findings are in line with research by Manurung et al. (2022) who stated that transformational leadership does not always have a significant effect on performance in certain contexts.

H2: The Influence of Transformational Leadership on Self-Efficacy

The results of the analysis showed that transformational leadership had a positive and significant effect on self-efficacy with a coefficient value of 0.284, t-statistic of 3.044, and p-value of 0.002. A t-statistic value greater than 1.96 and a p-value smaller than 0.05 indicate that the hypothesis was accepted. This means that the better the implementation of transformational leadership, the higher the level of employee self-efficacy. Leaders who are able to provide inspiration, support, and individual attention can increase employee confidence in completing tasks and facing work challenges. These results support Bandura's (1997) theory and Rahman's (2023) research which states that transformational leadership plays an important role in shaping individual self-confidence.

H3: The Effect of Self-Efficacy on Employee Performance

Based on the test results, self-efficacy has a positive and significant influence on employee performance with a coefficient value of 0.478, t-statistic of 4.956, and p-value of 0.000. This value shows that self-efficacy is a variable that has a strong influence on improving employee performance. Employees who have high confidence in their abilities tend to be more proactive, able to deal with work pressure, and have perseverance in completing tasks. This has an impact on improving the quality and quantity of work results. This finding is in line with the research of Yustiana et al. (2023) and Putri Intan Suci Pulungan (2021) who stated that self-efficacy contributes significantly to improving individual performance in organizations.

H4: The Influence of Transformational Leadership on Employee Performance through Self-Efficacy

The test results showed that the indirect influence of transformational leadership on employee performance through self-efficacy had a coefficient value of 0.136, a t-statistic of 3.083, and a p-value of 0.002. This value showed that the mediating effect of self-efficacy was significant, because the t-statistic was greater than 1.96 and the p-value was smaller than 0.05. Thus, self-efficacy was proven to be able to mediate the relationship between transformational leadership and employee performance. Given that the direct test (H1) was not significant, it

can be concluded that self-efficacy plays a role as a full mediator. This means that transformational leadership does not directly improve performance, but through increasing employee self-confidence first. These findings strengthen the research of Rahman (2023) who states that self-efficacy is an important psychological mechanism in bridging the influence of leadership on employee performance.

4.1. Discussion

The Influence of Transformational Leadership (X) on Employee Performance (Y)

The results of the study show that transformational leadership does not have a significant direct effect on the performance of employees of PT Kampung English Language Center (KILC) Pare Kediri. These findings indicate that the existence of inspirational and visionary leaders is not necessarily directly able to improve employee performance achievements. In the perspective of organizational behavior theory, performance is the result of a complex interaction between individual, psychological, and work environment factors, so that leadership is only one of the determinants among many other influencing factors (Robbins & Judge, 2019). In addition, in the context of educational services-based organizations such as KILC, employee performance is highly dependent on individual mental readiness, creativity, and adaptability to high work dynamics.

These findings are in line with the research of Manurung et al. (2022) and Kurniawati (2022) who show that transformational leadership does not always have a direct influence on employee performance. In fact, other research confirms that leadership influences tend to be indirect and require intervening variables to strengthen these relationships (Qalati et al., 2022). Thus, the results of this study confirm that transformational leadership requires certain psychological mechanisms in order to have a real impact on performance, so it is not enough to rely solely on direct aspects of inspiration and motivation.

Influence of Transformational Leadership (X) on Self-Efficacy (M)

The results of the study show that transformational leadership has a positive and significant effect on employee self-efficacy. This shows that a leadership style that emphasizes inspiration, motivation, and individual attention is able to increase employee self-confidence in completing tasks. Theoretically, Bandura (1997) explains that self-efficacy is formed through success experiences, social persuasion, and environmental support. In this case, transformational leaders play a role as the main source of social persuasion that is able to strengthen employee confidence through the support, direction, and empowerment provided.

These findings are supported by research by Wijaya and Dewi (2020), Herlambang and Suwandana (2020), and Rahman (2023) who stated that transformational leadership has a significant influence on the formation of employee self-efficacy. In addition, a study by Wang et al. (2021) also shows that leaders who are able to provide emotional and intellectual support will increase individual confidence in facing work challenges. Thus, in the context of KILC, transformational leadership has proven to be effective in building the psychological foundation of employees that become the basis for improving performance in the next stage.

The Effect of Self-Efficacy (M) on Employee Performance (Y)

The results of the study show that self-efficacy has a positive and significant effect on the performance of employees of PT Kampung Inglés Language Center. This shows that individual confidence in their abilities is an important factor in determining work success. Employees

with high self-efficacy tend to have strong motivation, perseverance in facing obstacles, and the ability to complete tasks effectively. Theoretically, Bandura (1997) states that individuals with a high level of self-efficacy will show greater effort and higher endurance in facing difficulties, resulting in more optimal performance.

These findings are consistent with the research of Yustiana et al. (2023), Amelia et al. (2024), and Kharisma Yusuf et al. (2025) who affirm that self-efficacy is a strong predictor of employee performance. In addition, a study by Luthans et al. (2021) on the concept of psychological capital also shows that self-efficacy is one of the main components that contribute to improving individual work performance. Thus, the results of this study reinforce that the improvement of employee performance is greatly influenced by internal psychological strength, especially self-confidence in carrying out tasks and responsibilities.

The Influence of Transformational Leadership (X) on Employee Performance (Y) through Self-Efficacy (M)

The results of the study show that self-efficacy plays a role as a full mediator in the relationship between transformational leadership and employee performance. This means that transformational leadership does not directly improve performance, but through increasing employee self-efficacy first. These findings show that in the context of organizations like KILC, the role of leaders is not only limited to providing direction and motivation, but must also be able to build employee self-confidence as the main foundation in improving performance. When employees have high confidence, they will be better prepared to face work challenges and produce optimal performance.

These results are supported by research by Rahman (2023), Wijaya and Dewi (2020), and Herlambang and Suwandana (2020) which show that self-efficacy is able to mediate the relationship between transformational leadership and employee performance. In addition, research by Newman et al. (2018) also found that self-efficacy is an important psychological mechanism in explaining how leadership affects employee behavior and performance. Thus, these findings reinforce that the success of transformational leadership is highly dependent on its ability to build the psychological aspects of employees, so self-efficacy is the main bridge in improving employee performance in a sustainable manner.

5. Conclusion

Based on the results of research and discussion, it can be concluded that transformational leadership at PT Kampung English Language Center Pare Kediri has not been able to have a significant direct influence on employee performance, but it has an important role in increasing self-efficacy as the main psychological aspect of employees. Self-efficacy has been proven to have a positive and significant effect on performance, so it is a key factor in encouraging improvement in the quality and quantity of work results. In addition, self-efficacy acts as a full mediation variable that bridges the relationship between transformational leadership and employee performance, which means that the influence of new leadership will be effective if it is able to build employee self-confidence first. Thus, the success of transformational leadership in improving performance is highly dependent on its ability to strengthen self-efficacy as the psychological foundation of employees.

5.1. Declaration of Generative AI

During the preparation of this manuscript, the authors used Grammarly Application and QuillBot to improve the clarity, readability, and language accuracy of the text. Output generated by the tools was carefully reviewed and edited by the authors, who take full

responsibility for the content of this article. The authors made all substantive intellectual contributions, including conceptualization, data analysis, interpretation, and final decisions on content, arguments, and conclusions. The authors take full responsibility for the integrity, originality, and academic quality of this article.

5.2. Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

5.3. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

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