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TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP STYLES ON THE EFFECTIVENESS OF WORK FROM HOME, AND WORK PRODUCTIVITY

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Abstract

During the work-from-home (WFH) period, employees faced a new situation. Employees are required to adapt to the new situation. Changes in situations and demands and problems from working in the office to working at home, especially during a pandemic, certainly require leaders to show proper leadership behavior. Leaders need to find ways to increase employee work productivity, especially when the WFH work system begins to be implemented. This research was conducted to examine the impact of transactional and transformational leadership on productivity and performance effectiveness during the implementation of remote systems or work-from-home.

Researchers chose transactional and transformational leadership because in writing this scientific paper, researchers found many previous articles that raised transactional and transformational leadership types as their research topic, but rarely examined the extent to which transactional and transformational leadership styles affect WFH effectiveness and employee work productivity.

This study used a survey method with samples of employees who used remote systems during the Covid-19 pandemic era. Data collection was carried out using an online questionnaire using Google Forms. The statistical tool used to process the data is SPSS Statistics 22. Researchers also hope that the results of this research can become new insights for businesspeople in dealing with changes in the work-from-home system or remote system.

Keywords: transactional leadership, transformational leadership, work-from-home, remote systems, work productivity.

INTRODUCTION

The Covid-19 pandemic has had a major impact on the development of the company. The impact of change is also experienced by leaders in the business sector and in other sectors. When employees have to work at home due to physical distancing and Large-Scale Social Restrictions (PSBB) policies, a work-from-home (WFH) pattern is applied. During WFH, employees face a new situation. Employees are required to adapt to the new situation. Changes in situations and demands and problems from working in the office to working at home, especially during a pandemic, require leaders to demonstrate appropriate leadership behavior (Nindyati, 2020).

Leadership is about coping with change, setting direction, aligning people, motivating and inspiring, and keeping people moving in the right direction, although the main barriers to change often arise when it comes to human needs, values, and emotions (Kotter, 2001). He also

explained that leaders must be able to maintain the morale of their subordinates to remain positive, especially during a pandemic like this time. There are 4 leadership traits that can be used as a reference for a leader in the current Covid-19 situation, namely sensitive leaders, empathetic leaders, solutive leaders, and evaluative leaders. Behaviors and mindsets that can prevent overreaction to crises and how to deal with future challenges are what leaders need in times of crisis.

WFH policies have both positive and negative impacts on employees. Some of the positive impacts of the WFH work system are more flexible working hours, saving travel time, and quality time, and giving employees the freedom to complete their work (Ma'rifah, 2020). The negative impact of implementing WFH is multitasking which causes employees to not be able to focus on the work they are doing, decreased morale, increased costs, distractions, limited communication, and distrust between parties. These positive and negative impacts can be interpreted that WFH is a working concept that does not necessarily affect organizational productivity. So that the implementation of WFH cannot be applied to all employees.

Simamarta (2020) explained, although it seems that it cannot be applied to all employees, the WFH concept is believed to influence employee work productivity. Since the implementation of the WFH system, many employees have welcomed it enthusiastically because employees can work according to the flexibility of their own time. In addition, employees think that they can determine work strategies by combining their personal time while creating a work environment that is in accordance with the wishes of each employee. However, there are also many arguments stating that WFH will have a negative impact on employee productivity. This is due to cultural changes that are too fast in some countries that are not used to working with remote working systems (Fleming, 2021). The pandemic shows business people the resilience of employees' work. Fleming also explained that business people need to pay attention to changes in organizational culture that can change due to changes in the remote working work system. So there needs to be a pattern of communication and the application of the right leadership style so that the organizational culture does not change and employee productivity remains optimal.

Leaders need to find ways to increase employee productivity, especially when the WFH work system begins to be implemented. Of course, this is a challenge for leaders to create new strategies to increase employee productivity. Leaders need to make new policies and strategic steps because, during the Covid-19 pandemic, every company must carry out its activities virtually. Involving employees and managing work with the concept of remote work is a condition that must be faced by each leader, especially in order to remain productive (Mungkasa, 2020). From this opinion, it can be concluded that the right leadership style approach is needed to be able to influence employee behavior which will affect the work productivity of each employee.

There are many types of leadership styles, including transactional and transformational leadership styles (Gross, 2018). Gross in his research states that leadership that consists of transactional and transformational has an influence on the effectiveness of virtual teams. Transformational leadership is more likely to pay attention to long-term relationships by creating very strong working relationships with members. This leadership style has a positive influence on team effectiveness and on teamwork productivity. Meanwhile, transactional leadership focus on the process of completing tasks and goals for a job. So that the transactional leadership style can increase the boundaries of duties and responsibilities between leaders and members.

From some of the explanations above, the researcher intends to examine the extent to which transactional and transformational leadership styles affect the effectiveness of WFH and employee productivity. At the same time to determine the relationship between the effectiveness of WFH and employee productivity. The researcher also hopes that the results of this research can be a new insight for business people in dealing with changes in the work-from-home or remote work system.

THEORETICAL BASIS
Work From Home

Work from home or working from home is also known as telecommuting, remote working, home office, telework, or virtual work. This concept has been adopted by most companies that have been in America for a long time. WFH is carrying out work that is usually done in the office to be done at the employee's home so that employees do not need to go to the office but can complete their work from home (Ashal, 2020). The benefits of WFH for workers are a balance between work and family life, reducing travel time from home to work and at the same time-saving fuel, and being able to control work schedules and work atmosphere. Meanwhile, employers or companies can encourage employee morale, reduce laziness and absenteeism, reduce employee turnover, and strengthen the company's image as a family-friendly place to work (Mungkasa, 2020).

In addition to the benefits, there are obstacles that arise from the implementation of WFH so far. Workers need time to adjust to changes in the work environment from a conventional office atmosphere to a virtual one. The absence of clear boundaries between working hours is also a big problem with the WFH concept. Some workers or leaders also need to adjust the digital communication system, as well as difficulties in implementing certain types of work that require employees to meet directly with customers (Mungkasa, 2020).

Transactional Leadership

The transactional leadership style describes leadership behavior that is limited to basic exchanges between leaders and followers. The transactional leadership style is a leader's behavior to increase follower motivation, which is limited to the exchange of a reward system with work that has been achieved and correcting when it fails to meet goals (Ramadan & Firmansyah, 2021). The transactional leadership style is also referred to as managerial leadership. The followers will obey, follow, and carry out the work according to the leader's orders. This is done because they will receive a fee. If it doesn't match the leader's wishes or expectations, a punishment system will be applied (Suryani & dkk, 2021)

Transformational Leadership

The success of the company is determined by leadership, where an effective form of leadership will have an influence on the progress of the company (Madattuang, 2017). Transformational leadership is the process by which a person engages with others and creates connections to increase motivation and morality in both leaders and followers. Transformational leadership occurs when leaders expand and enhance employee interests, generate awareness, and acceptance of the group's goals or mission, and then move beyond their own interests for the good of the group (Puni, *et. al.,* 2020).

The characteristics of transformational leadership are visionary, inspiring, adaptable, open-minded, and progressive. The essence of transformational leadership is to develop and empower followers (Yukl, 2010). Transformational leadership arises when people in the

organization want to increase motivation and high morale. Aspects of transformational leadership include motivating, inspiring, encouraging initiative, reducing dependence/increasing independence, encouraging organizational and collaborative thinking, and promoting empowerment (Maryanto, 2015).

Work Effectiveness

Effectiveness comes from the word effective which means it can be completed on time. Effectiveness is the accuracy of the implementation of employees working in accordance with the specified target (Tridasawarsa, dkk., 2019). Suryani, dkk., (2021) that effectiveness is the accuracy of completing work on time in accordance with what has been determined. So it can be concluded that work effectiveness is the accuracy of the implementation of work by employees in accordance with the time specified by taking into account the quality of work.

Work effectiveness is the ability to do something right based on the goals that have been set or planned. The implementation of a program in accordance with the planned objectives shows the effectiveness of the program can be carried out properly. On the other hand, the discrepancy between the implementation of the program with the stated objectives shows that the program implemented has not been effective (Irnawati, dkk., 2021).

Work productivity

Increasing employee productivity is one of the most important goals for a company. If the level of employee productivity is high, it will be able to provide many conveniences and advantages for the company (Hanasya, 2016). For example, high work productivity will result in increased company profitability. In general, productivity is defined as the ability of the workforce to produce a product (Suryani, dkk., 2021). Work productivity has 3 indicators, namely quality of work, the accuracy of time, and the amount or quantity of work. Quality of work is an indicator related to the quality of the product to be produced, time accuracy is more on the timeliness of completion of work, and the quantity of work tends to the product results that the company wants to achieve.

Work productivity can not only be seen from the measurement process but also must pay attention to the presence of employees directly when completing their work (Sharma & Sharma, 2016). The presence of employees will directly affect the ease of the company in assessing employee work productivity. Higher productivity will result in economic growth, higher profitability, and social progress. Only by increasing productivity can employees get better wages or salaries, working conditions, and greater employment opportunities.

HYPOTHESES

The research hypothesis is as follows:
H1: Transactional leadership style affects the effectiveness of WFH,
H2: Transformational leadership style affects the effectiveness of WFH,
H3: The effectiveness of WFH affects work productivity,
H4: Transactional leadership style affects work productivity,
H5: Transformational leadership style affects work productivity.

RESEARCH METHOD

This study uses a survey method with the population research subjects being employees who have worked at WFH during the Covid-19 pandemic. The number of samples is based on five times the estimated parameter (Hair, *et. al*, 1998). The minimum number of samples is 100 respondents. The research category is cross-sectional taking data through questionnaires using a survey design as the main data collection technique (Sekaran & Bougie, 2016). This study used factor analysis to test the validity. In testing the validity of the construct using factor analysis with a standardized loading of at least 0.5 or even ideally 0.7. Reliability in this study was measured using Cronbach's coefficient alpha. The instrument can be said to be good if the reliability coefficient is close to 1.0. If the value of Cronbach's alpha is less than 0.6, it means that the reliability of the instrument is considered weak. Meanwhile, it is acceptable if Cronbach's alpha is in the range of 0.7 and is considered good if it is above 0.8 The statistical tool used to process the data is SPSS Statistics 22 (Sekaran & Bougie, 2016).

Data was collected using an online questionnaire using a google form which consists of 5 parts. First, the demographic characteristics section consists of gender, status, level of education, and salary range. Second, it contains 5 question items regarding transactional leadership variables (Bass & Avolio, The multi-factor leadership questionnaire, 1991). The third contains 10 question items regarding transformational leadership variables (Bass & Avolio, 1991). Fourth, about 7 question items related to the WFH variable (Farrell, 2017) and fifth about 12 question items from about work productivity variables (Asio, 2021). The scale used is from 1 to 5 with information from strongly disagree to strongly agree. Each question item will be translated from the original literature into Indonesian so that it is easy for respondents to understand.

RESULTS AND DISCUSSION

Questionnaire Distribution Results

Data were collected by distributing questionnaires to respondents through online media. Questionnaires were distributed using google forms and the data collected were 295 questionnaires. The collection of questionnaires starts from May 2021 to April 2022, which at the time the questionnaires were collected was still during the Covid-19 pandemic.

Table 1. Characteristics of Respondents

Gender	Total	%	Status	Total	%	Level of education	Total	%	Salary Range (per month)	Total	%
Man	173	58.64	Married	98	33.22	Senior High School	9	3.05	< 5,000,000	75	25.42
Woman	122	41.36	Single	197	66.78	Bachelor Program	132	44.75	5,000,000-7,500,000	112	37.97
						Magister Program	120	40.68	> 7,500,000	108	36.61
						Doctoral Program	34	11.53			
	295	100		295	100		295	100		295	100

Source: Primary Data, processed 2022

Table 1 shows that 58.64% of respondents are male and the rest are female. The majority of respondents' marital status data is dominated by single or unmarried with a percentage of

66.78%. For the level of education, the majority of respondents have a bachelor's background with a figure of 44.75%. Meanwhile, in terms of monthly income, the majority of respondents (37.97%) have a salary of IDR 5 million – IDR 7.5 million.

Data Analysis Results

Validity Test

Based on the results of calculations in table 2, it shows that the value of the outer loading on each variable indicator is more than 0.7 which states that it is valid.

Table 2. Validity Test Results

Variable	Question Items	Outer Loading Value	Condition	Status
Transactional Leadership (X1)	1	0.796		Valid
	2	0.797		Valid
	3	0.857		Valid
	4	0.772		Valid
	5	0.823		Valid
Transformational Leadership (X2)	1	0.848		Valid
	2	0.877		Valid
	3	0.897		Valid
	4	0.744		Valid
	5	0.781		Valid
	6	0.834		Valid
	7	0.856		Valid
	8	0.751		Valid
	9	0.783		Valid
	10	0.849		Valid
Work From Home Effectiveness (X3)	1	0.851	>0,70	Valid
	2	0.800		Valid
	3	0.901		Valid
	4	0.871		Valid
	5	0.896		Valid
	6	0.786		Valid
	7	0.757		Valid
Work Productivity (Y)	1	0.875		Valid
	2	0.914		Valid
	3	0.857		Valid
	4	0.753		Valid
	5	0.784		Valid
	6	0.845		Valid
	7	0.856		Valid
	8	0.808		Valid
	9	0.905		Valid
	10	0.877		Valid
	11	0.871		Valid

	12	0.837		Valid

Source: Primary Data, processed 2022

Reliability Test Results

Table 3 shows that all Cronbach's alpha and composite reliability values are more than 0.7 so that it states that all variables are reliable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Condition	Status
Transactional Leadership (X1)	0,789	0,819		Reliable
Transformational Leadership (X2)	0,804	0,881	>0,70	Reliable
Work From Home Effectiveness (X3)	0,813	0,846		Reliable
Work Productivity (Y)	0,901	0,923		Reliable

Source: Primary Data, processed 2022

R-Square Test Results

The following is a table of R squares to see how well it is able to explain the relationship of the influence of each exogenous variable on the endogenous variable. Chin's statement (Anuraga, dkk., 2017) said that the measurement criteria for R^2 were 0.67, 0.33, and 0.19 indicating strong, good, and weak.

Table 4. R-Square Test Results

Variable	R-Square	Condition	Criteria
Work Productivity	0,683	Strong	≥0,67 (strong) ≥0,33 (good) ≥0,19 (weak)

Source: Primary Data, processed 2022

In the r-square test, work productivity is 0.683 or 68.3% which shows that the resulting model structure is strong and exogenous variables are able to influence endogenous variables by 68.3% and the remaining 31.7% is influenced by other variables.

f² Test Results

Effect size f Square is a measurement that shows whether exogenous variables have a major influence on endogenous variables. The measurement criteria are 0.02 (low), 0.15 (moderate), and 0.35 (strong) (Sholiha, et. al., 2015). The f^2 test states that the relationship between transactional leadership variables is only able to explain the WFH variable by 12.1%. The transformational leadership variable is able to explain the WFH variable by 26.3%. Meanwhile, WFH is able to explain the WFH variable by 47.8%. Transactional leadership is able to explain work productivity variables by 19.7% and transformational leadership is able to explain work productivity by 20.7%.

Table 5. f² Test Results

Variable Relationship	Effect Size f Square	Condition	Criteria

Transactional Leadership – WFH	0.121	Low	
Transformational Leadership – WFH	0.263	Moderate	
WFH Effectiveness – Work Productivity	0.478	Strong	$\geq 0{,}02$ (Low), $\geq 0{,}15$ (Moderate), dan $\geq 0{,}35$ (Strong)
Transactional Leadership – Work Productivity	0.197	Moderate	
Transformational Leadership – Work Productivity	0.207	Moderate	

Source: Primary Data, processed 2022

VIF Test Results

Collinearity statistic (VIF) test to determine whether there is a linear correlation between variables in the regression model. This VIF test uses the VIF statistic value that must be more than 0.2 to 5. If the value is less than 0.2 or up to more than 5 then the construct must be considered for elimination (Marliana & Reny, 2019).

Table 6. VIF Test Results

Variable Relationship	Inner Value	Condition	Criteria
Transactional Leadership – WFH	2.976		
Transformational Leadership – WFH	3.450		
WFH Effectiveness– Produktivitas Kerja	2.249	There is no multicollinearity	VIF value must be > 0.2 to 5
Transactional Leadership – Produktivitas Kerja	2.018		
Transformational Leadership – Produktivitas Kerja	1.989		

Source: Primary Data, processed 2022

Hypothesis Testing Results

Hypothesis testing is used to test an assumption statistically, hypothesis testing can also draw conclusions from an allegation to be accepted or rejected (Anuraga, et. al., 2017). Hypothesis testing in this study uses the path coefficient to see the positive or negative effect of the latent variable. To see that the latent variable has a significant effect, you can go through the T - statistic value > 2. The probability value < 0.05 indicates that the latent variable has an influence. Here are the results of the hypothesis testing.

Table 7. Hypothesis Testing

	Original Sample	T Statistics	P Values	Status	Condition
Transactional Leadership – WFH	0.350	4.520	0.000	Supported	
Transformational Leadership – WFH	0.248	1.172	0.242	Not Supported	P Value < 0.05
WFH Effectiveness – Work Productivity	0.137	1.667	0.096	Not Supported	
Transactional Leadership – Work Productivity	0.414	2.024	0.044	Supported	

Transformational Leadership – Work Productivity	0.575	10.542	0.000	Supported	

Source: Primary Data, processed 2022

Results Discussion

The results of the first hypothesis test (H1) show that the transactional leadership variable has an influence on the effectiveness of WFH. These results can be seen from the p-value < 0.05 and the t-statistic value > 2. This is in accordance with the results of previous researchers from Ramadan & Firmansyah, (2021) that the clarity of the division of labor, work rules, and correct work standards will have a positive impact on the implementation of WFH. The implementation of the transactional system can also be seen from the implementation of consequences for employees if they do not perform their duties properly (Al-Ameri, 2019) so that providing directives and forms of activities to employees will emphasize the obligations that must be carried out by each employee even though they rarely meet face to face.

The results of the second hypothesis test (H2) stated that the transformational leadership variable had no effect on WFH. Based on table 8, p-value > 0.05 and t-statistic <2. Based on the data, the transformational leadership and WFH variables have no effect due to the lack of strict consequences if employees do not achieve the work targets that have been given. The implementation of the remote work system or WFH has a wide impact, for example, employee working hours are very flexible so work productivity decreases (Ma'rifah, 2020). From these results, it can be concluded that there is a need for firmness regarding work rules and work consequences to employees.

The third hypothesis (H3) states that WFH and work productivity have no effect on each other. It is proven that the p-value > 0.05 and t-statistic < 2. The work productivity variable is not only influenced by the WFH variable. Suryani, dkk. (2021) explained that many factors affect WFH, such as skills, employee abilities, attitudes, knowledge, and behavior. Some of these factors can be formed at any time, not during WFH. Even for some jobs that require employees to meet face-to-face with customers, they will find it difficult if they continue to work on a WFH basis (Mungkasa O., 2020).

Meanwhile, the fourth hypothesis (H4) and hypothesis 5 (H5) show the same results, that transactional and transformational leadership have an influence on work productivity. Sun, dkk (2018) dan Naidah & Musa (2016) in their research explains that leaders who are able to inspire and motivate employees will make changes to the results to be achieved. This is also supported by the opinion of Suryani, dkk (2021), that work product needs to be formed with clear directions and work rules from the leader. Leaders serve as mentors who are not only able to motivate or inspire, but also must be firm so that employees can complete their responsibilities properly.

CONCLUSION

There is a positive influence between transactional leadership and work-from-home variables, as well as a positive influence between transactional and transformational leadership variables and work productivity. This shows that the transactional method is more suitable for implementing work effectiveness through a remote system. The PSBB (Large-Scale Social Restrictions) policy and the implementation of remote work require leaders to be able to act decisively. Nevertheless, transactional, and transformational leadership styles still have a

significant impact on employee productivity. This means that even though they are in the Covid-19 era, leaders are free to apply transactional or transformational leadership patterns because employee work productivity is still high.

WFH provides flexibility for employees to work in different conditions and places when they must work in the office. So, it needs strict supervision and control from the leader so that employees can work well. Leaders need to provide boundaries and direction regarding the responsibilities of each employee. This is not meant to scare employees, but leaders have the authority and power that can be used to set goals and can allocate company resources for the sustainability of the organization or company.

Researchers have tried to distribute questionnaires to employees who have applied WFH work patterns, but the results of this study would be better if the respondents studied were more focused on one industry field. This will certainly affect the research results obtained to be more focused so that the research output can be directly felt by businesspeople in an industry.

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Article Error You may need to remove this article.

Compound These two words should be written as one compound word.

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P/V You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.

Missing "," You may need to place a comma after this word.

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PAGE 4

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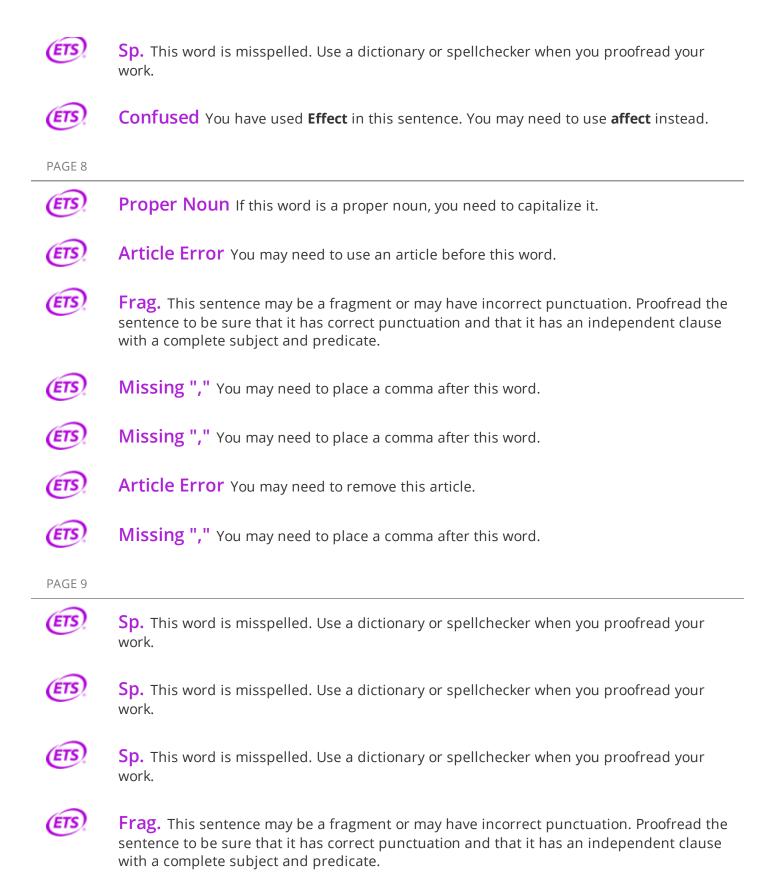**Missing ","** You may need to place a comma after this word.

PAGE 5

Article Error You may need to remove this article.

Possessive You may need to use an apostrophe to show possession.

Article Error You may need to use an article before this word.

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Run-on This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.

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Confused You have used **Effect** in this sentence. You may need to use **affect** instead.

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Proper Noun If this word is a proper noun, you need to capitalize it.

Article Error You may need to use an article before this word.

Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.

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S/V This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.

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