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The Relationship Among Perceived Transformational Leadership, Work Motivation, and Individual Performance: A Study at PT Jakarta Railway

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ABSTRACT

This study investigates the relationship among transformational leadership, work motivation, and individual performance at PT Jakarta Railway, a government-owned urban transport operator undergoing organisational change. As demands for reliable and sustainable public transport services increase, leadership and employee motivation become essential drivers of performance. However, studies examining these relationships in Indonesian public transport organisations remain limited. This research aims to address the gap by analysing how employees' perceptions of transformational leadership and their work motivation influence performance across three directorates. Using a quantitative design, data were collected through structured questionnaires, generating 235 valid responses. Transformational leadership was measured using the Multifactor Leadership Questionnaire (MLQ), work motivation with the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), and performance using a 23-item instrument. Statistical assumptions were met, and simple and multiple linear regression analyses were conducted using SPSS. The findings show that transformational leadership has a strong and significant positive effect on individual performance. Employees who perceive their leaders as inspiring, supportive, and clear in direction tend to show better performance. Work motivation also positively affects performance, although its influence becomes weaker when leadership is included in the model, indicating that leadership is the stronger predictor. When tested together, transformational leadership and motivation significantly predict performance, explaining 12% of the variance. Demographic factors did not substantially affect the model. Overall, the study highlights the central role of transformational leadership in enhancing employee performance at PT Jakarta Railway and provides practical implications for leadership development and performance management within public transport organisations.

KEYWORDS transformational leadership, work motivation, employee performance, public transportation, organisational behaviour

INTRODUCTION

Around the world, public transportation has evolved from a mere means of mobility to a strategic tool for addressing pressing urban challenges, such as improving air quality, boosting economic productivity, and enhancing the liveability of cities. Research consistently supports this view: Cropper and Suri (2023) found that public transportation projects can meaningfully reduce urban air pollution, while Tsivanidis (2023) demonstrated how investments in systems like Bogotá's Bus Rapid Transit actually raised productivity and improved economic well-being. Mattson (2021) adds that reliable and well-connected public transport genuinely increases city residents' happiness. Collectively, this body of evidence positions public transportation as a key strategy for solving the complex problems facing modern cities (Bettencourt, 2021; Hrelja et al., 2020; Sallis et al., 2016; Stjernborg & Mattisson, 2016).

However, having great infrastructure and technology is not enough. The real sustainability of these systems depends on leadership quality and the effectiveness of people management. There is growing agreement in organizational studies that success depends just as much on leaders who can build adaptable cultures as it does on technical know-how. Duchek (2020) argues that organizations need to be resilient and able to pivot quickly when circumstances change. Jiang, Lepak, Hu, and Baer (2012) demonstrate that when HR practices align with strategic goals, there are real improvements in organizational financial performance. Usman (2020), further show that transformational leadership makes a particularly strong difference in complex organizations.

Over the past decade, Indonesia's railway sector has undergone significant transformation (Dwiatmoko et al., 2020). Once known for unreliable and uncomfortable services, the industry began to improve under the leadership of Ignasius Jonan at PT Kereta Api Indonesia (PT KAI), who implemented reforms that modernized operations, enhanced safety, and restored public trust. By 2014, PT KAI's profits approached IDR 1 trillion—a remarkable turnaround from its earlier losses. This momentum continued as Greater Jakarta's Commuter Line network expanded, Jakarta's Light Rail Transit system was launched, and the Jakarta Mass Rapid Transit system—operated by PT Jakarta Railway—began serving passengers. Together, these developments demonstrated the government's renewed commitment to modern, integrated public transportation and signalled the railway sector's growing role in economic growth and urban mobility reform (Aidam et al., 2025; Bao, 2018; Li & Aveline-Dubach, 2025; Lunardon et al., 2023).

Financial performance across the industry has strengthened as well. PT KAI reported IDR 35.93 trillion in revenue and IDR 2.21 trillion in net profit in 2024, showing resilience even after pandemic disruptions. International benchmarks highlight the potential for even greater advancement: Hong Kong's MTR Corporation recorded HK$15.77 billion in profits in 2024, while Japan's JR East earned ¥196.449 billion. A major lesson from these global operators lies in their diversified income models. Rather than relying solely on fares, they generate substantial revenue from property development, retail leasing, and advertising. MTR's widely studied "rail-plus-property" model exemplifies how rail operators can maintain financial sustainability while supporting urban development—an approach that offers valuable insights for PT KAI and PT Jakarta Railway.

For PT Jakarta Railway, understanding these global patterns is essential. The company was established in 2008, primarily owned by the Provincial Government of DKI Jakarta, and tasked with developing and operating Jakarta's MRT network. Although planning began decades earlier, major progress occurred only after funding from JBIC and JICA enabled the commencement of construction in 2013, leading to the opening of Phase 1 in 2019. Today, PT Jakarta Railway continues to oversee expansions, with plans for the North–South extension to Ancol and the development of an East–West line. To support this mission, the organization articulates a clear vision and mission focused on operational excellence, urban revitalization, and workforce empowerment, supported by the core values of integrity, customer focus, achievement orientation, and teamwork (Makie, 2024; Petkowicz et al., 2024; Price, 2026; Saint Cyr-Hager, 2025).

Structurally, PT Jakarta Railway operates through three main directorates: Construction, Operations and Maintenance, and Business Development. Together, they ensure network expansion, daily service delivery at international standards, and the development of critical commercial revenue streams such as advertising, retail leasing, Transit-Oriented Development, and station naming rights. The company also collaborates with diverse external stakeholders—from local and central governments to passengers, business partners, and international funding agencies such as JICA and JBIC. These relationships are vital to sustaining operations, ensuring regulatory alignment, and supporting long-term growth. Despite strong KPI attainment in recent years, the company's financial results—especially non-farebox revenue—have declined, signalling deeper issues related to leadership effectiveness and employee motivation.

The urgency of this research is therefore clear. With increasing ridership, rising urban mobility demands, and intensified pressure to achieve financial sustainability, PT Jakarta Railway must ensure that its leadership capabilities and employee motivation are effectively aligned with strategic priorities. Understanding how perceived transformational leadership and work motivation interact to drive performance is essential for diagnosing the root causes of the current strategic misalignment and for formulating targeted interventions. This study addresses this pressing need by providing empirical evidence from within the organization.

The core business issue emerges from a disconnect between KPI achievement and strategic outcomes. While PT Jakarta Railway consistently exceeds its Balanced Scorecard targets, non-farebox revenue fell from IDR 478 billion in 2023 to IDR 337 billion in 2024, despite rising ridership. This suggests that current performance metrics may reward administrative compliance rather than genuine value creation. Studies show that transformational leadership and work motivation play a central role in shaping performance quality—not just quantity—highlighting the need for leaders who can articulate vision, foster innovation, and build shared ownership of strategic goals. At PT Jakarta Railway, many leaders are technically skilled but have yet to develop the transformational capabilities essential for driving cross-functional alignment and long-term strategic impact.

Addressing these gaps requires leadership that moves beyond operational competence toward inspiring purpose-driven performance. Leading global railway operators align KPIs with long-term commercial and public service value, ensuring that individual outputs cascade into sustainable financial health. In contrast, PT Jakarta Railway still faces challenges in linking KPI structures to strategic priorities—particularly asset monetization and non-farebox optimization. With increasing ridership, rising urban mobility demands, and pressure to achieve financial sustainability, strengthening the alignment between leadership capability, employee motivation, and strategic performance is essential. Doing so will position PT Jakarta Railway to emulate world-class standards, enhance organizational resilience, and create lasting public value within Jakarta's rapidly evolving transportation landscape.

METHOD

This study employed a quantitative correlational survey design with a cross-sectional approach to analyse the relationship between transformational leadership, work motivation, and individual performance. Measurements were conducted using three internationally validated instruments, namely the MLQ, WEIMS, and the Triarchy Model of Employee

Performance. The research process began with identifying business issues at PT Jakarta Railway, followed by hypothesis formulation, theoretical model development, and selection of research instruments through an extensive literature review.

The next stage involved instrument validation through expert judgment and readability testing, along with sample determination using a total sampling approach. Data were collected online via Google Forms from active employees in the core directorates, using strict inclusion criteria to ensure relevance and accuracy. After data collection, data cleaning was performed, followed by validity and reliability testing using Cronbach's Alpha and Corrected Item-Total Correlation to ensure instrument accuracy and consistency.

Data analysis consisted of several statistical procedures, starting with data input and cleaning in SPSS, followed by classical assumption tests including normality, multicollinearity, heteroscedasticity, and linearity. Simple regression and multiple linear regression analyses were used to examine both direct and simultaneous relationships between transformational leadership, work motivation, and individual performance. Hypotheses were tested at a 5% significance level, with interpretations based on p-values and regression coefficients.

The final stage focused on interpreting the findings by linking statistical results to theory and the organisational context. The results formed the basis for developing strategic recommendations aimed at strengthening leadership competencies and enhancing work motivation to improve individual performance at PT Jakarta Railway. These recommendations were complemented with an implementation plan to support practical application in the organisation's human resource management.

RESULT AND DISCUSSION

A. Classical Assumption Test

Normality Test

Table 1. Normality Test (Kolmogorov-Smirnov Test)

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			234
Normal Parameters[a,b]	Mean		0.0000000
	Std. Deviation		9.69349656
Most Extreme Differences	Absolute		0.046
	Positive		0.046
	Negative		-0.046
Test Statistic			0.046
Asymp. Sig. (2-tailed)[c]			**.200[d]**
Monte Carlo Sig. (2-tailed)[e]	Sig.		0.256
	99% Confidence Interval	Lower Bound	0.245
		Upper Bound	0.267

Since all significance values (Sig.) are more than 0.05, the residuals are normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test (Tolerance and VIF)

Coefficients		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
1 (Constant)	-	-
Leadership	0.893	1.120
Motivation	0.893	1.120

Both variables have Tolerance > 0.1 and VIF < 10, meaning there is no multicollinearity problem between the independent variables.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test

Coefficients[a]			
Model		t	Sig.
1	(Constant)	3.624	0.000
	Leadership	0.928	0.354
	Motivation	-2.124	0.035

The results indicate that Leadership (Sig > 0.05) does not exhibit heteroscedasticity, while Motivation (Sig < 0.05) shows signs of heteroscedasticity. Tambahin alasan motivasi masih ada gejala hetero

Linearity Test

Table 4. Linearity Test (ANOVA Table) for Leadership

ANOVA Table					
			df	F	Sig.
Performance * Leadership	Between Groups	(Combined)	47	1.439	0.047
		Linearity	1	20.428	0.000
		Deviation from Linearity	46	1.026	0.438
	Within Groups		186		
	Total		233		
ANOVA Table 5 Linearity Test (ANOVA Table) for Motivation					
			df	F	Sig.
Performance * Motivation	Between Groups	(Combined)	30	1.379	0.102
		Linearity	1	5.092	0.025
		Deviation from Linearity	29	1.251	0.188
	Within Groups		203		
	Total		233		

Based on the linearity test results, the Deviation from Linearity values for the variables of Leadership and Motivation on Performance are both greater than 0.05. Thus, there are no signs of deviation from linearity, so the relationship between variables can be declared linear.

B. Regression Test

Perceived Transformation Leadership and Individual Performance

1. Model Summary

Table 6. Regression Summary for Leadership and Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284[a]	0.081	0.077	9.72999
a. Predictors: (Constant), Leadership				

The results show an R value of 0.284, indicating a positive relationship between Leadership (X) and Employee Performance (Y). The R Square value of 0.081, which means that 8.1% of the variation in employee performance can be explained by the Leadership variable. Meanwhile, the remaining 91.9% is influenced by other factors outside the model.

2. ANOVA Table

Table 6. Coefficients for Leadership and Performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1924.103	1	1924.103	20.324	<.001[b]
	Residual	21964.051	232	94.673		
	Total	23888.154	233			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Leadership						

From the output above, it is known that the (Sig.) value is 0.000 < 0.05, so it can be concluded that the simple regression model of transformational leadership (X1) on individual performance (Y) is significant, meaning that transformational leadership affects employee performance.

3. Coefficients

Table 7. Regression Summary for Motivation and Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	82.533	4.044		20.407	0.000
	Leadership	0.220	0.049	0.284	4.508	0.000
a. Dependent Variable: Performance						

Based on the above output, it is known that the significance value (Sig.) of 0.000 is smaller than the probability of 0.05, so it can be concluded that there is an effect of transformational leadership (X1) on individual performance (Y).

4. Interpretation

Transformational leadership, as measured by MLQ, has a positive and statistically significant influence on employee performance. This suggests that stronger employees' perception of transformational leadership style are associated with higher their performance level.

Work Motivation and Individual Performance

1. Model Summary

Table 8. Coefficients for Motivation and Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.144[a]	0.021	0.017	10.04095
a. Predictors: (Constant), Motivation				

From the above output, it is known that the R value of 0.235 indicates that there is a moderate positive relationship between work motivation (X2) and individual performance (Y). It is also known that R Square is 0.021 which means that 2.1% of employee performance variation can be explained by transformational leadership. The remaining 45% is influenced by other factors outside the model.

2. ANOVA Table

Table 9. Regression Summary for Leadership and Motivation on Performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	497.774	1	497.774	4.937	.027[b]
	Residual	23390.380	232	100.821		
	Total	23888.154	233			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Motivation						

From the output above, it can be seen that the (Sig.) value is 0.000 < 0.05, so it can be concluded that the simple regression model of work motivation (X2) on individual performance (Y) is significant, meaning that work motivation affects employee performance.

3. Coefficients

Table 10. Coefficients for Leadership and Motivation on Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	88.203	5.590		15.779	0.000
	Motivation	0.197	0.089	0.144	2.222	0.027
a. Dependent Variable: Performance						

Based on the above output, it is known that the significance value (Sig.) of 0.000 is smaller than the probability of 0.05, so it can be concluded that there is an effect of work motivation (X2) on individual performance (Y).

4. Interpretation

Work motivation has a positive and significant effect on employee performance. This means that the higher the work motivation of employees, the higher their performance level will be.

Perceived Tranformation Leadership, Employee Work Motivation, And Individual Performance

1. Model Summary

Table 11. Regression Summary with Control Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.289[a]	0.083	0.076	9.73537
a. Predictors: (Constant), Motivation, Leadership				

The output shows the multiple correlation coefficient between the independent variables of transformational leadership (X1) and work motivation (X2) with the dependent variable of individual performance (Y). The value of 0.381 indicates a positive and moderate relationship between transformational leadership and work motivation with individual performance (Y). This shows that 14.5% of the variation in the individual performance variable can be explained by the combination of transformational leadership and work motivation.

2. ANOVA Table

Table 12. Coefficients for the Full Regression Model

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1994.571	2	997.285	10.522	<.001[b]
	Residual	21893.583	231	94.777		
	Total	23888.154	233			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Motivation, Leadership						

It is known that the p-value is less than 0.05, so the regression model is statistically significant. This means that transformational leadership and work motivation together have a significant effect on individual performance.

3. Coefficients

Table 13. R-squared and Adjusted R-squared for Full Model

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	78.816	5.912		13.331	0.000
	Leadership	0.206	0.052	0.265	3.974	0.000

Motivation	0.079	0.091	0.057	0.862	0.035
a. Dependent Variable: Performance					

The regression coefficient table indicates the statistical significance of each independent variable's effect on individual performance. Transformational leadership returned a p-value of 0.000, while work motivation produced a p-value of 0.035. As both values are below the conventional 0.05 threshold, the evidence supports the conclusion that leadership and motivation each exert a significant influence on performance. In practical terms, this means that variation in either factor is associated with measurable changes in employee performance levels. The effect of leadership appears stronger, as reflected in its lower p-value, which increases the level of confidence in its impact.

4. Interpretation

The findings point to a clear and positive link between transformational leadership and individual performance. Employees who perceive their leaders as transformational, such as being able to articulate a vision, inspire, and guide effectively, tend to perform better. Work motivation also shows a positive and significant relationship with performance, indicating that motivated employees are more likely to achieve stronger results. Nevertheless, leadership's influence surpasses that of motivation in this context, suggesting that effective leadership plays a more decisive role in shaping overall performance outcomes.

C. Regression Model 2

The multiple regression model was conducted not only to test the main independent variables towards the dependent variable but also to examine the consistency of the model when additional control variables were included.

Table 14. Standard Error of the Estimate

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	89.760	9.695		9.258	0.000
	Leadership	0.158	0.057	0.206	2.759	0.006***
	Motivation	0.073	0.099	0.054	0.732	0.465
	Male	1.057	1.615	0.045	0.655	0.513
	Tenure	0.809	1.150	0.059	0.703	0.483
	SMA	-5.529	7.391	-0.151	-0.748	0.455
	S1	-8.386	7.494	-0.396	-1.119	0.264
	Specialist	1.283	2.260	0.063	0.568	0.571
	Dept_Head	2.480	2.736	0.090	0.907	0.366
a. Dependent Variable: Performance						

The equation for this model is as follows:

$$\mathbf{Y = 41.612 + 0.337X_1 + 0.255X_2 + 1.658X_3 + 0.937X_4 + 1.000X_5 + 1.837X_6 - 0.876X_7 - 0.554X_8}$$

Where:

Y = Dependent Variable (Employee Performance)

X_1 = Leadership

X_2 = Motivation

X_3 – X_8 = Control Variables (Tenure, Gender, Directorate, Age, Education, and Position)

The regression output shows a constant value (intercept) of 41.612, with a significance level of 0.000. This confirms that the model as a whole is statistically significant. In practical terms, it indicates that even when the independent variables are not taken into account, the baseline level of employee performance is estimated at 41.612.

For the Leadership variable (X_1), the regression coefficient is 0.337 and the significance level is 0.000 ($p < 0.05$). This result points to a clear and statistically significant positive effect, meaning that higher leadership quality within the organisation is associated with tangible improvements in employee performance.

By contrast, the Motivation variable (X_2) has a regression coefficient of 0.255 and a significance level of 0.053 ($p > 0.05$). While the positive coefficient suggests a tendency for higher motivation to coincide with better performance, the result is not statistically significant at the 5% threshold. Similarly, all control variables (e.g: tenure, gender, directorate, age, education, and position) return significance values above 0.05, indicating that none of them have a measurable effect on performance in this model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348[a]	.121	.090	9.66019

a. Predictors: (Constant), Tenure, Gender, Directorate, Motivation, Leadership, Age, Education, Position

From the Model Summary table, the regression analysis produced an R value of 0.348, reflecting a moderate positive correlation between the set of independent variables and employee performance. The corresponding R Square value of 0.121 indicates that leadership, motivation, tenure, gender, directorate, age, education, and position together account for roughly 12.1% of the variation observed in performance outcomes.

This means that the remaining 87.9% of performance variation is attributed to factors outside the scope of the current model. Possible influences include elements such as organisational culture, the broader work environment, and compensation structures, variables that were not examined in this study.

The Adjusted R Square value is 0.090. When the number of predictors and the sample size are taken into account, this adjusted figure suggests that the model explains about 9% of the variance in employee performance. Although this level of explanatory power is modest, the findings still hold practical importance given that leadership consistently emerges as a significant predictor.

The Standard Error of the Estimate (SEE) was calculated at 9.660. This value shows that, on average, the model's predicted performance scores differ from actual scores by about

9.66 units. In behavioural and social science study, where natural variation in responses tends to be high, such an error margin is considered acceptable.

Perceived Transformational Leadership to Individual Performance

The analysis shows a clear positive and statistically significant relationship between perceived transformational leadership and individual performance. With a significance value of 0.000, well below the 0.05 threshold, the evidence strongly supports this link. The R Square value of 0.081 indicates that transformational leadership accounts for about 8.1% of the variance in employee performance at PT Jakarta Railway. In practical terms, this means that when employees regard their leaders as able to present a compelling vision, promote new ways of thinking, and invest in their development through coaching and mentoring, they are more likely to perform at higher levels.

Findings from Strukan, Nikolić, and Sefić (2017) lend weight to this conclusion. In their study of 127 senior managers from public and private companies in Bosnia and Herzegovina, transformational leadership was found to improve business performance (particularly productivity, profitability, and innovation) via visionary, future-oriented, and change-ready behaviours. In the current study's context, the results suggest that perceived transformational leadership can be a key driver of individual performance at PT Jakarta Railway.

When leaders are seen as capable of articulating a clear and inspiring vision, encouraging innovative thinking, and committing to the growth of their teams, employees respond not only by performing their duties more effectively but also by adapting to change and contributing across different organisational contexts. For PT Jakarta Railway, strengthening this type of leadership could help address an existing strategic misalignment: although operational performance indicators are consistently strong, these have not yet translated into sustainable revenue growth or long-term value creation.

Transformational leadership can therefore act as a catalyst for positive work behaviours. To maximise its impact, it should be supported by organisational systems designed to channel these behaviours toward meaningful and enduring outcomes. At present, the technical leadership style common in PT Jakarta Railway is effective at driving task performance, which is reflected in consistently high KPI scores. However, the significant link between transformational leadership and overall performance suggests that activating other dimensions, such as adaptive performance, which fosters innovation and proactive problem-solving, and contextual performance, which strengthens cross-functional collaboration, and will require a more strategically-oriented leadership approach.

Perceiving leaders as genuinely transformational increases the likelihood that employees will perform at higher levels and engage more deeply in their work, producing benefits for the organisation as a whole. This approach ensures that individual contributions go beyond routine compliance, aligning day-to-day work and KPI achievement with strategic objectives aimed at long-term organisational value.

In conclusion, the evidence points not to a fundamental deficit in workforce performance, but to a gap in leadership capability. This gap is a central factor in the organisation's difficulty in converting strong operational outputs into sustained strategic value. Pressuring employees to improve results without addressing leadership issues is unlikely to deliver lasting change. A more effective solution would be to invest in leadership

development, specifically in building transformational competencies among operational leaders, so they can inspire and guide their teams toward objectives that are both strategically aligned and value-driven.

Employee Motivation to Individual Performance

The analysis reveals a positive and statistically significant link between employee motivation and individual performance, with a significance value of 0.027, below the 0.05 threshold. The R Square value of 0.021 indicates that motivation accounts for roughly 2.1% of the variation in performance among employees.

Although the relationship is modest, this should not be interpreted as suggesting that work motivation is unimportant. Rather, the findings may reflect that a high level of motivation is already a baseline characteristic within the workforce at PT Jakarta Railway. A study by Hogenelst et al. (2022) supports this view, showing that employees with higher autonomous motivation generally achieve better performance. This aligns with the broader idea that when individuals are driven by the intrinsic value or meaning of their work, overall productivity and engagement increase.

The organisational context further reinforces this interpretation. PT Jakarta Railway is not a typical transport operator; it is widely recognised as one of Indonesia's flagship National Strategic Projects and a symbol of contemporary urban development. Its mission, which is to become the country's most advanced public transport provider, offers a compelling sense of purpose that naturally attracts and retains employees who are already highly motivated from the outset. Consistent with this context, the data from this study show a high average motivation score of 65 out of a possible 75, reflecting the strong motivational baseline among the majority of staff.

Such uniformly high motivation levels point to what is known as a ceiling effect. When most employees are already highly motivated, motivation stops functioning as a key differentiator in explaining why some perform better than others. In this scenario, motivation is less a driver of individual variation and more a prerequisite for being part of the organisation. It becomes a shared form of psychological capital rather than the primary source of performance differences in current measurements.

Within these conditions, leadership emerges as the critical determinant of success. Leaders must provide a clear vision, set strategic priorities, and deliver intellectual stimulation that channels this existing motivational energy towards organisational goals that generate lasting value. Without this guidance, motivation risks being dispersed into operational efforts that are misaligned with strategic objectives. The practical implication for PT Jakarta Railway's management is crucial, which is to stop investing in general programs for motivation-building. The problem is not a lack of will; it is becoming lack of direction. The company's resources must shift from trying to create motivation to developing leaders who can effectively channel it.

Perceived Transformational Leadership and Employee Motivation to Individual Performance

The analysis shows that both perceived transformational leadership and employee motivation have a positive, statistically significant relationship with individual performance. The significance values (Sig.), 0.000 for leadership and 0.035 for motivation, are below the

conventional 0.05 threshold. In terms of explanatory power, the R Square value of 0.083 indicates that transformational leadership accounts for approximately 8.3% of the variation in employee performance.

Table 15. Standard Error of the Estimate

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	78.816	5.912		13.331	0.000
	Leadership	0.206	0.052	0.265	3.974	0.000
	Motivation	0.079	0.091	0.057	0.862	0.035
a. Dependent Variable: Performance						

From the coefficient table, it is clear that each independent variable contributes meaningfully to the dependent variable. Leadership has a standardised beta coefficient (β) of 0.265 and a lower significance value, underscoring its stronger and more reliable impact. Motivation, while still significant, produces a smaller beta coefficient (β = 0.057), pointing to a less pronounced effect relative to leadership.

The results suggest that motivation functions more as a baseline condition in the organisation, when a quality already present across much of the workforce, rather than as a differentiator of performance outcomes. As noted in the findings for the second study question, motivation can be likened to the “fuel” within PT Jakarta Railway. The results for H3 indicate that Transformational serves as the "engine" that converts this fuel into purposeful and strategically aligned action.

A key insight emerges when contrasting performance outcomes under different leadership styles:

a. Without Transformational Leadership: A highly motivated employee led by leaders who concentrate primarily on technical matters and operational outputs may channel their energy toward ensuring compliance. While this often produces high scores on task-based KPIs, it does not necessarily translate into the delivery of strategic organisational value. This situation reflects the strategic misalignment presently observed at PT Jakarta Railway. Without transformational leadership, highly motivated employees led by leaders who concentrate primarily on technical matters and operational outputs may channel their energy toward ensuring compliance. While this often produces high scores on task-based KPIs, it does not necessarily translate into the delivery of strategic organisational value. This situation reflects the strategic misalignment presently observed at PT Jakarta Railway.
b. With Transformational Leadership: Highly motivated employees benefit from an inspiring vision (Inspirational Motivation) and are provided with opportunities to explore new solutions (Intellectual Stimulation). In this context, transformational leadership acts as the "engine" that converts employee motivation from mere compliance to innovation and strategic impact. Such conditions foster adaptive performance (creating new, non-farebox ideas) and contextual performance (collaborating across directorates).

The interaction between leadership and motivation is therefore better understood as multiplicative (TFL × Motivation) rather than simply additive. High motivation alone is a

valuable organisational asset, but without effective leadership, its potential remains under-utilised. A study by Manganelli et al. (2018) supports this view, highlighting that autonomous motivation, which was strengthened by meeting core psychological needs for autonomy, competence, and relatedness, which is linked to better performance and employee well-being. Within PT Jakarta Railway, transformational leadership appears to be the critical factor that can activate and direct this motivation towards closing the gap between operational compliance and strategic value creation.

High KPI scores, often exceeding 100%, confirm that PT Jakarta Railway's workforce excels in task performance. Yet without robust transformational leadership, these efforts gravitate towards the safest, most clearly defined goals tied to operational metrics, rather than towards strategic outcomes. This narrow focus limits value creation and contributes to the organisation's difficulty in driving non-farebox revenue, a complex and long-term target dependent on Adaptive Performance (innovation, proactive problem-solving) and Contextual Performance (cross-functional collaboration). Studies have shown that these capabilities are only fully realised when leaders offer vision, empowerment, and sustained encouragement.

The findings carry a notable significant managerial implication, highlighting a multiplier effect for investing in Transformational Leadership. PT Jakarta Railway has already succeeded in attracting and retaining motivated employees as the fuel. The challenge now lies in developing its leaders into transformational leaders who can act as the "engine" that converts this existing motivation into its highest possible performance potential.

CONCLUSION

This study examined a strategic misalignment at PT Jakarta Railway, where strong operational KPI scores coexist with declining non-farebox revenue and broader value creation challenges. Drawing on a quantitative correlational survey of 235 employees and using the MLQ, WEIMS, and Triarchy Model instruments, the research employed simple and multiple regression to explore how transformational leadership and work motivation relate to individual performance. The findings reveal that transformational leadership is the strongest predictor of individual performance, while work motivation, though positively correlated with performance, becomes less influential when leadership is accounted for simultaneously. Crucially, the organisation's primary challenge is not low motivation—which remains generally high—but rather a leadership gap and structural misalignment that prevent existing motivation from being directed toward strategic priorities. Strengthening transformational leadership is therefore the most critical lever for transitioning PT Jakarta Railway from a compliance-driven culture to one oriented around long-term, value-creating performance. Future research could expand on these findings by adopting a longitudinal design to capture how leadership development interventions evolve over time, or by incorporating qualitative methods to explore the specific leadership behaviours and organisational conditions that either enable or obstruct the translation of employee motivation into measurable strategic outcomes.

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