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The Influence of Internal Organizational Environment, Transformational Leadership, and Work Motivation on the Effectiveness of Planet Ban Organization

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Abstract

This study aims to analyze the influence of internal organizational environment, transformational leadership, and work motivation on organizational effectiveness at Planet Ban. This study uses a survey method with a sample of 131 people with a random sampling technique. The data collection technique used a questionnaire that had been tested for validity and reliability. The data analysis technique used the Partial Least Square (PLS) version 4 application. by evaluating the outer model, inner model, and path analysis tests. The results of the study provide the following conclusions: (1) The internal environment of the organization influences the effectiveness of the organization; (2) Transformational leadership influences the effectiveness of the organization; (3) Work motivation influences the effectiveness of the organization; (4) The internal environment of the organization, transformational leadership, and work motivation simultaneously influence the effectiveness of the organization. These findings provide theoretical contributions in organizational management as well as practical recommendations for Planet Ban management to strengthen the work environment, implement the right leadership style, and motivate employees effectively

Keywords: internal organizational environment, transformational leadership, work motivation, organizational effectiveness

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1. Introduction

The automotive industry, especially the tire business, is one of the important sectors in Indonesia that continues to grow along with the increasing number of motorized vehicles. Based on GAIKINDO data (2022), the number of motorized vehicles in Indonesia reached 160.6 million units in early 2024, an increase compared to 152.5 million units in early 2023. This shows great potential in the tire industry, both in new tire sales and tire maintenance services. Tires are a crucial component for driving safety and comfort, so the demand for high-quality products and related services continues to increase (Hakim et al., 2021). To meet this demand, Planet Ban has emerged as a key player in the tire industry in Indonesia. Established since 2011, Planet Ban has a vision to provide high-quality products and fast, convenient, and affordable services for customers throughout Indonesia. Through an aggressive expansion strategy, Planet Ban has opened hundreds of outlets in various cities, broadening its market reach. In addition to selling tires from various brands, the company also provides additional services such as tire replacement, balancing, and nitrogen filling with professional standards, making it one of the market leaders in this category (Andarningtyas & Putri, 2023).

Despite its competitive advantage, Planet Ban's organizational effectiveness is not yet fully optimal. One indicator is that productivity tends to stagnate despite an increase in the number of employees. As an organization that is oriented towards efficiency and customer satisfaction, organizational effectiveness is crucial to ensure that increased human resources lead to proportional productivity gains (Lestari et al., 2024). Organizational effectiveness highlight that success organization influenced by interaction between structure organization , internal processes, leadership , and motivation employees (Mullins, 2005). The internal environment of



the organization includes organizational structure, work culture, and management systems that can create a conducive work atmosphere to support productivity and innovation (Daeli et al., 2024). In addition, transformational leadership which emphasizes inspiration, innovation, and attention to individuals has a major influence on organizational performance. Previous research also shows that work motivation, both from intrinsic and extrinsic factors, is one of the main drivers for increasing employee productivity and dedication (Idrus et al., 2024).

Previous studies have shown a significant influence of the internal organizational environment, transformational leadership, and work motivation on organizational effectiveness. However, some studies separate the three independent variables, only use a conventional indicator like productivity and work efficiency without connect with work culture; motivation; and innovation, also conducted in different industry sector. While, this research use the latest literature like work culture collaborative; ideal influence; and stimulation intellectual to evaluate organizational effectiveness, and the sector industry conducted in the tire industry, especially in Indonesia. Therefore, this study aims to fill the gap by analyzing how the internal environment of the organization, transformational leadership, and work motivation affect the effectiveness of the Planet Ban organization, both in a way simultaneous and also partial. This research is expected to provide theoretical contributions in the management of organizations and human resources, as well as provide practical recommendations for Planet Ban management to improve organizational effectiveness through better work environment management, implementation of appropriate leadership styles, and effective motivational strategies.

The internal environment of an organization, including its culture, structure, and management systems, plays a crucial role in determining organizational effectiveness. A supportive internal environment enhances operational efficiency and strengthens the organization's ability to adapt to external changes (Robbins & Judge, 2019). Research by Kultsum (2017) highlights the significant impact of the external environment on organizational effectiveness, particularly through a conducive work structure and culture. Similarly, Yulianto et al. (2023) emphasize the strong influence of the work environment on organizational effectiveness. Based on these findings, it can be hypothesized that the internal environment of an organization influences organizational effectiveness (H1). Transformational leadership, which encompasses inspiration, intellectual stimulation, and individualized consideration, plays a vital role in enhancing employee motivation and performance. This leadership style has been found to significantly impact organizational performance through increased motivation and innovation (Robbins & Judge, 2019). Mukhtar et al. (2020) confirmed the positive influence of transformational leadership on organizational effectiveness, while Umri and Sukriadi (2024) demonstrated that transformational leadership improves organizational adaptability and performance. Therefore, it can be hypothesized that transformational leadership has an impact on organizational effectiveness (H2).

Work motivation, driven by both intrinsic and extrinsic factors, serves as a key driver for employees to achieve organizational goals. Herzberg's theory, as cited in Andriani & Widiawati (2017), asserts that motivation contributes to job satisfaction and productivity. Similarly, Sunarya (2022) states that motivational factors, such as rewards and responsibilities, significantly affect employee satisfaction and performance. Research by Tilawah et al. (2024) supports the notion that work motivation has a direct impact on organizational effectiveness, while Ilyas (2019) also confirmed its positive effect. Thus, it can be hypothesized that work motivation influences organizational effectiveness (H3). A combination of a supportive internal environment, transformational leadership, and high work motivation creates a synergistic effect that enhances organizational effectiveness. Research by Rosi et al. (2022) found that these three factors collectively influence organizational effectiveness, with leadership having the greatest impact. Additionally, Daeli (2024) confirmed that the internal environment, transformational leadership, and work motivation simultaneously contribute significantly to organizational effectiveness. However, Irwan's research suggests that the internal environment is the dominant factor in fostering a productive work atmosphere. Based on these insights, it can be hypothesized that the internal environment, transformational leadership, and work motivation collectively influence organizational effectiveness (H4).

2. Method

This study analyze the influence of Internal Organizational Environment , Transformational Leadership, and Work Motivation on Organizational Effectiveness. The population of the study was all Planet Ban employees totaling 975 people. The sample was determined using the Slovin formula with an error rate of 10%, so that a minimum sample size of 91 respondents was obtained. Sampling was carried out using the simple random sampling method , which is a sample selection technique in which each individual in the population has an equal chance of being selected (Sugiyono, 2022). This study use surver method to obtain or gather information . In research survey , information collected from respondent using questionnaire . Survey design is a process where researcher do survey or give questionnaire or scale to one sample to describe attitudes, opinions, behavior, or characteristics respondents (Alsa, 2004). From the survey result , researchers can submit claim about the existing tendency in population .

The instrument in this study to collect the data is questionnaire based on the Likert measurement model . The system evaluation questionnaire using five categories choice response For every statement submitted to respondents . The score based on theory, if answer the more in line with the theory, then the score will the more large, and vice versa . On the Likert scale there are five alternatives to answer the statement, which from "strongly agree" until "strongly disagree" on object , subject , or incident certain (Sulyianto , 2011). The distance between strongly agree to agree and from agree to neutral and so on naturally not the same . Therefore it's the data generated by the scale Likert is ordinal data..

Table 1.1 Statement Scores

Code	Score
Strongly agree	5
Agree	4
Enough Agree	3
Don't agree	2
Strongly Disagree	1

The data obtained were analyzed using SmartPLS 4 software between variables using the Partial Least Square (PLS) technique. The test of the research model was conducted through two main stages, namely the outer model and inner model. At the outer model stage, data validity was tested through the loading factor value (value > 0.6) and Average Variance Extracted (AVE) (> 0.5), while reliability was conducted by Cronbach's alpha (> 0.6) and Composite Reliability (> 0.7) (Ghozali & Kusumadewi, 2023). At the inner model stage , the test is conducted to analyze the direct and indirect relationships between variables. The relationship is considered significant if the t-statistic value is > 1.96 and the p- value is < 0.05 (Rahadi , 2023).

3. Result and Discussion

1. Validity Test

Validity test is a measuring tool to assess the extent to which the tool can measure data accurately according to the variables to be measured. The validity of the questionnaire can be determined by using a validity test (Ghozali & Latan, 2021). When the statements on the questionnaire are able to expose the information to be assessed and it is considered valid. The statement is valid if the r count $>$ r table , and the significance value < 0.05 .

Table 2. The Result of Validity Instrument

Internal Environment Organization				
Indicator	Item	Correlation	Sig.	Information

Structure Organization	LI01	0.512	0.004	Valid
	L102	0.664	0.000	Valid
Culture Organization	LI03	0.616	0.000	Valid
Human Resources	LI04	0.634	0.000	Valid
	LI05	0.713	0.000	Valid
Environment Physique Work	LI06	0.488	0.006	Valid
Transformational Leadership				
Indicator	Item	Correlation	Sig.	Information
Ideal Influence	KT01	0.568	0.001	Valid
	KT02	0.645	0.000	Valid
Inspiration and Motivation	KT03	0.571	0.001	Valid
	KT04	0.643	0.000	Valid
Stimulation Intellectual	KT05	0.661	0.000	Valid
Individual Considerations	KT06	0.493	0.006	Valid
	KT07	0.557	0.001	Valid
Focus on Long Term Results	KT08	0.496	0.005	Valid
	KT09	0.679	0.000	Valid
Work Motivation				
Indicator	Item	Correlation	Sig.	Information
Responsibility and Autonomy Work	MK01	0.723	0.000	Valid
Work Performance	MK02	0.701	0.000	Valid
Personal Opportunity and Career Development	MK03	0.623	0.000	Valid
	MK04	0.673	0.000	Valid
Work-Life Balance	MK05	0.677	0.000	Valid
	MK06	0.702	0.000	Valid
Motivation Intrinsic and Extrinsic	MK07	0.708	0.000	Valid
Effectiveness Organization				
Indicator	Item	Correlation	Sig.	Information
Productivity and Efficiency Operational	EO01	0.489	0.006	Valid
	EO02	0.586	0.001	Valid

Satisfaction and Engagement Employee	EO03	0.625	0.000	Valid
	EO04	0.53	0.003	Valid
Leadership	EO05	0.499	0.005	Valid
	EO06	0.585	0.001	Valid
Development Organization	EO07	587	0.001	Valid

Source : Primary data, processed (2024)

The test results in table 1.2 show that indicator has r count $>$ r table and has mark significance < 0.05 , it shows that all items are valid.

2. Reliability Test

After the validity test, the next step is reliability test. Reliability measures the research instrument consistently produces the same results when used in the same situations on repeated occasions, if a questionnaire with capable to disclose reality and can be trusted , then the instrument is reliable (Ghazali & Latan, 2021). A research instrument can be said reliable if the Cronbach's alpha >0.60 (Ghazali , 2016).

Table 3. Instrument Test Results Reliability Variables Study

No	Variables	Cronbach's Alpha	Information
1	Internal Organizational Environment (X1)	0.687	Reliable
2	Transformational Leadership (X2)	0.758	Reliable
3	Work Motivation (X3)	0.810	Reliable
4	Organizational Effectiveness (Y)	0.652	Reliable

Source : Primary data, processed (2024)

Based on table 1.3, stated that fourth variables formed by their indicators proven to have good reliability. This is indicated by the Cronbach's alpha value which is all greater than 0.60.

3. Measurement Model (Outer Model)

The validity of the questionnaire is determined based on the outer loading value which must be more than 0.6, so that the questions on the questionnaire can be declared valid (Hair et al., 2016). In addition, the Average Variance Extracted (AVE) value must also be greater than 0.5 so that the research construct can be considered valid (Hair et al., 2017). Reliability measurements are carried out by assessing the results of Cronbach's alpha and Composite Reliability, where the variable values must be greater than 0.6 and 0.7 to be declared reliable (Hair et al., 2014).

Table 4. Outer Model Test Results

Variables	Item	Outer Loadin g	AVE	Cronbach' s Alpha	Composite Reliability
Internal Environment Organization	LIO1	0.750	0.764	0.955	0.963
	LIO2	0.877			
	LIO3	0.855			
	LIO4	0.890			
	LIO5	0.856			
	LIO6	0.851			
Transformational Leadership	KT1	0.874	0.746	0.957	0.964
	KT2	0.868			
	KT3	0.897			
	KT4	0.890			
	KT5	0.805			
	KT6	0.812			
	KT7	0.873			
	KT8	0.862			
	KT9	0.889			
Work motivation	MK1	0.794	0.719	0.921	0.939
	MK2	0.795			
	MK3	0.827			
	MK4	0.876			
	MK5	0.762			
	MK6	0.817			
	MK7	0.892			
Organizational Effectiveness	EO1	0.906	0.680	0.921	0.937
	EO2	0.883			
	EO3	0.897			
	EO4	0.778			
	EO5	0.864			
	EO6	0.889			
	EO7	0.894			
	EO8	0.874			

Source: Processed Data, SmartPLS (2024)

The test results in Table 1.4 shows that the variables have outer loading values > 0.6 and Average Variance Extraction (AVE) > 0.5 so that they are declared valid and have good convergent validity. Furthermore, the Cronbach's alpha value > 0.6 and Composite Reliability > 0.7 indicate that the construct has high reliability, so that all indicators can be used in data processing.

4. Structural Model (Inner Model)

The relationship and influence between variables are determined through path coefficient test. Indirect relationships are seen through specific indirect effect test. A relationship is declared significant if fulfil t- statistic requirement > 1.96 and p-value < 0.05 (Hair et al., 2017).

Table 5. Test Results Inner Model

Path	Original Sample (O)	T Statistics (O/STDEV)	P-Values	Information
Transformational Leadership -> Organizational Effectiveness	0.202	2,364	0.018	Significant
Internal Organizational Environment -> Organizational Effectiveness	0.339	4.124	0.000	Significant
Work Motivation -> Organizational Effectiveness	0.453	6,910	0.000	Significant

Source: Processed Data by Smart PLS (2024)

Based on the results of the analysis, all relationship paths in the table have a positive and significant influence on organizational effectiveness. Among the three independent variables, work motivation has the greatest influence on organizational effectiveness ($O = 0.453$), followed by internal environment organization ($O = 0.339$), and transformational leadership ($O = 0.202$). This shows that increasing work motivation, a supportive internal organizational environment, and implementing good transformational leadership together can increase organizational effectiveness at Planet Ban.

5. Adjusted R Square

R-Square value > 0.75 indicates a strong model, $> 0.50-0.75$ means a moderate model, and $> 0.25-0.50$ indicates a weak model (Hardisman, 2022).

Table 6. R-Square Values

	R- square
Organizational Effectiveness	0.893

Source : Primary Data, Processed by Smart PLS (2024)

The R-Square value indicates that 89.3% of the variation or change in the Organizational Effectiveness variable can be explained by three independent variables, namely the Internal Organizational Environment, Transformational Leadership, and Work Motivation. The remaining 10.7% is explained by other factors outside this research model. According to Hardisman in Muzaki (2022), an R-Square value > 0.75 indicates that the model has very good power to explain the dependent variable. With an R-Square value of 0.893, it can be concluded that this research model is very strong in explaining organizational effectiveness at Planet Ban.

The Influence of the Internal Organizational Environment on Organizational Effectiveness

The results of this study indicate that the internal environment of the organization has an effect on the effectiveness of the organization. So, more positive the internal environment, the more organizational effectiveness increases. In other words, healthy, structured internal environment with well, and supporting collaboration between employees will increase organizational effectiveness. The internal environment of an organization is mostly reflected by human resource indicators, which are strategic assets in determining the success of the company. Therefore, Planet Ban needs to manage human resources effectively through a positive organizational culture, competency development, and strategic planning. The results of this study support previous research conducted by Endang (2011) and Usman et al (2016) which stated that the internal environment of an organization influences organizational effectiveness. Another study by Putera (2018) also stated that culture organization influential significant to organizational effectiveness. So the company needs to maintain or even improve the positive internal environment that is currently running.

The Influence of Transformational Leadership on Organizational Effectiveness

The results of this study indicate that transformational leadership has an effect on organizational effectiveness. This confirms that leaders with a transformational style are able to create working conditions that support the achievement of organizational goals optimally. Transformational leaders are not only role models for their members, but also direct the organization to achieve better performance through inspiration, motivation, and individual development. The transformational leadership is mostly reflected by leaders who inspire employees. Therefore, Planet Ban has great potential to strengthen transformational leadership through inspiration, sustainability focus, and role models from its leaders. By optimizing the role of leaders, the company can create an inspiring, innovative, and long-term oriented work culture so as to increase employee satisfaction, loyalty, and overall productivity.

The results of this study support recent research conducted by Mukhtar et al. (2020) and Nguyen et al. (2023) which shows that leadership transformational has a positive and significant influence on organizational effectiveness. The results of the same study also found in Putra's research (2018) shows that transformational leadership style can increase organizational effectiveness and encourage achieving company goals effectively. Companies are expected to maintain and develop the transformational leadership that is currently running (Hairudinor et al, 2020).

The Influence of Work Motivation on Organizational Effectiveness

The results of this study show that work motivation has an influence to effectiveness organization. This study shows that employees get incentives, tend to contribute more to creating an effective and competitive organization. So companies need to ensure that human resource management strategies include efforts to increase work motivation sustainably. The results of this study support previous research conducted by Hidayatinnisa et al (2021) and Toralawe et al (2023) which states that motivation has a positive and significant effect on organizational effectiveness. A similar thing was also found by Tilawah et al (2024) that work motivation has an effect on effectiveness. Thus, companies can significantly increase employee work motivation, which ultimately contributing to organizational effectiveness.

The Influence of Internal Organizational Environment, Transformational Leadership, and Work Motivation on Organizational Effectiveness

The results of this study indicate that the three variables have an effect on organizational effectiveness. So it can be concluded that these three variables have an important role in increasing organizational effectiveness. The combination of a supportive

environment, inspiring leaders, and motivated employees will result in a significant increase in organizational performance. The results of this study support previous studies conducted by Breen et al. (2024) and Hoai et al. (2022), as well as Rosi et al (2022) which stated that the three variables are interrelated and influence organizational effectiveness. Organizations with a supportive environment, inspiring leaders, and motivated employees tend to show higher level of effectiveness. Therefore, the company improves a positive internal environment, develops leadership that can motivate and set an example for employees, and increases employee work motivation.

2. Conclusion

This study was conducted to analyze the influence of Internal Organizational Environment, Transformational Leadership, and Work Motivation on Organizational Effectiveness at Planet Ban. The results of the study indicate that the three independent variables have a significant influence, both partially and simultaneously, on organizational effectiveness. A positive internal environment, inspiring and motivating leaders, and a high level of work motivation contribute significantly to increasing organizational effectiveness. The theoretical implications of this study are to provide insight for organizational management regarding the importance of paying attention to human resources as a strategic factor, transformational leadership that can inspire employees, and work motivation in creating an effective organization. Managerial implications suggest that Planet Ban needs to strengthen clear division of tasks, improve the integrity and capabilities of leaders, and provide opportunities for employee skill development to support overall organizational effectiveness. Further research is recommended to add other variables, such as organizational culture, social capital, or knowledge sharing, as well as expand the scope of the research to several other companies in order to provide more comprehensive insights into the factors that influence effectiveness organization .

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