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The Effect of Transformational Leadership Style on Employee Performance with Motivation Moderation

Fina Mirri Barlian Isa^{1,*}, Tantri Yanuar Rahmat Syah¹

¹Department of Management, Faculty of Economics and Business, Esa Unggul University, Jakarta

The study's aims to assess the effect of transformational leadership style on employee performance and determine the influence of motivation on the link between transformational leadership style and employee performance. This is a causal research study that use the cell mean model approach to investigate the average difference between the response variables. The sample technique employed in this experiment was simple random sampling. A total of 120 respondent will be surveyed. The result shows, a transformational leadership style improves employee performance (the first hypothesis does not support) while the group of workers who have a strong transformational leadership style outperforms the group of employees who have a weak transformational leadership style, especially for employees with low motivation. Here, the employees with a strong transformational leadership style, who feel strongly motivated have no better performance than employees who feel weak motivation. Thus, an employee who feel strong motivation have greater performance than employees who experience weak motivation, especially for employees with a weak leadership style.

Keywords: Leadership style, Employee performance, and Motivation

1. INTRODUCTION

Public health center (*Puskesmas*) is the spearhead of Leadership is important in companies. Because the organizations with excellent leadership will find it straightforward to establish trust in their members, vice versa organizations without good leadership will find it difficult to win the trust of their members. Furthermore, leadership qualities can inspire someone to have a fulfilled and productive job. Leadership is the source of motivation. On the other hand, the employees believe that many leaders fail to build their skills and the major cause of employee failure due to the weakness of leadership.

Globally, organizations are growing and confronted with several problems. To accomplish their goals and be more successful than others, leaders must play a part in achieving those goals and improving staff performance skills by motivating them with their work. Here, the leadership is the key to developing trust through respect for others [1]. In the leadership relationship, someone should respect with the others in two ways. The first way, a leader required to respect them follower unconditional.

*Email Address: finabarlian18@gmail.com

This respect is based on a person's contribution, both their activity and capability, rather than on outward qualities such as position, education, or economic standing. It does not imply that a person's accomplishments, such as their position or educational background, are unappreciated; nevertheless, respect/appreciation for someone should not be impacted due to the level of their position or educational background. Second, some people believe that those with specific educational degrees are the most deserving of respect. This is an example of admiration based on appearance. A leader is well aware that this circumstance may result in a shift in roles, putting the leader in the role of follower or leader. A transformational leadership style is vital to an organization. Transformational leadership has the capacity to create exceptional results. Transformational leadership is defined as a system that may alter a person [2]. Employee engagement in obtaining the organization's targets and ideals may occur as a result of the relationship between leadership and employees [3]. Modern leaders are those who can properly embrace attitudes that assist personnel,

provide vision, promote optimism, stimulate new thinking, individualize and extend [4]. Thus, a motivation is one of the factors that might impact employees' performance. Employees who are motivated at work will be more likely to participate in organizational activities. The purpose of the motivating approach is to establish a healthy work environment, and also to design norms and regulations that will increase employee performance. Companies sometimes overlook employee motivating elements. Whereas motivation has an influence on the characteristics of the work environment and customer satisfaction. Organizations have a key importance in motivating their members, making it much easier to accomplish objectives. Motivation enhances employee performance and plays a beneficial impact at work [5].

Most organizations recognize that motivating workers may aid them accomplish organizational objectives. Employees are motivated by self-commitment and self-satisfaction thereby increasing their performance, (Larsson et al., 2015). Furthermore, motivation may be defined as an energetic force that supports individual action. Most of them pursue their passions in order to create a good impression on others and succeed in their endeavors. As a result, increasing motivation in their job might inspire individuals to do better at workspace [6]. Employees are a critical component that must be addressed in the organization. Since, they are constantly exposed to different dynamics inside the organization. Organizations must have dependable human resources to meet the demands of global competitiveness. Employees are a very valuable asset to the organization. Their performance will have a significant impact on the efficacy of the company's performance. Thus, their competence will have a significant impact on the efficacy of the company's performance. This makes it the major emphasis of human resources management to improve employee performance. Organization should focus on developing their workers' potential so that they are driven to achieve the organization's goals. Employee performance is the outcome of particular actions carried out by a person during a specific time period, whether as an individual or as a part of an organization, in accordance with set criteria.

Employee performance is individual since each employee has a varied degree of intelligence in carrying out their tasks. Employees' performance generally defined as the outcome of their activity based on particular job-related criteria. Furthermore, performance can be also defined as a person's success and effort accomplished with their skill and behavior in particular situations. Employee performance is the outcome of an employee's intellect and effort from their task, and it is concrete, visible, and quantifiable. However, in many situations, the

results of intellect and effort cannot be tallied and visible, such as ideas for issue solving, new inventions in a product or service, or the development of more efficient work methods. Employee research is a critical asset for the organization. As a result, their competence has a significant influence on the productivity of the company's performance. As a consequence, strengthening employee performance is the primary focus of human resource management, which includes a service company.

2. METHODOLOGY

A. Research Design

A research design is a method for gathering information for the purpose of compiling or addressing research issues. The kind of research design utilized in this study is a causal design, which is based on the difficulties that will be explored. A causal design research is useful for analyzing the link between one variable and another.

The cell mean model approach was used for causal study. This approach investigates the average difference between groups of individuals in terms of response variables or indicators of various problems, including the submission of hypotheses on differences in mean parameters in the population examined. To calculate the cell mean, quantitative analysis using applicable statistical models was utilized. Each distinct group can be represented as a cell. They are generated based on a feature of the sample and population data under consideration. The cell mean model provides advantages in terms of analysis and standardization, and it may be used to any subject of study. The tabular model, often known as a cell mean table, is the most simply comprehended in the cell mean model. The cell mean table displays the average value/score of the response variable, dependent variable, or endogenous variable in a descriptive manner. In general, they contain many causative factors or independent variables (exogenous, independent, or source variables) on a nominal or ordinal scale using a numeric scale, including a Likert scale. The cell mean model has been used by many researchers in their study, including academic papers and dissertations. There is a restriction in hypothesis testing, including the variations of mean parameters of the dependent variable or issue indicators, both with and without conditions. The cell mean and the cell mean table have a reciprocal relationship; the table typically shows the mean dependent variable or indicator of a specific problem based on a factor or multifactor. The purpose of this study was to determine the impact of transformational leadership style on employee performance as well as the role of work satisfaction in strengthening the link between of both. This is a quantitative study, and the data acquired are primary data gathered using questionnaires.

Thus, we had processed the data with several steps, as follows:

a. Data Collection

In this study, data was gathered using a questionnaire. Questionnaires are written questions intended to elicit information from respondents that contain personal information or topics they are familiar with. A questionnaire is often constructed in such a manner that all respondents are supposed to be able to answer all the questions. Questionnaires that are delivered must be accompanied by a letter requesting completion of the questionnaire as well as an explanation of topics pertaining to the research. Usually, a Likert scale is used with graded responses in five categories ranging from strongly disagree to strongly agree.

b. Sample and Population

The entire study subject is considered as population [7]. The population of this study is around 500 employees of PT Lippo General Insurance Tbk. The sample is a subset of the population, has similar features, and is thought to be representative of the population. Simple random sampling is used in this study. The sampling procedure is carried out by providing every member of the population the equal opportunity to become a member of the sample. The procedure entails randomly selecting a number of samples n from a population N . There are two known methods: cointoss and random number generation. If the population is small, it is possible to accomplish so by drawing "Cointoss." However, if the population is big, the "Random Numbers" table must be used. As a sample technique, simple random sampling was employed. In this study, around 120 respondents were sampled.

c. Cell Means Model

The major objective of data analysis is to investigate the average difference between groups of individuals in terms of response variables or indicators of a specific problem, including evaluating hypotheses regarding disparities within a population under investigation. The cell mean and the cell mean table have a reciprocal relationship; the table typically shows the mean dependent variable or indicator of a specific problem based on a factor or multifactor.

B. General Linear Model (GLM) Univariate Technique

General Linear Model is employed in Cell means evaluation. Furthermore, the data sample group has the same average value/score was used to test the null hypothesis. The General Linear Model (GLM) Univariate technique is used to evaluate the following hypotheses with differences type such as homogeneity; similarities in all the parameters of the investigated cells; differences in specific cell-mean parameter pairs; and the main factors

and interaction factors on the response variables, particularly those that cannot be tested using the One-Way ANOVA procedure. The General Linear Model (GLM) Univariate method is applied with statistical software, and it is necessary to analyze the General Linear Model Univariate, then enter the dependent variable and fix factor, which is the coding of transformational leadership style variables and job satisfaction, and then process in estimation parameter using a statistical calculations.

C. Non Hierarchical ANOVA Cell Mean Method

ANOVA non-hierarchical model can be defined as a model which containing the main-factor A and the interaction factor A*B. This model has the following equation, as follow:

$$Y_{ijk} = \mu + A_i + (AB)_{ij} + \varepsilon \quad (1)$$

where, μ and A_i are represented of the population mean parameter or grand mean and the influence parameter of the I-th level of the FA factor, respectively. B_i is influence parameter of the I-th level of the FB factor, while $(AB)_{ij}$ is the influence parameter of the interaction factor (ij), with $\sum_i A_i = 0$ and $\sum_j (AB)_{ij} = 0$. This condition is required to have the same independent parameter as the number of cells produced by both FA and FB factors, including the I(J-I) interaction factor-free parameter $(AB)_{ij}$. Furthermore, in order for two models became similar with the conditions stated above, the equation is modified as follows:

$$\mu_{ij} = \mu + A_i + (AB)_{ij} \quad (2)$$

$$A_i = \mu_{ij} - \mu \quad (3)$$

$$(AB)_{ij} = \mu_{ij} - \mu - A_i \quad (4)$$

$$= \mu_{ij} - \mu \quad (5)$$

3. RESULTS AND DISCUSSION

The median split value of the transformational leadership style, motivation, and employee performance variables is used to separate the various groups of respondents investigated into cells. Furthermore, the median split for each variable was calculated using statistical software. Around 120 respondents were surveyed and examined, with the condition that each respondent's value be known and legitimate. The transformational leadership style variable is abbreviated as GKT, whereas the motivation variable is abbreviated as motivation, and the employee performance variable is abbreviated as KK.

After determining the median split from the transformational leadership style variable and the motivation variable, respondents may be classified as having good or weak leadership styles. If the value of the responder variable is less than the median split number,

the respondent will be classified as having weak transformational leadership, as defined by number 2. If it is higher than the median split value, the respondent is considered to have good transformational leadership (as indicated by the number 1). Concerning the motivation variable, in order to determine if the respondents investigated were part of the high motivation perception group denoted by the number 1, the value of the respondent variable should be greater than the median split value. Otherwise, Motivation is low marked by number 2, the value of the responder variable is lower than the median split value. It identified about 61 respondents as having a good leadership style and 59 respondents as having a negative leadership style out of the 120 respondents analyzed. Similar finding for the motivation variable, with about 61 respondents categorized as high motivated and 59 respondents classified as low motivated (see Table I and II)

Table I. Statistical of Median Split

Variable	GKT	Motivation	KK Code
N-Valid	120	120	120
N-Missing	0	0	0
Median	.0999206	.2165635	.1904132

Table II. Between-Subject Factors

Type Code	Value	Indicator	N
GKT	1.00	Good	61
	2.00	Weak	59
Motivation	1.00	High	59
	2.00	Low	61

A. Hypothesis Test

According to Hypothesis 1, an effective transformational leadership style toward subordinates improves employee performance. Simply expressed, hypothesis 1 evaluates the impact of the leader's transformational leadership style on his subordinates during working. The following factors are used to make decisions (see Table III).

Table III. Test of Between-Subjects Effects

Source	df	F	Sig.
Corrected Model	3	2.690	.050
Intercept	1	.016	.899
GKTCODE	1	3.459	.065
GKTCODE * MOTCODE	2	1.862	.160
Error	116		
Total	120		
Corrected Total	119		

The findings of this test (Table III) show the variables under consideration have an impact on the level of employee performance. The hypothesis is examined using F-test statistics in the line "leadership style and employee performance." The outcome was F = 3,459 (Sig. 0.65)

with an independent degree of 1/116. It implies a rejection of H, implying that the evidence supports the suggested hypothesis. It demonstrates that a good transformational leadership style has an impact on staff performance. Employee performance at PT. Lippo General Insurance, Tbk. can be improved with a good transformational leadership style. Here, in the hypothesis 2 had a several types called H_{2a} to H_{2c}. The differences of three hypothesis as follows:

- a) **H_{2a}**: Especially when it comes to employees with low motivation, employees that believe in a strong transformational leadership style perform better than those who believe in a weak transformational leadership style.
- b) **H_{2b}**: Especially in groups of employees with a strong transformational leadership style, employees who are extremely motivated have no higher performance than employees who are less motivated.
- c) **H_{2c}**: Especially in groups of employees with a weak transformational leadership style, employees who are extremely motivated have higher performance than employees who are less motivated.

Thus, the design parameter is calculated with estimate from dependent variable employee performance (see Table IV).

Table IV. Design Parameter Estimate A (AB)

Parameters	Note	B	β	t	Sig.
Intercept		-.246	β ₀	-1.463	.146
[GKTCODE=1.00]	GKT1	.167	β ₁	.662	.509
[GKTCODE=2.00]	GKT2	0 ^a			
[GKTCODE=1.00] *		.470	β ₂	1.860	.065
[MOTCODE=1.00]		0 ^a			
[GKTCODE=1.00] *					
[MOTCODE=2.00]					
[GKTCODE=2.00] *		.133	β ₃	.514	.608
[MOTCODE=1.00]					
[GKTCODE=2.00] *		0 ^a			
[MOTCODE=2.00]					

The coefficient β represents the statistical hypothesis method that was evaluated using the General Linear Model (GLM) Univariate as shown in Table 3. The test was designed to look for differences in employee performance gaps (Y) produced by a strong transformational leadership style (GKT = 1) and a weak transformational leadership style (GKT = 2) on both high (MOT = 1) and low motivation (MOT = 2). It was carried out after considering the linear influence of transformational leadership style (X) on employee performance (Y), and it applies equally in all cells (see Table V).

Table V. Design of Intercept Parameter β_i A (AB)

Var	GKT = 1 (Strong)	GKT = 2 (Weak)	Difference	Hypothesis
MOT = 1 (Strong)	$-\beta_0 + \beta_1 + \beta_2$	$-\beta_0 + \beta_3$	$\beta_1 + \beta_2 + \beta_3$	N/A
MOT = 2 (Weak)	$-\beta_0 + \beta_1$	$-\beta_0$	β_1	H _{2a}
Difference	β_2	β_3	$\beta_2 + \beta_3$	N/A
Hypothesis	H _{2b}	H _{2c}	N/A	N/A

To test the hypothesis, it is necessary to prepare a parameter table for 'intercept' 1 (Table 4). To test the hypothesis, an 'intercept' table for parameter β_1 must be prepared, as shown in Table 5. Each cell's content is an intercept, therefore the difference obtained from the difference in the intercept. Design A yields the intercept difference (AB). The difference in the intercept obtained from design A (AB) which is shown by the data in Tables VI and VII

Table VI. Intercept Value

β_0	β_1	β_2	β_3
-0.246	0.167	0.470	0.133

Table VII. Intercept Value Calculation

Var	GKT = 1	GKT = 2	Difference
MOT = 1	0.524	0.224	0.3
MOT = 2	0.224	-0.246	0.167
Differences	0.603	0.47	0.133

A one-party or two-party hypothesis is used to evaluate the hypothesis $\beta_1, \beta_2, \beta_3$

- a) The mean deviation of employee performance [Y] in strong transformational leadership style [GKT = 1] is better than weak transformational leadership style [GKT = 2], especially for low motivation [MOT = 2]. It means the data does not support the hypothesis proposed.
- b) The mean deviation of employee performance [Y] on strong motivation [MOT = 1] is not better than weak motivation [MOT = 2], especially for strong transformational leadership style [GKT = 1]. Value of $-p > 0,05$ then H₀ is acceptable. It means the data does not support the hypothesis proposed.
- c) The mean deviation of employee performance [Y] on strong motivation [MOT = 2] is higher than weak motivation [MOT = 2], especially for weak transformational leadership style [GKT = 2]. It means the data does not support the hypothesis proposed.

B. Employee Performance is Improved by Transformational Leadership

The findings of evaluating the first hypothesis (H1) indicated that the analysis did not support the H1 hypothesis, which stated that transformational leadership style increased employee performance. It illustrates that transformational leadership style has no effect on employee performance. The findings of this study contradict prior studies by previous research. Here, the transformational leadership style may increase employee performance and have a beneficial impact on the performance and attitudes of followers. Furthermore, their findings highlight the link between transformational leadership style and enhanced employee performance. However, the findings of this study show that a comfortable work environment, as well as a sense of trust and cohesion in the workplace, have a greater effect on employee performance.

The findings of this study clearly contradict prior studies by previous research. According to their results, transformational leaders that use visionary and creative leadership styles can influence employee behaviors and performance. Furthermore, transformational leaders can attract and choose followers who are more creative, or they more sensitive to finding their followers' creativity. These results have no implications on Lippo General Insurance employee's company. Here, the transformational leadership can improve employee performance or make employees more creative. They are more productive in the workplace once the environment is more family-oriented and working according to their passion. It makes them feel more at ease while working, and as a result, innovation and inventiveness in the workplace emerge. The hypothesis that transformational leadership increases employee performance at Lippo General Insurance company is rejected by the findings of this study.

C. The strong transformational leadership

Once hypothesis (H_{2a}) was evaluated, it was discovered that the results did not support it, specifically for employees with low motivation, the group of employees who perceived a strong transformational leadership style outperformed the group of employees who perceived a weak transformational leadership style. This hypothesis contradicts by previous studies. They said that transformational leaders may assist employees in achieving targets by establishing high trust and harmonious relationships between leaders and employees. Employees of Lippo General Insurance company was rejected these findings. Although a leader's transformational leadership style is implemented to employees, it has no influence on employee performance. Since employees do not require leaders who can just



facilitate them in achieving their objectives but cannot motivate them. Furthermore, the harmonious connection between leaders and employees has no impact on employee performance. Employees demand more direct motivation, such as wage increases, bonuses, and feast allowances. It is a significant source of motivation for employees. The findings of this study also contradict previous research. Here, the transformational leadership is a leadership style with a clear organizational vision that stimulates and inspires by constructing closer relationships with employees, understanding their needs, and assisting them in reaching their full potential so that they can contribute to the organization. This result does not necessarily apply at Lippo General Insurance company where the transformational leadership style associated with the criteria mentioned is insufficient to increase employee performance. According to the findings of this study, hypothesis H_{2a} at Lippo General Insurance company is unproven since workers expected more direct motivation due to wages, bonuses, and vacation allowances. This is a critical motivator for employee success [8].

D. Strong motivation has no greater performance

Once hypothesis (H_{2a}) was evaluated, it was discovered that the results did not support it, employees who feel extremely motivated perform no better than employees who feel weakly motivated, especially in groups of employees with a strong transformational leadership style. The findings of this hypothesis contradict with previous research who found that the leader's transformational leadership style increased employee motivation. This claim is not substantiated by PT Lippo General Insurance. Thus, the transformational leadership style does not enhance employee work motivation, and employees suffer unhappiness during their work even though receiving high motivation. Other findings of this study notably contradict previous work by Ganta (2014) which looked at motivation may enhance employee performance [9]. They think that work is an essential and worthwhile activity, and that employees will work hard and enthusiastically to fulfill it. Moreover, motivation is critical for any organization seeking to enhance employee performance. Their studies were not verified at PT Lippo General Insurance because the leaders did not encourage the employees' dedication and good morale. As a result, no matter how powerful the motivation provided to employees, the rate of employee performance is unaffected. According to the findings of this investigation, the hypothesis H_{2b} is not accepted at Lippo General Insurance company. Because the transformational leadership style in this study did not enhance employee motivation, even when employees are

highly motivated, there is unhappiness at work. Furthermore, employee dedication and morale are not derived from the leader's motivation, thus no matter how powerful the motivation delivered to employees, it has no effect on the level of employee performance.

E. Strong motivation outperforms weak motivation,

Evaluation of hypothesis (H_{2a}) demonstrate that the results did not support it, workers who experience strong motivation outperform employees who feel lack of motivation, especially in groups of employees with weak leadership styles. The findings of this hypothesis contradict by previous research who found that motivating employees improves employee performance. This hypothesis is not justified at Lippo General Insurance company, because employees do not need great motivation to improve performance. They have a better understanding of the state of the work environment. It results also contradict research findings done by Sarpong (2016), which demonstrated that when employees are motivated, they will be enjoyed their work [10]. They also make efforts to support the organization in reaching its strategic objectives. This result has not been verified in cases when employees don't really require tremendous motivation to love their work and achieve their best every day. According to the study findings, the H_{2c} hypothesis is not supported at Lippo General Insurance company, since workers do not require high motivation to enjoy their work and give their best every day.

The findings of this study may be utilized as guidance for Lippo General Insurance company in enhancing employee performance. Take For an example, giving remuneration based on performance such as intense, with the objective of securing employees loyal to the company. Furthermore, the Company is advised to keep up with the latest changes in government employment regulations. With the purpose of the company being wise in offering necessary compensation for employees as then, employee performance improves, thereby increasing company profits. Furthermore, to improve the internal conditions of the company/organization, management must take part in activities that strengthen employee relationships in facilitating strong teamwork. Employee morale will rise as a result of effective teamwork. In terms of performance, in addition to work environment factors, the internal conditions of both the organization and employees have an important role in reflecting the performance of employees. This is reflected in the desire of employees who want to have good cooperative relationships with colleagues and concentrate during working

4. CONCLUSIONS

The first conclusion that can be drawn from this study is that transformational leadership improves employee performance (the first hypothesis does not support it). Second, the study's second hypothesis discovered that, specifically for employees with low motivation, the group of employees who perceived a strong transformational leadership style outperformed the group of employees who perceived a weak transformational leadership style, is rejected. Finally, the findings of this study revealed that, specifically for the group of employees with a strong transformational leadership style, employees who felt strongly motivated performed no higher than employees who felt weakly motivated (hypothesis 3), which was also rejected.

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