



# The role of transformational leadership and work motivation on employee performance

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## ABSTRACT

Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 43 respondents drawn into a sample using non-probability sampling, saturated sampling / total sampling method—and data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis of transformational leadership does not affect employee performance. Thus, the second hypothesis states that employee performance is influenced by work motivation, meaning that the higher the work motivation, the higher the employee performance will be. The third hypothesis is that employee performance is influenced by transformational leadership and work motivation that can simultaneously improve employee performance. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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## 1. INTRODUCTION

The most important thing to achieve a maximum goal is to start from the most supportive thing to accomplish a goal, namely human resources (Susan, 2019). A company's success is determined by its resources, especially the human resources used for the company's survival. Human resources play a role in determining the company's success in achieving its goals (Bariqi, 2018). Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations'

achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him ( Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Employee performance is influenced by leadership. Transformational leadership can integrate creative insight, perseverance, energy, intuition, and sensitivity to employees to obtain organizational goals or desires and have a tremendous impact on those employees (Prabowo, Noermiat, & Irawanto, 2018). According to Hasibuan (2012), Leadership is critical in management because of leadership; the management process will run well, and employees will be passionate about doing their duties. (Marjaya & Pasaribu, 2019) Transformational leadership is the process by which a person engages with others, creating relationships that increase motivation and morale.(Nguena et al., 2023).

Every company always wants to achieve maximum goals, which can be achieved if the performance of employees is good. For this reason, the company tries to motivate or encourage employees to perform well by giving rewards, achievement opportunities, more meaningful work, job security, and company policies. The forms of motivation that have been given so far include decent salaries, health insurance, benefits, conducive working conditions, promotions and development opportunities for outstanding employees, and rewards for good performance.(Ady & Wijono, 2013). Work motivation also has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed, and they will exert all their abilities to finish the position enthusiastically; for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

PT. Parkland World Indonesia II is a company engaged in manufacturing industries that produce and distribute shoes for the New Balance (NB) brand, which is located in Jl. Raya Lanud Gorda Maja no km 68, Julang, Cikande District, Serang Regency, West Java 42186. It is one of the shoe manufacturers with the most extended history in producing shoes and international standards for the New Balance (NB) brand. PT PWI II can create as many as 1.3 million quality shoes monthly. Equipped with modern engine technology and supported by an experienced team.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

## 2. RESEARCH METHOD

In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in

management science. The population in this study was PT Parkland World Indonesia II Sewing Cell Division II, which amounted to 43 respondents. A saturated sampling technique means the entire population is taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Based on the research sample, 43 respondents were obtained from the questionnaire. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 25, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the author formulated a research hypothesis and formulated an idea, namely H1: There is a significant influence of transformational leadership on employee performance, H2: Work motivation affects employee performance, and H3: transformational leadership and work motivation simultaneously affect employee performance.

### 3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Five statements and five ideas measured employee performance, and transformational leadership and work motivation were measured by five survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	.933	0,301	Valid	0.921
EP_2	.553	0,301	Valid	
EP_3	.713	0,301	Valid	
EP_4	.917	0,301	Valid	
EP_5	.894	0,301	Valid	
Work Motivation				
WM_1	.888	0,301	Valid	0.868
WM_2	.486	0,301	Valid	
WM_3	.354	0,301	Valid	
WM_4	.880	0,301	Valid	
WM_5	.888	0,301	Valid	
Work Discipline				
WD_1	.617	0,301	Valid	0.943
WD_2	.864	0,301	Valid	
WD_3	.935	0,301	Valid	
WD_4	.935	0,301	Valid	
WD_5	.935	0,301	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of  $> 0.301$ , which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-validity value is  $> 0.301$ . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2.** One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		43
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.86975793
Most Extreme Differences	Absolute	.120
	Positive	.092
	Negative	-.120
Test Statistic		.120
Asymp. Sig. (2-tailed)		.132 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.132), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 3 below.

**Table 3.** Multiklonieritas test

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Transformational_Leadership	.712	1.404
	Work_Motivation	.712	1.404

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.404 and a Tolerance value of 0.712. The result of the decision for the multicollinearity test is that if the tolerance value (0.712) > 0.10 and VIF (1.404) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

**Table 4.** Regresregressionr test

Model		Coefficients a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	3.583	2.850		1.257	.216
1	Transformational_Leadership	-.018	.135	-.017	-.132	.896
	Work_Motivation	.822	.147	.729	5.613	.000

a. Dependent Variable: Employee Performance

A positive constant of 3,583 means that if the value of transformational leadership and cooperation motivation equals zero, then the level or magnitude of employee performance is 3,583. The regression coefficient of the transformational leadership variable has a negative value of -0.018, which means that if the value of transformational leadership decreases one hundred percent, employee performance decreases -0.018 times. The value of the regression coefficient of the work motivation variable is positive by 0.822. This explains that if the value of work motivation increases by one hundred percent, then the employee performance variable increases by 0.822 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
TL → EP	-.132	0.896	Rejected
WM → EP	5.613	0.000	Accepted
TL & WM → EP	21.580	0.000	Accepted

Source: Results of research data processing 2023

Table 5 shows statistically the first hypothesis, the results of the t-test on the assumption of transformational leadership affect employee performance, obtained t-count -0.132 and t-table on degrees of freedom (dk) = n-2 (43-2=41) obtained by 2,020 so that t-count < t-table (-0.132 < 2.023) with a significance level of 0.000 (0.896 > 0.05) so that there is no effect of transformational leadership on employee performance. Transformational leadership has several weaknesses and criticisms; defects and criticisms of transformational leadership theory lack conceptual clarity; the parameters of transformational leadership often overlap with other conceptualizations of leadership; some transformational factors correlate with transactional and laissez-faire factors, transformational leadership treats leadership as a personality trait or talent, trains people in This approach is problematic, and not everyone fits into the transformational leadership approach. In addition, transformational leadership is not suitable for organizations that are new for a lifetime and do not have structure and are not ideal for running organizations or teams that are formed temporarily in the framework of specific projects (Anah, Widayati, & W, 2020; Vipraprastha et al., 2018).

The second finding in this study is the second finding which becomes the second hypothesis; the results of the t-test on the assumption of work motivation affect employee performance obtained a t-count of 5,613 and t-table on degrees of freedom (dk) = n-2 (43-2 = 41) obtained by 2,023 so that t-count > t-table (5,613 > 2,023) with a significance level of 0.000 (0.000 < 0.05) so that there is an influence of work motivation on employee performance. Explanation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The third finding is that transformational leadership and work motivation affect employee performance. They have obtained an F-count of 544.892 and F-table at Degrees of Freedom (dk) = n-k-1 or 43-2-1= 40 of 3.23 so that F-count > F-table (21.580 > 3.23) with a significance level of 0.000 (0.000 < 0.05) so that there is an influence of transformational leadership and work motivation on employee performance. Transformational leadership can integrate creative insight, perseverance, energy, intuition, and sensitivity to employees to obtain organizational goals or desires and have a tremendous impact on those employees (Prabowo et al., 2018). In comparison, motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to finish the position enthusiastically, and for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

#### **4. CONCLUSION**

From the discussion results, the first hypothesis states that transformational leadership does not affect employee performance. The second hypothesis is that employee performance is influenced by work motivation, meaning that the higher the work motivation possessed by an employee, the higher the employee's performance. The third hypothesis is that employee performance is influenced by transformational leadership and work motivation. Transformational leadership and work motivation are included in the excellent category because the results of descriptive analysis often show qualified as an indicator analysis of cooperative attitudes in the company used for performance appraisal, and it is necessary to maintain harmonious relationships between employees to have a sense of togetherness between employees is increasing to improve human resources. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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