



The Effect of Transformational Leadership and Work Motivation on Employee Performance at PT. XYZ

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Abstract

Purpose: This study aims to determine the role of transformational leadership and work motivation in influencing employee performance at PT. XYZ.

Research Methodology: This study was conducted on 100 respondents using quantitative and descriptive methods. Therefore, the data analysis used is statistical analysis in the form of test regression linear multiple.

Results: The results show that product quality and price perception influence purchasing decisions for Indofood instant seasonings.

Conclusions: The results of this study show that transformational leadership does not affect employee performance, whereas Work Motivation plays a role in influencing it. employee performance of PT. XYZ.

Limitations: This study is limited by its sample size of 100 respondents, focusing only on transformational leadership and work motivation as the independent variables. The findings may not be generalizable to other organizations or regions without further investigation into other influencing factors.

Contributions: This research contributes to understanding the impact of transformational leadership and work motivation on employee performance. It provides practical insights for organizations to enhance leadership strategies and work motivation programs to improve employee performance, especially in adapting to the New Normal Era.

Keywords: Leadership Transformational, Motivation Work, Performance Employee

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1. Introduction

The world in general, and the world of work in particular, will experience drastic changes after the COVID-19 pandemic. Life activities are no longer expected to operate as before. A period of time will arrive, called the New Normal Era (Howe et al., 2020). There's a saying, "You can't teach an old dog to learn new tricks." It is often difficult to get people to try new ways of doing things, especially if they have been doing them the same way for a long time. Is it possible for an old dog to still be able to learn a new game? What is the role of leaders in enabling individuals and organizations to be ready to face and even master the New Normal Era? Leaders play a crucial and strategic role in implementing organizational changes.

According to [Faupe and Süß \(2019\)](#), implementing change on an organizational scale requires transformational leaders who can mobilize followers to voluntarily implement the change ([Usman, 2020](#)). According to [Mohd Adnan and Valliappan \(2019\)](#), there are five main practices of the art of leadership of a transformational leader. First, the leader must be a role model. *Ing ngarso sung tulodo*. Therefore, the leader must be credible, reliable, and trustworthy. Leaders must have clear values as the basis for every action and decision. These values must be clearly communicated to members of the organization, not only through words, however this is especially true for action. *Walk the talk*. This allows every member of the organization to see, follow, and implement these values. Second, leaders must be able to inspire the formation of a shared vision, especially in the context of the New Normal Era. Leaders must fully understand the meaning of the New Normal Era. They must envision a promising future in this new situation. They must be able to explain to organizational members the reasons for the need to change to comply with the New Normal Era, linked to the organization's sustainability and the fulfillment of shared interests. Leaders must be able to get all organizational members to agree to and enthusiastically support this shared vision. Third, leaders must bravely challenge the process and go out of their comfort zone and the status quo. Leaders routinely challenge their teams to explore new ways of innovating. Leaders encourage organizational members to experiment, take risks, and learn continuously from their experiences. Fourth, leaders empower their teams to take action. Leaders foster collaboration by building trust and positive relationships within their teams ([Riyadi, 2020](#)).

Leaders build the confidence and competence of each team member by providing opportunities and support for the team to learn to navigate the New Normal Era. Leaders also empathize and provide moral support, especially when organizational members face obstacles or even stress in navigating the New Normal Era. Finally, leaders encourage the soul by providing positive reinforcement in the form of appreciation for individual and team performance when successfully navigating the New Normal Era effectively, as evidenced by the organization's survival or even growth in the New Normal Era. Management of Human Resources is essentially an effort to integrate personnel needs with organizational goals so that individuals can satisfy their own needs while working for organizational goals. Currently, the recognition of human resources continues to play an increasingly important role. Although is at or currently going to in public work-oriented. Society views work as something that starts without ignoring man, which does work. As a member of an organization, work processes are greatly influenced by different personalities, such as nature, attitude, values, desires, and interests, which influence leadership style and performance ([Eliyana & Ma'arif, 2019](#)).

Based on a study Previously Which done by [Top et al. \(2020\)](#) And [Vipraprastha et al. \(2018\)](#), transformational leadership has a positive effect on employee performance. Transformational leadership is the implementation of a vision, followed by the importance of implementing a leader who can make changes in all aspects. The transformational leadership model can provide solutions. in understanding what makes a leader have a big influence on their followers or employees so that they can create continuous performance improvements ([Prabowo et al., 2018](#)).

Transformational leadership style is a leadership style that inspires followers to put aside their personal interests and have the ability to influence others ([Purba & Sudibjo, 2020](#)). Apart from the importance of leadership style in an organization, work motivation plays an important role. on the quality of human resource performance. Motivation is the drive to influence someone to achieve a goal. Work motivation stems from an inner desire to achieve something. develop and progress, income or salary received, and performance to be achieved ([Priarso et al., 2018](#)).

High employee performance can be achieved with the support of a capable organization. create and develop resources. Motivation or encouragement For Work is crucial in determining the level of company performance. Motivation also encourages someone to work better to achieve the expected

performance so that they get what they want. Employees who are highly motivated and supported by good transformational leadership also produce high performance (Astuty & Udin, 2020; Kishen et al., 2020).

The phenomenon in this study was a decline in employee performance. In several months, the targets set by the company were not achieved because of the many complaints from service users due to the lack of employee discipline regarding absences, resulting in delays, which ultimately disrupt work activities. Apart from that, it is still caused by leadership factors that do not motivate employees and have not been capable of moving all over the potential source power which there is. This often causes unwanted company behavior. For example, missing items such as helmets and open car windows. Essentially, every employee works for a reason and is motivated by desire. The better the motivation provided by management, the better the employee performance.

2. Literature Review & Hypothesis Development

2.1 *Style Leadership Transformational*

Leadership is a mutually beneficial relationship between leaders and followers (subordinates) who desire real change reflecting shared goals. Leadership involves a deep relationship of influence between people who desire significant change, and the change reflects shared goals shared by the leader and his followers (subordinates). Leadership style is a behavioral pattern. The behavior of a leader is used to influence the activities of those led to achieve goals in a changing organizational environment. This includes how leaders develop their organizational programs, enforce discipline in line with established rules, care for their subordinates by improving their welfare, and communicate with their subordinates. Leaders are those who determine goals and direct actions to others. Leadership is the art of influencing people or groups to act as expected to achieve company goals effectively (Muterera et al., 2018).

Transformational leadership appeals to the moral values of followers in its efforts to raise their awareness of ethical issues and mobilize their energy and resources to reform institutions (Coun et al., 2019). The characteristics of transformational leadership include instilling pride in subordinates, gaining and giving respect, cultivating trust among subordinates, communicating the highest expectations, using symbols to emphasize high effort, expressing important goals in simple ways, cultivating and improving intelligence, rationality, and careful problem-solving in subordinates, providing personal attention, guiding and serving each subordinate individually, and training and giving suggestions (Aleksic, 2016).

Transformational leaders are believed to be more successful in driving organizational change because they appeal to followers' emotions and their willingness to work to realize the leader's vision. Meanwhile, transactional leaders do not possess these leadership traits, nor are they able to develop strong emotional bonds with their followers or inspire their followers to do more than they think they can. Transactional leaders are believed to motivate followers by setting goals and promising rewards for good performances. Leadership is the nature, character, or way a person tries to foster and motivate a person or group of people so that they are willing, committed, and loyal to carry out activities in accordance with their duties and responsibilities to realize the company's goals that have been previously determined. In transformational leadership, leaders inspire their followers and have a significant impact on the company and its environment around the company (Asrar-ul-Haq & Anwar, 2018; Smith & Squires, 2016).

2.2 *Work motivation Definition Motivation Work*

Kanfer et al. (2017) stated that motivation is very important and must be initiated by everyone to improve their performance. The word motivation comes from the Latin word "movere," which means to move. Essentially, human behavior is motivated by the desire to obtain something, which is the goal of an activity. Motivation is defined as a need, desire, drive, or inner movement of a person. The motivation

that exists within a person will bring about behavior directed at objective reach target satisfaction. It can be concluded that motivation is the spirit or encouragement within oneself to perform a certain activity to reach a goal that can have a positive impact on performance.

[Andriani et al. \(2018\)](#) states that motivation is important because it is hoped that every employee will be willing to work hard and enthusiastically to achieve high performance. A person's behavior is influenced and stimulated by desires, the fulfillment of needs, goals, and satisfaction. This stimulation creates a drive in a person to carry out activities. Motivation can also be seen as a driving force that causes people to do something to achieve their goals. In this case, motivation refers to symptoms that involve encouraging actions for a specific purpose. Therefore, motivation in this matter is a response to an action, which is objective. Motivation it does appear from within humans, but its emergence is because stimulation or encouragement by existence element other, in matter This is the goal. This goal concerns the matter of need ([Jungert et al., 2018](#)).

According to Robbins in [Alam et al. \(2020\)](#), work motivation is a drive that makes someone act or behave with the possibility of fulfilling their personal goals or needs. According to [Haryono and Sulistyono \(2020\)](#), motivation has to do with means that motivation is related to (1) the direction of behavior, meaning direction behavior (2) the strength of response (i.e., effort) once an employee chooses to follow a course of action, and means the strength of the reaction after the employee chooses to carry out a set of actions, and (3) persistence of the behavior or how long the person continues to behave in a particular manner, meaning the consistency of behavior or how long a person continues to behave in a certain manner.

The best way to motivate someone is to satisfy their higher-order needs. Herzberg argued that giving someone a raise or better working conditions would not motivate them because lower-order needs can be satisfied quickly. If they are satisfied (for example, if someone already has sufficient income), then the only way to motivate someone is to satisfy their higher order needs. That is, by offering more money or even better working conditions more Good in the process of improving self-quality. According to Herzberg, the right way to motivate is to organize work in such a way that people get a sense of accomplishment by doing work that. Next, with carrying out work, the person is motivated to continue trying to fulfill his needs without limits to satisfy higher-level needs, such as success and recognition ([Alam et al., 2020](#); [Haryono & Sulistyono, 2020](#)).

2.3 Definition Performance Employee

Performance is the quality and quantity of work results achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him by his superiors ([Maulana, 2016](#)). In addition, performance can also be interpreted as the result of the ability and actions of a person in a certain situation. The following is the definition of employee performance according to experts ([Ardillah, 2020](#)). According to [Ahmadi and Sulistyono \(2019\)](#), employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him ([Permanasari, 2019](#)). Furthermore, according to [Fauzi and Akbar \(2020\)](#), employee performance is the work results achieved by a person in carrying out the tasks assigned to him, based on his skills, experience, sincerity, and time. In other words, performance is the work results achieved by a person in carrying out the tasks assigned to them in accordance with the criteria set ([Kahfi et al., 2017](#)). According to [Hasmin \(2016\)](#), employee performance is real behavior displayed by every person as work which produced by employees according to their role in the company. Based on the definition of the expert, performance is the work result in terms of quality and quantity achieved by employees in carrying out tasks that are assigned to them in accordance with their role in the company ([Gardjito et al., 2014](#)).

2.4 Influence Style Leadership Transformational with Performance Employee

The most important leadership function is to give examples to subordinates to achieve maximum performance. Transformational leadership is believed to have a non-financial impact on a company, such as job satisfaction and employee performance. Transformational leaders motivate their followers to perform beyond normal expectations by transforming their thinking and attitudes to achieve superior performance (Jundi et al., 2019).

Albuhisi and Abdallah (2018) concluded that transformational leadership positively influences performance. In another study conducted by Budhathoki (2020) found that transformational leadership has a significant influence on employee performance. A number of studies have concluded that there is a connection between transformational leadership and employee performance (Hassi, 2019; Ranjit, 2020).

2.5 Influence Motivation Work with Performance Employee

Motivation is a complex issue in organizations, as each individual's needs and desires are different. A highly motivated person will complete all assigned tasks. Abraham Maslow's theory states that human needs are categorized into three levels. These needs are divided into five levels: physiological, security, social, esteem, and self-actualization. According to Maslow, when the first level of needs is fulfilled, the next level of needs becomes dominant. Humans will be pushed to fulfil their needs in the most powerful way, in accordance with the time, circumstances, and experiences involved, which follow a hierarchy. The above process shows that needs such as targets and support each other. When needs are satisfied, they stop being the main motivation for behavior (Rachmawati, 2014).

Motivational factors are directly related to the performance of employees. According to David McClelland, employee work motivation arises when needs are satisfied, namely, the need for achievement, the need for power, and the need for will affiliation. When needs are met, employee performance increases. The higher the employee motivation, the higher the employee performance. The higher the level of intensity of the work, the more employees understand the goals of the organization, and the more persistent the work, the higher the employee motivation (Makambe & Moeng, 2019).

From the above explanation, it can be concluded that motivation for performance is closely related. The higher the motivation, the higher the employee's performance. The relationship between motivation and performance is directly proportional, meaning that the higher the employee's motivation to work, the higher the performance. Conversely, when employee motivation decreases, performance is lower and less optimal. Meanwhile, employees can perform well if they have high performance, which in turn leads to good work performance (Awadari & Kanwal, 2019; Panchali & Seneviratne, 2019).

2.6 Research Framework

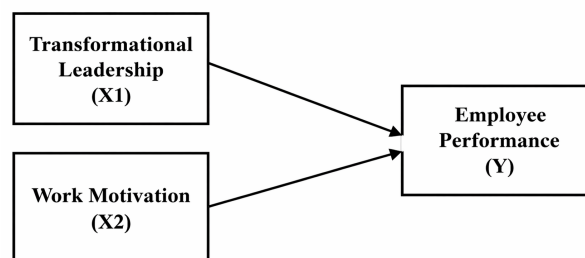


Figure 1. Research Framework

Based on Figure 1, framework illustrates the relationship between Transformational Leadership (X_1) and Work Motivation (X_2) as independent variables, and Employee Performance (Y) as the dependent variable. Both Transformational Leadership and Work Motivation are expected to directly influence Employee Performance, indicating that the leadership style and employee motivation play crucial roles in enhancing performance outcomes.

2.7 Hypothesis Development

Based on the theoretical basis and previous research that has been described, the hypothesis in this study is formulated as follows:

H_1 : Style Transformational leadership style positively influences employee performance.

H_2 : Motivation has a positive influence on employee performance.

3. Methodology

This study was conducted at PT. XYZ. The research was conducted between June and August 2020. This study was conducted to determine the role of transformational leadership and work motivation in influencing employee performance at PT. XYZ. The population in this study was 100 employees of PT. XYZ.

4. Results and Discussion

4.1 Results Test Regression Linear Multiple

Table 1. Results Test Regression Linear Multiple

Model	Variabel	Unstandardized		Standardized	T	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.206	0.653		3.376	0.001		
	GK	0.077	0.159	0.063	0.487	0.628	0.884	1.131
	KK	0.347	0.133	0.337	2.615	0.011	0.884	1.131

a. Dependent Variable: KK

Source: Result Processing Data SPSS 23

Based on Table 1, we can obtain the formula for the multiple linear regression equation for the independent variables (transformational leadership style and work motivation) on the dependent variable (employee performance) as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

$$Y = 2.206 + 0.077X_1 + 0.347X_2 + e \quad (2)$$

From the equality mathematical regression linear multiple, the following can be concluded:

1. The constant was as large as 2.206. This means that if the style variables, transformational leadership and work motivation, are equal to zero, then the employee performance variable is 2.206.
2. Coefficient X_1 of 0.077. This means that if the transformational leadership style variable increases and other variables remain constant, it will result in an increase in performance, equal to the regression value.

3. The coefficient X_2 was as large as 0.347. This means that if the variable motivation Work increases and other variables remain constant, then will cause performance improvement by the regression value.

4.2 Results Test Hypothesis

4.2.1 Test Coefficient Determination (R^2)

Coefficient determination was used to determine the extent to which large independent variables influence the dependent variable.

Table 2. Results Test Coefficient Determination (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.744 ^a	.863	.103	.43122	1.852

a. Predictors: (Constant), M, NO

b. Dependent Variable: KK

Source: Result Processing Data SPSS 23

Based on Table 2, the coefficient of determination (adjusted R^2) of 0.103, meaning 10.3%, means that the contribution of Employee Performance can be explained by the three independent variables, namely Transformational Leadership Style and Work Motivation. Therefore, the remaining 89.7% is explained by other variables not examined in this study.

4.2.2 Test Accuracy Model (Test Statistics F)

The F-statistic test indicates whether the independent variables in the model have a joint influence on the dependent variables. The results of the F-statistic test are presented in Table 3.

Table 3. Results Test F

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression Residual	1.669	2	.835	4.488	0.05 ^b
	10.971	59	.186		
	12.640	61			

a. Dependent Variable: KK

b. Predictors: (Constant), M, GK

Source: Result Processing Data SPSS 23

Based on Table 3, the mark probability sig 0,000, which means this probability value is less than 0.05, so the model is accepted, and it can be concluded that transformational leadership style and motivation working together have an impact on employee performance.

4.2.3 Test Accuracy Significance Partial (T-Test)

The t-statistic test essentially shows the extent of influence of one explanatory or independent variable in explaining the variation in the dependent variable. Decision-making can be performed by considering the probability. If probability/significance > 0.05, then H_0 is accepted And H_a is rejected, and if the probability/significance < 0.05, then H_0 is rejected and H_a is accepted.

Table 4. Results T-Test

Model	Error	Std.B	Beta	t	Sig.	Tolerance	VIF
(Constant)	2.206	.653		3.3	.001		
GK	.077	.159	.063	.4	.628	0.884	
M	.347	.133	.337	2.6	.011	0.884	

From the Table 4, the following conclusions can be drawn:

1. Test Hypothesis Style Leadership Transformational To Performance Employee

Based on Table 4, the probability sig leadership style transformational amount 0.628 is greater than 0.05, so H_0 is accepted and H_a is rejected, so it can be stated partially that transformational leadership style (X_1) has a significant effect on employee performance (Y).

2. Test Hypothesis Motivation Work To Performance Employee

Based on Table 4, the probability of work motivation sig is 0.011 smaller from 0.05, so H_0 was rejected and H_a accepted, so it can be stated partially that work motivation (X_2) has an influence significant on employee performance (Y).

4.3 Discussion

4.3.1 The Role of Transformational Leadership in Influencing Employee Performance

Based on the results of the t-test calculations, the calculated t-value was 0.47, and the significance value was 0.628, which is greater than 0.05. This shows that the principles of transformational leadership style, such as simplification, motivation, facilitation, innovation, mobility, ready standby and determination, have not yet been implemented well for employees at PT. XYZ. Although this was not significant, it could reduce the performance. However, this highlights the need for transformational leadership at PT. XYZ. This is in accordance with the results of research conducted by [Kishen et al. \(2020\)](#) and [Faupel and Süß \(2019\)](#), who concluded that transformational leadership has a positive influence on employee performance.

4.3.2 Role Motivation Work in Affect Employee Performance

Based on the results of the t-test calculations, the calculated t-value was 2.615 and the significance value was 0.011, which is smaller than 0.05. Therefore, it can be concluded that motivation has a significant impact on employee performance. This hypothesis is supported by research conducted by [Gardjito et al., 2014](#), which showed that there is a simultaneous and partial influence between the variables of transformational leadership style and work motivation on employee performance. Something that is done because there is motivation will make a person feel happy, enthusiastic, and motivated to do it. In addition, employees feel appreciated or recognized for their work, so they are willing to work hard, which has an impact on improving their performance. This finding is also supported by [Prabowo et al., 2018](#), which states that work motivation has a positive and significant effect on employee performance.

5. Conclusions

Based on the research results and discussions in previous chapters regarding the role of transformational leadership and work motivation in influencing employee performance at PT. XYZ, the conclusions of this study are as follows:

1. Transformational leadership did not influence employee performance at PT. XYZ. This means that increasing or decreasing transformational leadership does not change employee performance.

2. Motivation has a positive and significant influence on performance.
3. Employees at PT. XYZ. This means that if employee motivation increases, employee performance will also increase.

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Author Contributions

BS contributed to the conceptualization, supervision, and review and editing of the manuscript, served as the corresponding author, methodology, data curation, formal analysis, drafting of the original manuscript, data collection, investigation, validation, data analysis support, visualization, and provision of technical resources for the study.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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