



The effect of transformational leadership style and work motivation on employee performance at PT Telkom Witel Tangerang BSD

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ABSTRACT

This study aims to determine the effect of transformational leadership style and work motivation on employee performance. This research is a case study with a quantitative approach. NSData used in this study is primary data collected through a questionnaire using a saturated sample technique. The data analysis technique in this study is some linear analysis using statistical software products and service solutions (SPSS) 26. The results of this study indicate that Transformational Leadership Style and work motivation have a partial effect of simultaneous influence on performance.

Keywords: Transformational Leadership Style, Motivation, Employee Performance

1. INTRODUCTION

Human resources are an important element contained in a company. In every company, of course, has goals and achievements that they want to achieve. However, this will not be achieved without adequate human resources. Human mindset that can be improved in quality so that the desired quality of the company is achieved, whether it is in terms of quality or quantity. The demands of human resources by current developments will certainly not be separated from the motivation and role of leaders in determining the quality of employee work. High work motivation can increase company productivity so that employee job satisfaction can be achieved.

Once the importance of the human factor in achieving the success of a company, then in an industrial, trade or service company will always be faced with the problem of how the business of a company leader moves his subordinates to work more effectively and directed towards company goals.

Leadership styles that are development-oriented and pragmatic orientation have a positive impact on increasing employee performance. the main and good leadership style to motivate employees using transformational leadership style. Transformational leadership style affects employee motivation in terms of contributing and completing their work.

Another factor that affects performance is motivation. When several physiological and psychological needs are met, employees will make a full contribution, have responsibility and enthusiasm in completing their work. Work motivation is very influential on employee performance in completing their work and is considered a force that can encourage employees to achieve organizational goals and objectives. Employees who are motivated in their work feel more satisfied with their performance, are more likely to not leave the organization, and have better responsibility and morale.

Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance

from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance (Frimayasa & Nusantara, 2021).

2. LITERATURE REVIEW

A. Transformational Leadership Style

Leadership or leadership belongs to the group of applied sciences or applied sciences from the social sciences because the principles and formulations are useful in improving human welfare. And it can also be interpreted as a process of influencing or setting an example by the leader to his followers to achieve organizational goals (A Frimayasa. Kurniawan, 2018) Transformational leadership is a type of leadership that can integrate creative insight, persistence, energy, intuition, and sensitivity to employees to achieve organizational goals or desires and has a tremendous impact on these employees. According to (Danim, 2004), transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organizational resources to achieve meaningful goals by predetermined achievement targets.

According to Burns (1999), Transformational leadership is characterized as a leader who focuses on achieving changes in the values, beliefs, attitudes, behavior, emotions, and needs of subordinates towards better changes in the future. According to Bass (Yukl, 2010) transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected. According to Robbins and Judge (2008), the characteristics of Transformational Leadership, namely: a. Idealized Influence (Ideal influence). Idealized Influence is a leader's behavior that provides a vision and mission, creates a sense of pride, and gains the respect and trust of subordinates. Idealized influence is also known as a charismatic leader, where followers have deep faith in their leader, feel proud to work with their leader, and trust the leader's capacity to overcome any problems. Inspirational Motivation is the behavior of leaders who can communicate high expectations, attractively convey a shared vision by using symbols to focus the efforts of subordinates and inspire subordinates to achieve goals that result in important progress for the organization. Intellectual Stimulation is a leader behavior that can increase the intelligence of subordinates to increase their creativity and innovation, increase rationality, and solve problems carefully. Individualized consideration is the behavior of a leader who gives personal attention, treats each subordinate individually as an individual with different needs, abilities, and aspirations, and trains and provides advice. Individualized consideration of transformational leadership treats each subordinate as an individual and assists them, monitoring and growing opportunities. According to Luthans (Safaria, 2004), transformational leaders have certain characteristics, namely:

1. Leaders identify themselves as agents of change.
2. Leaders encourage courage and risk-taking.
3. Leaders believe in people.
4. Leaders are based on values.
5. Leaders are lifelong learners.
6. Leaders can cope with complexity, ambiguity, and uncertainty.

The leader is also a visionary leader

1. The principles that must be created by a transformational leader, namely (Erik Rees, 2001): Simplification, the success of leadership begins with a vision that will be a mirror and a common goal. The ability and skills to express a clear, practical, and transformational vision that can answer Where are we going? be the first thing that is important for us to implement.
2. Motivation, The ability to get commitment from everyone involved to the vision that has been explained is the second thing we need to do. When a transformational leader can create a synergy within the organization, it means that he should also be able to optimize, motivate and energize each of his followers. In practice, it can be in the form of a task or job that is challenging and provides opportunities for them to be involved in a creative process both in terms of providing suggestions or making decisions in problem-solving, so that this will also provide added value for themselves.
3. Facilitation, in terms of the ability to effectively facilitate learning that occurs within the organization as an institution, group, or individual. This will have an impact on increasing the intellectual capital of everyone involved in it.
4. Mobilization, namely the mobilization of all available resources to complement and strengthen everyone involved in achieving the vision and goals. Transformational leaders will always seek followers who are full of responsibility.
5. Preparedness, namely the ability to always be ready to learn about themselves and welcome changes with a new positive paradigm.
6. Determination, namely determination to always arrive at the end, determination to get things done well and thoroughly. Of course, this also needs to be supported by the development of spiritual, emotional, and physical disciplines as well as commitment.

B. Work motivation

Every employee must have experienced fatigue and boredom in dealing with daily work routines. The more tasks and responsibilities are given, the more deadlines pile up, the targets that must be achieved are often a burden for employees at work. Giving the right motivation will create enthusiasm, willingness, and sincerity to work in an employee. The increasing enthusiasm and willingness to work sincerely will make work more optimal, to increase work productivity. Motivation comes from the Latin word "movere" which means "push" or driving force. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives according to Sondang Siagian (Siagian, 2013).

Steiner and Berelson (Sastrohadiwiryo, 2003) Work motivation has the meaning as a mental attitude and human mental state that provides energy, moves/encourages activities, and directs/channels behavior towards achieving needs that satisfy or reduce imbalances. According to (Robbins, 2015), "Motivation is a process that describes the intensity, direction, and persistence of an individual to achieve his goals". There are three main keys, namely: intensity, direction, and persistence. Intensity describes how hard a person tries. High intensity will not bring the desired results unless the effort is directed towards a goal that benefits the organization. In other words, motivation must have a directional dimension. Efforts to persevere in advancing towards organizational goals is an effort that must be cultivated. Finally, motivation has a persistence dimension. It is a measure of how long a person can sustain his efforts. Motivated individuals will stay on the job to achieve their goals. The strength of employees' work motivation to work/perform is directly reflected in how far their efforts are to work hard to produce a better performance to achieve company goals.

Based on the definition of work motivation according to (Siagian, 2013), there are 8 indicators of work motivation consisting of:

1. Driving Force
The driving force is a kind of instinct, in the form of a driving force to move someone to behave to achieve a goal. However, the methods used vary from individual to individual according to their respective cultural backgrounds.
2. Willingness
Willingness is the urge to do something because it is stimulated/influenced by outside (other people or the environment). Willingness indicates a certain reaction as a result of an offer from another person.
3. Willingness
Willingness is a form of agreement on the request of others so that he grants the request without feeling compelled (sincere).
4. Building Skills
Forming expertise is the process of creation or formation, the process of changing one's proficiency in a particular field of knowledge.
5. Building Skills
Skills are a person's ability to perform complex and neatly arranged patterns of behavior smoothly and by the circumstances to achieve certain results/achievements. Forming skills include not only motor movements, but also the mastery of cognitive mental functions. A person who can utilize/use others appropriately is also considered a skilled person.
6. Responsibility
Responsibility means a further consequence of the implementation of the role, either in the form of rights and obligations or power. Responsibility is defined in general as an obligation to do something or behave in a certain way.
7. Obligations
An obligation is something that must be carried out on something that is imposed on him. For example in the field of work, you will be given tasks that must be completed.
8. Goal
Objectives refer to statements of desired states in which the company intends to achieve them and as statements of future states which the organization as a collectivity tries to achieve.

3. METHOD

The type of research used is quantitative research. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, to test predetermined hypotheses (Sugiyono, 2011). This study was conducted to measure the performance of existing employees at PT TELKOM Witel Tangerang BSD employees. This research was conducted for 6 months, starting from January - June 2021. In this study, 50 questionnaires were distributed to employees of TELKOM Witel Tangerang BSD.

4. RESULT AND DISCUSSION

Validity test

A validity test is used to measure whether or not a questionnaire is valid (Ghozali, 2012). This test is carried out by comparing the calculated r-value with the r table for a degree of freedom (df) = n - 2, in this case, the number of samples, and alpha = 0.05 (with two-tailed test). The value of the r table is 0.361 which is obtained from the degree of freedom (df) = n - 2, in this case, n is the number of samples of the pretest t, which is 30 respondents. Then (df) = 50 - 2 = 48, in the table with alpha = 5% or 0.05 and (df) = 48, the table is 0.2787. Then a statement or indicator is declared valid if r-count > 0.2787 and vice versa.

Table 1. Transformational Leadership Style Variable Validity Test Results

Indicator	r - count	r - table	Description
X1.1	0,756	0.2787	Valid
X1.2	0,852	0.2787	Valid
X1.3	0,952	0.2787	Valid
X1.4	0,795	0.2787	Valid
X1.5	0,743	0.2787	Valid
X1.6	0,910	0.2787	Valid
X1.7	0,922	0.2787	Valid
X1.8	0,422	0.2787	Valid

data source: processed by SPSS 26.0

Based on the table above, it can be seen that all questions are valid because the value of r- count > r-table 0.2787. So this question item is valid or feasible for the questionnaire and can reveal something that is measured in the study.

Table 2. Motivation Variable Validity Test Results (X2)

Indicator	r - count	r - table	Description
X2.1	0,925	0,2787	Valid
X2.2	0,855	0,2787	Valid
X2.3	0,819	0,2787	Valid
X2.4	0,602	0,2787	Valid
X2.5	0,647	0,2787	Valid
X2.6	0,782	0,2787	Valid
X2.7	0,822	0,2787	Valid
X2.8	0,467	0,2787	Valid
X2.9	0,894	0,2787	Valid

data source: processed by SPSS 26.0

Based on the table above shows that all statements in the independent variable motivation (X2) are valid. It can be seen that the calculated r - value for each statement item is greater than the r table value with an r table value of 0.2787.

Table 3. Employee Performance Variable Validity Test (Y)

Indicator	r - count	r - table	Description
Y.1	0,838	0,2787	Valid
Y.2	0,859	0,2787	Valid
Y.3	0,757	0,2787	Valid
Y.4	0,842	0,2787	Valid
Y.5	0,837	0,2787	Valid
Y.6	0,704	0,2787	Valid
Y.7	0,757	0,2787	Valid
Y.8	0,619	0,2787	Valid
Y.9	0,765	0,2787	Valid

data source: processed by SPSS 26.0

Based on the table above, it shows that all statements in the Performance variable (Y) are valid. It can be seen that the calculated r-value of each statement item is greater than the r table value with an r table value of 0.2787.

Reliability Test

A reliability test was conducted to assess the consistency of the research instrument. A research instrument can be said to be reliable if the Cronbach Alpha value is above 0.6. The reliability table shows the results of the reliability test for the research variables used in this study.

Table 4. Rehabilitation Test Results

Variabel	Chronbach's Alpha	N of Items	Keterangan
Transformational Leadership Style	0,924	8	Reliable
Motivation	0,908	9	Reliable
Employee performance		9	Reliable

data source: processed by SPSS 26.0

In showing the value of Cronbach's alpha on the Compensation variable of 0.924, Motivation of 0.908, Performance of 0.912. Thus, it can be concluded that the statement in this questionnaire is reliable because it has a Cronbach's alpha value of more than 0.70. This shows that each statement item used will be able to

obtain consistent data, which means that if the statement is submitted again, an answer that is relatively the same as the previous answer will be obtained.

Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2012). Normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph. If the data (dots) spread away from the diagonal or do not follow the direction of the diagonal line, it does not show a normal distribution pattern which indicates the regression model does not meet the assumption of normality (Ghozali, 2012)

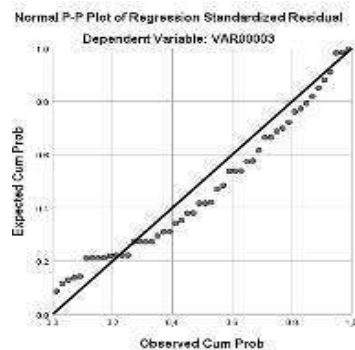


Figure 1. Curve P-Plot

Based on the picture above, it can be seen that in the normal probability plot graph, the points spread around the diagonal line, and the spread is not too far or wide. In this case, the graph shows that the regression model is normally distributed (according to the assumption of normality), and is feasible to use.

Multiple Linear Regression Analysis

The analysis technique used in this research is multiple linear regression analysis techniques. Multiple linear regression analysis is used as a statistical analysis tool because this study is designed to examine the variables that influence the independent variable on the dependent variable where the variables used in this study are more than one. To determine the regression equation, it can be seen in the following table:

Table 5. Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	8,621		
	VAR00001	,498	,121	,425	4,123	,000
	VAR00002	,416	,087	,493	4,785	,000

a. Dependent Variable: VAR00003

Sumber : data diolah SPSS 26.0

Based on the table above, the following multiple linear equations can be obtained:

$$Y = 8,621 + 0,498X_1 + 0,416X_2$$

Where:

Y = Employee Performance

X1 = Transformational Leadership Style

X2 = Motivation

- The value of the constant (a) is to indicate the value of performance satisfaction (Y). This states that if there is no motivational compensation variable, the value of the job satisfaction variable is 8.621.
- The regression coefficient of the Transformational Leadership Style (X1) is 0.498, which means that there is an influence between the Transformational Leadership Style and job satisfaction. The better the Transformational Leadership Style, the more job satisfaction will increase positively.
- The regression coefficient of the motivation variable (X2) is 0.416, which means that there is an influence between motivation on job satisfaction, if the motivation of employees is better, job satisfaction will increase positively.

Coefficient of Determination (R²)

The coefficient of determination (R²) measures how far the ability to explain the variation of the dependent variable is. The value of the coefficient of determination is located in the model summary table and is written R square. However, for multiple linear regression, it is better if the R square has been adjusted to the number of independent variables used in the study. The results of the coefficient of determination test can be seen in the table below.

Table 6. (R²) Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,815 ^a	,664	,650	2,530
a. Predictors: (Constant), VAR00002, VAR00001				
b. Dependent Variable: VAR00003				

Sumber : data diolah SPSS 26.0

Based on the table above, it can be concluded that the adjusted coefficient of determination (Adjusted R Square) is 0.650 or 65.0%. The larger the Adjusted R Square number, the stronger the relationship between the three variables in the regression model. It can be concluded that 65.0% of job satisfaction variables can be explained by the variable of Transformational Leadership Style, motivation, the difference (100-65) 35% is influenced or explained by other variables not included in the study.

5. CONCLUSION

The results of the study stated that the Transformational Leadership Style variable had a significant positive effect on employee performance. This proves that the better the Transformational Leadership Style, the higher the employee's performance. The results of the study stated that the motivation variable had a significant positive effect on employee performance. This proves that the better the motivation, the higher the employee's performance. Transformational Leadership Style and Motivation have a simultaneous effect on employee performance

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