

The effect of transformational leadership and work motivation on work ethic

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ABSTRACT

The role of human resources in advancing the company is very important. One approach to improve the quality of human resources is through the approach of a good Transformational Leadership and able to increase motivation, and therefore contributes to the work ethic of employee in PT. XYZ. The purpose of this study is to analyze and explain the significant influence of work ethic, motivation and transformational leadership style toward employee performance in PT. XYZ. The data were collected through questionnaires, through observation to the object research, processed further using descriptive analysis and Path analysis. The results of the analysis show that: (1) Transformational Leadership style has positive and significant effect toward Work Ethic, (2) motivation has positive and significant effect toward work ethic effect to employee performance, (3) Transformational Leadership and Motivation style has positive and significant effect toward work ethic on employee.

Keywords: Transformational Leadership, Work Motivation, Work Ethic, Employee Performance

1. INTRODUCTION

Along with the times and technology, a company must make changes in the organization with the aim that the company can survive and compete with other companies. Therefore, it takes Human Resources (HR) who are reliable, leadership, have a work ethic and high work motivation, so as to produce good performance, employees who perform well are believed to be able to follow the changes that occur and be able to complete any given job. well. With the existence of qualified Human Resources (HR), a leadership figure is needed who is able to make the company progress and be able to compete with competing companies. The leadership at PT XYZ can be categorized as a leader who is able to change the perceptions, attitudes and behavior of subordinates to changes that occur in the company, but not all employees are able to change the old way of working to a new way of working, so what the company is targeting has not been able to achieved.

With this incident, the dynamics of the company make employees required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reduced number of complaints and the achievement of optimal targets.

Employee performance can also be measured through the completion of their duties effectively and efficiently as well as carrying out their roles and functions and all of these are positively related to the success of a company. PT. XYZ is a resin chemical company with number one quality, a company that attaches great importance to the performance of its employees. For this reason, the company continues to develop a positive influence and concern for its employees so that they can be motivated to be able to perform even better, but what we want to inform is the influence of leadership on employee motivation and work ethic, so that disrupting employee performance will also affect company performance.

For this reason, performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an organization's results and to know the positive and negative impacts of an operational policy taken (Ismail Mohamad, 2004:163). With the information regarding the performance of an organization, the necessary actions will be taken such as correction of policies, straightening the main activities and main tasks of the agency, materials for planning, determining the level of success of the agency in achieving the company's vision and mission, to decide on an action. Organizations or companies can perform their performance efficiently and effectively if they remain within the rules of their

characteristics, namely considering the structure, hierarchical status, roles, and existing norms (James I. Gibson, 1985), that performance is influenced by many factors, including organizational climate, work ethic and work discipline.

The ability of Human Resources (HR) is a competitive advantage of the company, where the human resources are getting better, the company will become a productive company. Human Resources will provide added value as a benchmark and key to achieving a company's business success. Advanced companies generally evolve from companies that consider human resources as a work tool to companies that value human resources because they are capital or the main asset (human capital). Human Capital refers to the knowledge, education, training, expertise, expertise of the company's workforce is now very important, compared to the past. The company's paradigm shift in viewing HR is realized in the form of providing opportunities for HR to take an important role in decision making within the company, therefore employees who have competence are very necessary, where the more competent resources are available, the company itself will develop rapidly. One of the reasons human resource assets can be a source of sustainable competitive advantage is because these human assets have knowledge and social complexities that are difficult for competitors to imitate. Therefore, many companies or organizations are trying hard to train and develop their Human Resources. The company hopes that Human Resources will be able to support and develop the implementation of the company's strategy.

For this reason, the hope is to develop human resources by having employee performance and organizational capabilities to be able to adapt to environmental changes according to BasGys et al. (2003), Locander et al. (2002), and Yammarino et al. (1993) is leadership (leadership). Leadership describes the relationship between leaders (leaders) and those who are led (followers) and how a leader directing followers will determine the extent to which followers achieve the goals or expectations of the leader. Opinions about leadership when viewed from an individual perspective and aspects of the phenomenon, according to Stogdill (1974:259) conclude that there are almost as many definitions of leadership as the number of people who have tried to define it. Furthermore, Stogdill (1974: 7-17) states that leadership as a management concept can be formulated in various definitions, depending on where the starting point of thought is. With an understanding of the tasks carried out, and understanding the characteristics of his subordinates, a leader will be able to provide guidance, encouragement and motivation to all members to achieve goals. If the interaction process works well, then he will be able to provide satisfaction which at the same time can improve his performance.

An organization/institution always needs a leader, both profit organizations and social organizations. PT XYZ is a chemical company engaged in the sale of synthetic resins, its resin products are the number one quality product on the market. This company works professionally and responsibly to employees, government, the environment and the community around the company. As for being responsible, it means that PT. XYZ has a responsibility to management to produce products that can generate profits, so that the profits can be used to improve the welfare of its employees, pay obligations to the government, and provide care for the environment and the surrounding community.

However, the management of this company must be balanced with responsive leadership that can spur employees to create conducive working conditions for organizational performance. From the researcher's observation that the leadership factor plays a very vital role, because it is the leader who is responsible for the success or failure in carrying out tasks. In carrying out activities, leaders have various styles of their own in the process of influencing and directing employees, so that they are willing to work together to achieve goals. Leadership according to Bernard in Gibson (1995: 5) explained that: "Leadership is an agent of change, a person whose behavior will influence the behavior and performance of his subordinates". Problems in the leadership style experienced by many companies are the number of employees who do not obey the instructions and rules set by management, employees who object to the provisions set by the company's management, causing a sense of dissatisfaction at work, lack of management empathy for the problems faced by employees and so. All of this makes the work ethic of employees down.

For this reason, from the definitions above, it can be concluded that leadership in an organization is the ability to change attitudes, behavior of people or groups in specific ways. An effective leader not only has enough power, but also needs to examine the processes of mutual influence that occur between leaders and those being led. Leadership theory is a generalization of a series of leader behavior and leadership concepts, by highlighting the historical background, causes of leadership emergence, leader requirements, main characteristics of leaders, main tasks and functions and professional ethics of leadership (Kartini Kartono, 1994:27). With good leadership, can motivate employees. Motivation is a condition that moves employees to be directed to achieve work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential. David C. McClelland (1997) as quoted by Mangkunegara (2005:68), argues that "There is a positive relationship between motivation and achievement with work achievement". Achievement motive is an encouragement in a person to perform an activity or task as well as possible in order to be able to achieve work performance (performance) with a commendable predicate. Next Mc. Clelland, suggests 6 characteristics of someone who has a high motive, namely:

1. Have a high responsibility
2. Dare to take risks
3. Have realistic goals
4. Have a comprehensive work plan and strive to achieve goals.
5. Utilize concrete feedback in all work activities carried out.
6. Looking for opportunities to realize the plans that have been programmed.

According to McClelland and Atkinson (1953: 75) it is stated that everyone has three motives, namely achievement motivation, affiliation motivation, and power motivation. Motivation The ation of an individual depends on the motive, the motive is a state within a person / inner state that encourages, activates, moves, directs and channels behavior towards goals. (Koontz, 1990:115), the role of humans is very important in the process of achieving organizational goals. With the programs and systems provided by the company, it will be able to make employees more loyal and motivated, so that company goals will be achieved. Employees who have high motivation will be able to perform high, so that any OI (Overting Income) target can be achieved. With the achievement

of the OI target, the bonus promised by the company will be obtained by all employees. PT XYZ as the market leader for resin products with number one quality, which is very concerned about the safety and health of its employees, and also to stay motivated with the work of its employees. Data and information regarding company profits are always conveyed to employees through PUK SPSI once a month, through management meetings and employee representatives. This shows that there is management's attention to its employees.

Motivation is a process that originates from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive. Motivation is the drive, effort and desire that exists within humans that activates, empowers and directs behavior to carry out tasks well within the scope of work.

According to Maslow in Robbins (2006:167) states that a human's motivation depends on five aspects of needs in the form of a hierarchy, humans will try to meet these needs so that they have the motivation to work better, while the hierarchy of needs is:

1. Physiological needs
2. The need for a sense of security (safety needs).
3. Love needs / Social (love needs)
4. Esteem needs
5. Self-actualization

From the explanation above, it can be concluded that motivation in organizational life, an understanding of motivation for every leader is very important, but motivation is also perceived as something difficult. This was stated by Wahjosumidjo (1994:173) as follows:

1. Motivation as an important subject (important subject)
2. Motivation as a difficult subject (puzzling subject)

This theory prefers to use the term ethos because it finds that of an organization or community but also includes the motivations that drive them, the main characteristics, basic spirit, code of ethics, moral code, code of behavior, attitudes, aspirations, beliefs, principles, and standards (Sinamo, 2005:25). And according to Sinamo (2003:2) Work ethic can also be interpreted as a concept about work or a work paradigm that is believed by a person or group of people as good and right which is manifested through their typical work behavior. Based on the opinions of the experts described above, it can be seen that the work ethic is closely related to the values that are internalized by a person and as a driving factor for learning and company growth. Work ethic is a set of basic attitudes or views held by a group of people to assess work as a positive thing for improving the quality of life so that it affects work behavior.

The work ethic of employees is a determining factor in achieving targets or goals after the establishment of the company's vision and operational system. This is reinforced by Hitt in Boatwright and Slat (2000) who equates work ethic as a value and states that the description of his values serves as a guide in his behavior. According to Usman Pelly (1992:12), work ethic is an attitude that arises from the will and self-awareness which is based on a system of cultural value orientation towards work. It can be seen from the statement above that the work ethic is based on cultural values, which of these cultural values form the work ethic of each individual.

Meanwhile, according to Sinamo (2003:2) Work ethic can be interpreted as a concept about work or a work paradigm that is believed by a person or group of people as good and right which is manifested through their typical work behavior. Currently, many companies use various efforts so that employees have high motivation by meeting the needs of these employees, such as giving awards or prizes, social and health insurance, providing incentives, definite career paths and so on. All of this is done so that employees are motivated who ultimately have a high work ethic.

Based on this framework, the research design can be described as follows:

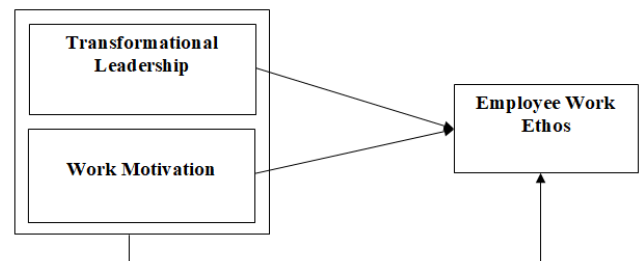


Figure 1. Research Design

Description:

X1 : Transformational Leadership

X2 : Work Motivation

Y : Work ethic

2. METHODOLOGY

The object of this research is the transformational leadership style, employee motivation, and work ethic of employees of PT. XYZ which currently has 197 employees. Location This research was conducted at PT. XYZ which is domiciled at Jl. Gatot Subroto Km.1 Cibodas Tangerang. PT XYZ is a company engaged in the basic chemical industry. This research was conducted by distributing questionnaires to all employees of PT. XYZ. The research started from distributing questionnaires regarding leadership style, work motivation and work ethic of employees which was carried out for two months, starting from January to February 2021.

3. RESULT AND DISCUSSION

Heteroscedasticity test can be done using the scatter plot method by plotting the ZPRED value (prediction value) with ZRESID (residual value). A good model is obtained if there is no certain pattern on the graph, such as gathering in the middle, narrowing then widening or conversely widening and then narrowing, according to the following figure:

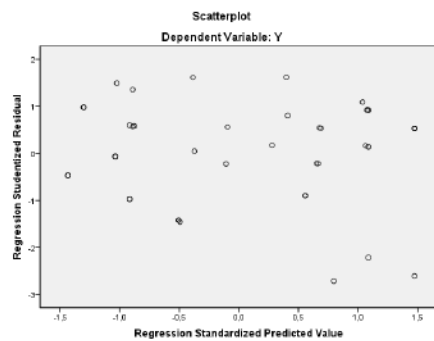


Figure 2. Scatterplot

From the scatterplot graph, it can be seen that the points spread randomly and are spread both above and below zero on the Y axis. So it can be concluded that the model in this study meets the requirements to be a good model because it is a homoscedasticity model or the variance of the residual value of observations of one. to other observations.

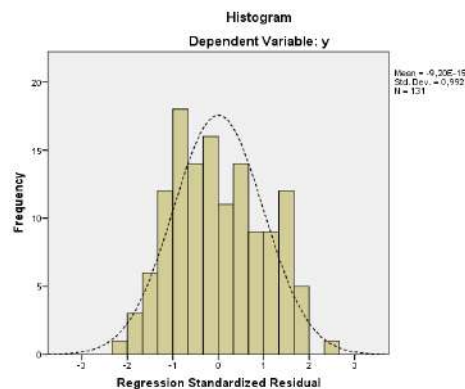


Figure 3. Histogram

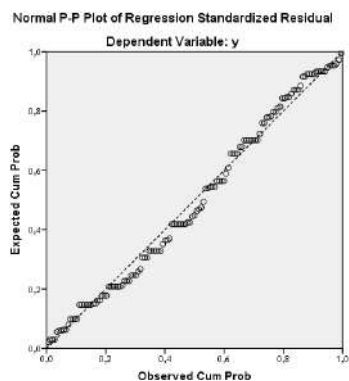


Figure 4. P-Plot

By looking at the Histogram graph display and the Normal P-Plot of Regression Standardized Residual graph, it can be concluded that the histogram graph provides a normal distribution pattern. Meanwhile, on the normal plot graph, it can be seen that the dots spread around the diagonal line. These two graphs show that the regression model does not violate the assumption of normality. So it can be concluded that the regression model in this study meets the requirements to be a good regression model because it is a regression model that has a normal or close to normal data distribution.

Furthermore, the results of multiple regression analysis with SPSS tools show the following data:

Table 1. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,634	,333		1,904	,059
x1	,396	,066	,421	6,004	,000
x2	,500	,084	,417	5,952	,000

From the results of the regression analysis, it can be seen that the magnitude of the constant is 0.634, while the regression number for X1 is 0.396 and the regression number for X2 is 0.500. Based on the table of analysis results above, the regression equation can be written as follows:

$$Y = 0.634 + 0.396X1 + 0.5X2$$

Where :

Y = work ethic;

X1 = Leadership Style

X2 = Motivation

The constant of 0.634 means that without the role of leadership and employee motivation the value of work ethic is 0.634. The X1 regression coefficient of 0.396 means that each addition of one unit of leadership influence will increase / increase work ethic by 0.396. While the regression coefficient of 0.500 indicates that for every one unit increase in motivation, the work ethic will increase by 0.5 times.

To find out whether the hypothesis is accepted or rejected, it is necessary to test through multiple regression. Based on the provisions, if the value of F is less than 0.05 then Ho is rejected and H1 is accepted. On the other hand, if the F value is greater than 0.05 then Ho is rejected and H1 is accepted. The results of the regression analysis test in the following table show that the F test value is 71.384 > from 0.05.

4. CONCLUSION

Based on the research results obtained from distributing questionnaires, several findings were obtained for the company PT XYZ, from these findings the management can study and the information can be used for decision making and the following conclusions can be drawn. Transformational leadership has a positive and significant effect on work ethic, which means that the better the transformational leadership, the better the work ethic. Motivation has a positive and significant effect on the work ethic of employees, which means that the better the motivation, the better the work ethic. Leadership and motivation have a positive and significant effect on work ethic, which means that the better the transformational leadership and motivation, the better the work ethic.

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