The Influence of Transformational Leadership Style and Work Motivation to Performance Employee

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Abstract: Transformational leadership is currently needed by modern companies. Besides that motivation also is important factor which could influence performance employee in company. So that will effective and integrated with all its efforts to achieve the company's goals. This research aims to examine the effect of transformational leadership style, motivation work on employee performance. This research is a causal research that categorized as as study surveys. Sample in study this is as many as 102 employees of PT Gapura Mas Lestari in Tangerang. Analysis technique which used is use regression multiple. Results study show that style leadership transformational and Motivation work take effect positive to performance employee PT Gate Mas Sustainable in Tangerang. So, the transformational leadership style applied by good and high employee motivation can encourage employees to increase performance become more good.

Keywords: Leadership Transformational, Motivation, Performance Employee.

1. INTRODUCTION

In global competition, the formation of an organization has certain goals and desires to achieve certain goals (Chu et al. 2019; Khunsoonthornkit & Panjakajornsak, 2018). Tahir et al. (2017) firmly states that to achieve certain goals, good management of organizational resources is needed. One of the important aspects of organizational resources to achieve organizational goals and good performance is human resources. Organizational performance is the work of human resources. Performance is the result of work that has a strong relationship with the strategic goals of an organization, customer satisfaction and contribution to economic growth (Abdulwahab, 2016). PT Gapura Mas Lestari is the stockiest company that sells UCO/WCO (Used Cooking Oil/Waste Cooking Oil). The company PT Gapura Mas Lestari is a company engaged in the stockiest industry and trading of UCO/WCO. The characteristic that is reflected in the company PT Gapura Mas Lestari is that it prioritizes good quality oil where in the production process almost all of the process steps are

methodical: USP Oil is completely filtered and does not contain impurities, so it can guarantee the quality of biodiesel production which has the capacity to provide used cooking oil in large quantities and quality. The continuity of an organization is largely determined by good employee performance, so an employee performance appraisal is needed so that the organization knows the extent to which employees contribute to the company's growth. Performance appraisal is an organizational process in assessing employee performance. So if management can understand motivational issues and overcome them, the company will get optimal employee performance in accordance with the specified standards. Elrehaila et al. (2018) states that transformational leadership can increase the interests of their employees, change the perceptions, expectations, and motivations of employees to work in accordance with their goals and to look beyond their interests, because of the interests and good of the group. Meanwhile, motivation is a psychological process that drives a behavior or encouragement (Runi, et al. 2017). Motivation is the drive, effort and desire that exists within the lecturer who activates, provides power, and directs behavior in carrying out tasks within the scope of his work (Indrasari, 2017).

Employee performance appraisal applied at PT Gapura Mas Lestari is slightly different from other companies because the oil filtering process takes a long time. Employee productivity is valued from the number of products produced. The company does not set production targets for each employee, so the performance of each employee varies greatly. In addition, non-standard processes result in non-standard products and production times. Employers also often ignore aspects of procedures and work efficiency.

Table 1. List of Production Results of PT Gapura Mas Lestari in 2020

Month	WCO/UCO Production Results (Tons)
January	7430
February	7500
March	7000
April	6550
May	6700
June	4320
July	2545
August	2500
September	1250
October	1200
November	1200
December	1120

Source:PT Gapura Mas Lestari Tangerang Banten, Indonesia(2020)

From these data, it can be said that there is a decrease in production from June to December. This shows the inconsistency of employee performance. Fluctuating attendance rates, working hours that are never complied with, inconvenient working conditions, and inefficient ways of working often occur. Errors in writing product sales, accumulation of supplier notes, and accumulation of raw material sales notes are often overcome by repeating the data input

process. Notes technical errors can often be overcome by replacing new notes, this is a form of inefficiency.

Table 2. Lists Amount Lateness employee PT Gate Mas Sustainable

Month	Sub. Bag			
	Bag. office	Bag. lab	Bag. Warehouse	Bag. Production
January	10%	10%	15%	15%
February	25%	20%	10%	15%
March	10%	15%	10%	10%
April	35%	20%	40%	40%
May	30%	40%	25%	35%
June	10%	10%	15%	15%
July	25%	20%	10%	15%
August	10%	15%	10%	10%
September	35%	20%	40%	40%
October	30%	40%	25%	35%
November	10%	20%	10%	10%
December	25%	15%	10%	10%

(Source:PT Gate Mas Sustainable Tangerang Banten, Indonesia 2020)

From these data, it can be said that there are still many employees who are late. This proves that employee motivation is still low, if employee motivation is high then employees will not be late for work. Employee delays in work can cause employee performance to decline. Leadership is an important factor for companies because in reality leaders can affect employee morale and job satisfaction, security, quality of work life, and especially the level of achievement of an organization (Handoko, 2001). Bass (1985) explains that "transformational leaders create significant changes both to their followers and to the organization.

Transformational Leadership is defined as a leadership approach to motivate subordinates and make necessary changes according to organizational goals. Effective management is characterized by behaviors that aim to motivate, inspire and expand the vision of their subordinates. Therefore, motivation as the center of the transformational leadership aspect, management must inspire subordinates to go beyond what they believe they can do (Bass, 1999). A transformational leader is a change agent who strives to make changes in the organization so that the organization can achieve maximum performance in the future". Motivation refers to encouragement both from within and from outside a person that raises enthusiasm and persistence to take certain actions (Daft, 2003). However, employee performance is still considered lacking because of the low level of employee performance. Based on the problems mentioned above, the author tries to raise it in writing a thesis with the title, the author will examine the "Effect of Transformational Leadership Style and Work Motivation on Employee Performance (study at PT Gapura Mas Lestari)".

Style Leadership Transformational To Performance Employee

The term performance comes from the word Job Performance or Actual Performance, namely achievement work or actual achievement achieved by a person. Definition of performance according to (Mangkunegara, 2010:9) is "work performance or results (output) both quality and quantity which achieved resource man unity period time in doing Duty work in accordance not quite enough answer yan given to him "Leadership" is activity managerial as effort the process of directing and influencing activities related to Duty from para subordinate or followers (Gitosudarmo, 1996:328) Some study previously (Bacha, 2014; time et al, 2016; Sani & empress, 2012) document that leadership transformational take effect to performance. Empirical evidence from Uddin et al (2013) reveals that leadership transformational has a positive impact on performance. More, Shahhosseini (2013) also find that leadership transformational have connection significant positive on work performance. Ekmekci (2011) believes that motivation workers critically influence personal and organizational outcomes. Ayu et al. (2019) shows that transformational leadership has a significant effect on performance employee.

Work Motivation on Employee Performance

One of the motivational theories proposed and discussed is the needs hierarchy model by Maslow in Gibson (1995:115) Abraham H. Maslow's theory states that motivation is formed because of 5 hierarchies of needs, namely: *Physiological needs, Safety and security needs, Affiliation or acceptance needs, Esteem or status needs, Self actualization.* Anra and Yamin (2017) suggest that motivation to achieve goals is the background for performance in an organization. Professional motivation includes several factors that make employees dedicated so they want to work sincerely to achieve organizational goals efficiently and economically .
Based on the theoretical review and empirical findings above, the hypotheses proposed in this study are:
H1:   Transformational leadership style has a positive effect on employee performance.
H2:   Work motivation has a positive effect on employee performance.
H3 :   Transformational leadership style and work motivation have a positive effect on employee performance.

2.   RESEARCH METHODS

This research is a causal associative research using a quantitative approach. Causal associative research is research that aims to determine the influence between two or more variables (Umar, 2005). This study will explain the influence and influence of the variables to be studied. Quantitative approach is used because the data used will analyze the relationship between variables expressed in numbers. This study analyzes the effect of transformational leadership style and work motivation on employee performance.
The population in this study were all employees of PT Gapura Mas Lestari, totaling 102 people. The determination of the sample size of respondents is based on Supranto's (2001) statement, which states that a good sample size can be determined by multiplying the number of question items in the questionnaire by five (5) to ten (10). The number of samples used the entire population so that the number of samples studied was 102 employees.

A.   Variable Operations
1.   Variable Dependent
The dependent variable in this study is performance employee (Y). Performance is work performance or real achievement which achieved by somebody employee PT Gapura Mas Lestari, or also the results of work quality and quantity to be achievedemployees of PT Gapura Mas Lestari in carrying out their duties with responsibility given to him. The indicator used to measure is quality work, work creativity, and work quantity.
2.   Variable Independent
Variable which used in study this is style leadership transformational and motivation work.
1.   Style Leadership Transformational (X1)
Leadership Transformational defined as approach leadership for motivate subordinate and make change which required in accordance with destination organization (Bass, 1999). Be measured in five aspects: 1) attention through vision 2) charismatic influence 3) help for more creative and innovative 4) Pay attention to needs 5) individual considerations. (Hsu, 2001; Lee, 2019).
2.   Work Motivation (X2)
Motivation is the drive, effort and desire that exists in lecturers who activate, provide power, and direct behavior in carrying out tasks within the scope of their work (Robin et al. 2015) Motivation includes seven aspects: 1) Work-driven behavior 2) Work inability team 3) Awards, 4) Career Promotion, 5) Leader Attention, 6) Opportunities for achievement, 7) Awarding (Kariuki, A & Kiambati, A (2017). Robin et al. 2015).

Analysis Techniques Data
The classical assumption test is carried out to find out whether the regression model made can be used used as a good predictor. The classical assumption test to be carried out is normality test, and multicollinearity test. Hypothesis testing in research to find out is there any clear and visible influence trusted between independent variables (transformational leadership style and work motivation) towards dependent variable (employee performance). Through this step, a conclusion will be drawn to accept or reject the hypothesis submitted. Equality regression linear multiple used _ in study this is as following:

Y=C+βX1+βX2+R
Information:
Y = Performance
C = Constant
□ = Regression Constant
X1 = Transformational Leadership
X2 = Motivation Work
R = Residual

Coefficient Delta Determination (∆R2)
According to Imam Ghozali (2013), the coefficient of determination (R2) is essentially used to measure how far the ability of the regression model to explain the variation of variables dependent.

3.   DISCUSSION RESULT

Descriptive Analysis
Analysis of Respondents Characteristics The characteristics of respondents analyzed in this study include human sex .

1.   Gender
The results of the frequency of respondents' answers based on the gender of Batik Indah Raradjonggrang employees are shown in the following table:

Table 3. Characteristics of Respondents by Gender

Gender	Frequency	Percentage
Man	44	44%
Woman	58	58%
Total	**102**	**100%**

Source:processeddata2021

The table above shows that male respondents are 44 respondents (43%) and female respondents are 58 respondents (57%).

2.   Age
Description characteristics respondent based on age served on table following this:

Table 4. Characteristics Respondent based on Age

Age	Frequency	Percentage
21-30	15	15%
31-40	39	39%
41-50	31	31%
51-60	17	17%
Total	**102**	**100%**

Source:processed data 2021

Table above shows that respondent which aged Among 21-30 years old that is as much
15 respondents (15%), respondent which aged Among 31-40 year that is as much
39 respondent (38%), respondent which aged Among 41-50 years old that is as much 31 respondents (30%), and respondents aged between 51-60 years as many as 17 respondent (17%).

Validity and Reliability

Table 5. Results of Validity and Reliability

Variable	Indicator	*Factor Loading*	CR	AVE	Information
Transformational leadership	SL 1	0.774	0.862	0.725	Valid
	SL 2	0.784			
	SL 3	0.761			
	SL 4	0.848			
	SL 5	0.741			
Motivation	M 1	0.893	0.784	0.861	Valid
	M2	0.810			
	M 3	0.878			
	M 4	0.725			
	M 5	0.739			
	M 6	0.875			
	M 7	0.772			
Performance (P)	LP 1	0.779	0.824	0.729	Valid
	LP 2	0.734			
	LP 3	0.859			
	LP 4	0.774			
	LP 5	0.718			
	LP 6	0.872			

Based on the table above, all indicators exceed 0.718, indicating a significant relationship adequate Among indicator and construction. Next score ratio CR for each each variable is above 0.7. The latent construct also proves convergent validity because AVE extracted through construct in above 0.7.

Analysis Characteristics Variable
Analysis characteristics variable this aim for knowing description answer respondents to variables. The variables contained in this study are Performance Employee (Y), Style Leadership Transformational (X1) and Motivation Work (X2).

1. Performance employee
Results descriptive analysis on employee performance variables obtained a minimum value of 3, the maximum value is 12, the mean is 8.63, and the standard deviation is 2.21. Furthermore, the award data is categorized using the average score (M) and standard deviation (SD). Categorization for employee performance variables is presented in the table following this.

Table 6. Categorization Variable Performance Employee

Category	interval Score	Frequency	Percentage
Tall	X > 10.85	22	21.6%
Currently	6.42 < X < 10.85	63	61.8%
Low	X < 6.42	17	16.7%
Amount		**102**	**100%**

Source:processed data 2021

From the table above, it can be seen that the majority of respondents gave an assessment of employee performance variables in the medium category as many as 63 respondents (61.8%), respondents who give an assessment of employee performance variables in the category tall as much 22 respondent (21.6%), and respondent which give evaluation to variable performance employee in category low as much 17 respondents (16.7%).

2. **Style Leadership Transformational**
Results analysis descriptive on variable style leadership transformationalobtained the minimum value is 22, the maximum value is 44, the mean is 34.22, and the standard deviation of 5.58. Categorization for transformational leadership style variables served on table following this.

Table 7. Categorization Style Leadership Transformational

Category	interval Score	Frequency	Percentage
Tall	X > 39.81	17	16.7%
Currently	28.64< X <39.81	71	69.6%
Low	X <28.64	14	13.7%
Amount		**102**	**100%**

Source:processeddata2021

From the table above, it can be seen that the majority of respondents gave an assessment of transformational leadership style variables in the medium category as many as 71 respondent (69.6%), respondent which give evaluation to variable style transformational leadership in the high category as much as 17 respondents (16.7%), and respondent which give evaluation to variable style leadership transformational in category low as much 14 respondent (13,7%).

3. **Motivation Work**
The results of descriptive analysis on the work motivation variable obtained a minimum value of 10,score maximum as big as 20, mean amounted to 15.92, and standard deviation as big as 2.60. Furthermore, the work motivation data is categorized by using the average score (M) and deviation raw (SD).

Table 8. Variable Categorization Motivation Work

Category	interval Score	Frequency	Percentage
Tall	X > 18.53	17	16.7%
Currently	13.32< X <18.53	60	58.8%
Low	X <13.32	25	24.5%
Amount		**102**	**100%**

Sumber: Datayangdiolah2021

From the table above, it can be seen that the majority of respondents gave an assessment of work motivation variable in the medium category namely as many as 60 respondents (58.8%), respondents who gave an assessment of the work motivation variable in the category tall as much 17 respondent (16.7%), and respondent which give evaluation to variable motivation work in category low as much 25 respondent (25.5%).

4. **Test Precondition Analysis**
Prerequisite testing The analysis was carried out before testing the hypothesis which included the test normality, linearity test, and multicollinearity test. The analysis prerequisite test results are presented following this.

a. **Test Normality**
The normality test is carried out to see whether the residual value is normally distributed or no. The method of testing whether the data distribution is normal or not is done by looking at the value of variable significance, if significant is greater than 0.05 at the alpha significance level 5%, so show distribution normal data.
From the table above it can be concluded that all variables are normal. This can seen from level significance) all on 0.05.

b. **Test Multicollinearity**
The multicollinearity test aims to test whether the regression model is found to exist correlation between independent variable (independent). The cut off value commonly used for show presence multicollinearity is the tolerance value 0.10 or equal to score VIF≥ 10. Results test precondition multicollinearity could seen on table following.

Table 9. Results Multicollinearity Test

Dimension	Tolerance	VIF	Conclusion
Style leadership transformational	0.661	1,512	Not occur multilinearity
Motivation work	0.661	1,512	Not occur multilinearity

Source:processed data 2021

Based on results data test multicollinearity which has conducted could concluded that all variables have tolerance values above 0.1 and VIF values below 10 so no occur multicollinearity.

Test Hypothesis

Hypothesis testing is done to test the proposed hypothesis. The hypothesis that submitted in study this related variable style leadership transformational, motivation work to employee performance. Analysis regression multiple chosen for analyze the submission of hypotheses in this study. Here are the results of the regression analysis multiple which is conducted by using program SPSS 20.00 for Windows.

H	Connection variable	□	t-stat	*P -Value*	*Information*
H1	Leadership Transformational□ Performance Employee	0.134	3.252	**0.000***	Ho Received
H2	Motivation□ Performance Employee	0.147	3.137	**0.000***	Ho Received
H3	Leadership Transformational and Motivation □ Performance	0.163	2.285	**0.001***	Ho Received

(Data processed, SPSS 20)

The test results showed the same positive results. The results of the study show that the significant influence between transformational leadership and motivation on employee performance with a p-value of 0.000***. Meanwhile, for testing simultaneously shows that transformational leadership and motivation together equally affect Employee Performance (H3). The results show a p-value of 0.001 ***. This finding reveals that all hypotheses (H1 and H2) are accepted. According to connection empowerment psychological leadership transformational and motivation influence on employee performance is supported by Yuki (1999). In line with results study Ayu et al. (2019), Runi et al. (2017) which state that transformational leadership has a significant effect on employee performance and the more tall motivation will increase performance lecturer.

These results are consistent with research by Junaidi (2010) which states that there is a positive influence between leadership style and work motivation on performance employee. Junaidi (2010) say that connection which good to employees by setting a good example for employees to follow, capable motivate employees, and be able to give attention to employee. Thing this strengthen opinion that style leadership transformational and motivation work by together take effect to performance employee.

This finding also means that transformational leadership and motivation are driving force that can improve a person's performance, so that it will work effectively effective according to purpose which want to achieve and integrated with all power efforts to achieve satisfaction. Considering these findings, it can be suggested that the findings contribute well to the existing literature related to leadership transformational and problem empowerment psychological. Based on the evidence, transformational leadership behavior and

psychological empowerment demonstrated by management will improve employee performance, especially if supported by motivation which more tall from employees, on turn will increase performance company.

4.   CONCLUSIONS

From results study concluded that style leadership transformational and work motivation has a positive and significant effect together on performance employee PT Gate Mas Sustainable. So, style leadership transformational which applied with good and motivation work employee which tall could push employees to improve their performance for the better. The leader should be more notice subordinate, with so will intertwined proximity by emotional as well as good structural Agar's subordinates leader can control and direct employees to think innovatively and creatively in order to improve performance. In terms of company motivation is expected to increase work motivation by providing feedback in the form of bonuses or *rewards* needs to be improved so that employees more passionate about work. Furthermore, with the *punishment* given, to employee will spur para employee for reach performance level which more tall.

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