

The Effect of Transformational Leadership and Motivation on Employee Performance at PT Telkom Access Gaharu Medan

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ABSTRACT

The purpose of this research is to know some of the things that the effect of transformational leadership on employee performance, the effect of motivation on employee performance, and the effect of transformational leadership and motivation on employee performance at PT. Telkom Access Gaharu Medan. In this research on approach used through an associative approach. The sample used in this research is the simple random sampling technique, which is the sampling taken when the first sample was random. The data collection techniques used in the research are questionnaires and data analysis teaches using SPSS (Statistical Package For The Social Sciences) to test the three hypotheses advanced in the research. Research shows that (1) the effect of transformational leadership on the employee performance are positive and significant.

Keywords : Transformational Leadership, Motivation, and Employee Performance

INTRODUCTION

The rapid development of science and technology requires companies to adapt and be able to survive in all situations. The continuity of a company is determined by the performance of its employees. The employee's performance is seen from the results of the employee's performance that are appropriate or not with the performance standards set by the company. In principle, the performance of organizational units where a person or group of people is a reflection of the performance of the human resources concerned. Basically, employee performance measurement is one of the key factors in developing an organization effectively and efficiently Titisari (2014). Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization (Moeheriono, 2012).

Leadership style can be said to be the way of a leader in directing, encouraging and managing all elements in the group or organization to achieve the desired organizational goals so as to produce maximum employee performance. Increasing employee performance means achieving the work of a person or employee in realizing organizational goals (Sari et al., 2016). For employees with a transformational leadership style and good work motivation, it will encourage them to work well, so their performance will also tend to get better as well. Human resources affect performance in organizations where the role of quality human resources in terms of employee performance is a very important factor. Employee performance is not only determined by using a sophisticated technology system, but an approach to an employee's mental attitude and behavior is very decisive and very supportive for achieving an achievement.

Transformational leadership is the process of leading by taking attitudes, behaviors, and actions to increase followers' awareness of something that is right, develop the maturity of their work motivation, and encourage self-actualization beyond personal interests for the common welfare. (Umiarso, 2018). The most obvious manifestation of the ability to lead can be seen in the resilience of a person in carrying out various organic functions for which he is responsible. That is, according to the level of the position he occupies in the organization, a leader can be said to be an effective leader if the leader can determine the right strategy, be a strong planner, be a nimble organizer, an effective motivator, an objective supervisor and an unaffected appraiser. by subjective or emotional considerations. All of these are reflected in the ability, discipline, loyalty, efficiency, effectiveness, and work productivity of their subordinates and the work unit they lead. In popular language it can be said that the measure of the success of the leader is the ability to use the brain instead of muscles Nawawi (2010).

Basically, companies not only expect capable, capable, skilled employees, but most importantly they are willing to work hard and want to achieve optimal work results. Giving motivation is an important factor in improving employee performance, where giving motivation will have a positive impact on the employees themselves. According to (Sulistiyan & Rosidah, 2018) Motivation is the process of giving encouragement to subordinates to work in line with the limits given in order to achieve organizational goals optimally. Motivation is important because with this motivation it is expected that each individual employee will work hard and be enthusiastic to achieve high work productivity. Motivation can only be given to "people who are able" to do the job, for people who are unable to do the job do not need to be motivated.

PT. Telkom Akses (PTTA) is a subsidiary of PT Telekomunikasi Indonesia, Tbk (Telkom) whose shares are fully owned by Telkom. PT. Telkom Akses is engaged in the business of providing construction services and managing network infrastructure. Based on the initial survey conducted by the author, it was found that problems related to employee performance, leadership style and motivation. The problem that occurs is the tendency of Human Resources (HR) problems in employees which causes a decrease in the quality of employee performance which can greatly affect the quality of the work results of the employees themselves. There are factors that can reduce employee performance, including the lack of concern for the leader of employees or subordinates, It can be seen from the presence of employees who violate regulations such as not being in the room during working hours and sleeping during working hours which causes a lack of discipline, decreased employee motivation is caused by inappropriate leadership style and decreased employee performance due to lack of motivation and lack of leadership.

Pay attention to employee morale. Lack of direct interaction between leaders and subordinates is also one of the factors that causes a lack of employee discipline and a decrease in employee motivation. decreased employee motivation is caused by inappropriate leadership style and decreased employee performance due to lack of motivation and the leadership does not pay attention to employee morale. Lack of direct interaction between leaders and subordinates is also one of the factors that causes a lack of employee discipline and a decrease in employee motivation. decreased employee motivation is caused by inappropriate leadership style and decreased employee

performance due to lack of motivation and the leadership does not pay attention to employee morale. Lack of direct interaction between leaders and subordinates is also one of the factors that causes a lack of employee discipline and a decrease in employee motivation.

LITERATURE REVIEW

Performance

The most important thing, influence and play a major role in an organization is performance. If there is no performance, all parts of the organization or company will not run and it can also be said that the activity is paralyzed, then the set goals are not achieved. Performance needs to be used as evaluation material and the main basis that must be taken into account by leaders or managers, employees and all elements in the organization or company. According to Cashmere (2015) "Performance is the result of a person's work and work behavior in a period of usually 1 year. Then performance can be measured by its ability to complete the tasks and responsibilities given. This means that performance contains elements of achievement standards that must be met, so that those who reach the predetermined standards mean good performance or vice versa those who are not achieved are categorized as underperforming or not well ", According to Sinambela (2012) "Performance is the ability of employees to perform certain skills, employee performance is very necessary because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him".

Factors affecting performance according to Widodo (2015) is 1). Goals, the existence of a clear goal formulation of what the organization hopes to achieve, 2). Standard, what is the measure that someone has succeeded in achieving the desired goals, 3). Feedback, information on activities related to achieving goals according to predetermined standards, 4). Opportunity, give the person the opportunity to carry out their duties to achieve these goals, 5). Facilities, provide the necessary means to support the implementation of their duties, 6). Competence, provide effective training, which is not just learning about something, but learning how to do something, 7). Motivation, encouragement to employees.

According to Cashmere (2014) performance indicators are, 1). Quality (quality), performance measurement can be done by looking at the quality (quality) and the work produced through a certain process, 2). Quantity (amount), the quantity is the production produced can be shown in the form of currency units, the number of units, or the number of cycles of activities completed, 3). Time (period of time), for certain types of work a time limit is given to complete the work. This means that there are jobs that have a minimum and maximum time limit that must be met (for example 30 minutes), 4). Emphasis on costs, costs incurred for each company activity have been budgeted before the activity is carried out. This means that the cost that has been budgeted is a reference so that it does not exceed what is budgeted, 5). Supervision, almost all types of work need to do and require supervision of ongoing work, 6). Relationships between employees, performance appraisal is often associated with cooperation or harmony between employees and between leaders. This relationship is often referred to as a relationship between individuals.

Transformational leadership

Transformational leadership essentially describes the process of the relationship between superiors and subordinates based on values, beliefs and assumptions about the vision and mission of the organization. Conceptually transformational leadership is defined as a leader's ability to change the work environment, work motivation, work patterns, and perceived work values of subordinates so that they are able to optimize performance to achieve organizational goals. This shows that a transformational process occurs in a leadership relationship when leaders build awareness of subordinates of the importance of work values and encourage change towards common interests including organizational interest. According to (Bass et al., 2003) transformational leadership is the ability to inspire and motivate followers to achieve greater than originally planned results and for internal rewards. According to (Hughes et al., 2012) argued that transformational leadership is having a vision, rhetorical skills, and good impression management and using it to develop strong emotional bonds with followers, thereby encouraging the emotional awakening of followers and their willingness to work towards the leader's vision.

According to Khasanah (2018) as for the factors that influence transformational leadership, namely, 1). Charisma, namely the leader is able to instill a value of respect and pride to clearly articulate a vision, 2). Individual attention, that is, the leader helps followers to rethink in rational ways to examine a situation. He encouraged followers to be creative, 3). Intellectual stimulation, namely the leader helps followers to think again in rational ways to examine a situation. He encouraged followers to be creative, 4). Unexpected rewards, namely the leader telling followers what to do to receive the award they like more, 5). Management by exception,

Motivation

According to Uno (2011) motivation is internal and external encouragement within a person to make changes in behavior, which has indicators, among others, the desire and desire to carry out activities, the urge and need to carry out activities, respect for oneself and the existence of hopes and aspirations. Darmadi (2018) argued that motivation is an energy condition that moves individuals directed to achieve organizational goals. Motivation comes from two motivations, namely encouragement from within oneself (internal motivation) and encouragement from outside other parties (external motivation). Samsudin (2010) expressing motivation is the process of influencing or encouraging from outside a person or work group so that they are willing to carry out something that has been determined.

Indicators of motivation according to Mangkunegara (2013) is, 1). Hard work, activities that are carried out in earnest without getting tired or stopping before the work target is achieved and always prioritizing or paying attention to the satisfaction of results in every activity carried out, 2). Future orientation, a picture of the future is manifested in the form of implementing plans prepared by individuals to achieve predetermined goals, 3). Efforts to move forward, increase the desire to advance what you want to achieve, 4). Persistence, continuous efforts to achieve certain goals without giving up easily until success, 5). Time utilization, the use of time is meant by making the best use of time because time is very valuable.

METHODS

The research method used in this research is quantitative associative. There is also the population in this study were 377 employees of PT. Telkom Access Gaharu Medan. Thus, the sampling used the Slovin formula which obtained a total sample size of 79 employees. Then to swap samples from the population used simple random sampling technique, which is sampling when the first sample is determined randomly, while the next sample is taken based on a certain interval (Sangadji & Sopiah, 2010). The data collection techniques used by researchers are observation and questionnaires (questionnaires). The list of statements in this questionnaire covers issues related to transformational leadership, motivation and employee performance. The statements in the questionnaire are made based on a Likert scale. The analysis used in this research is to use the validity and reliability analysis for the questionnaire test. Multiple linear regression analysis techniques are used to see how the state (rise and fall) of the dependent variable. Classic assumption test, hypothesis test, simultaneous test and determination coefficient test. Data management using SPSS version 22 software.

RESULTS AND DISCUSSION

RESULT

Normality Test Result

To see whether in the regression model the dependent and independent variables have a normal distribution or not, if it spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.

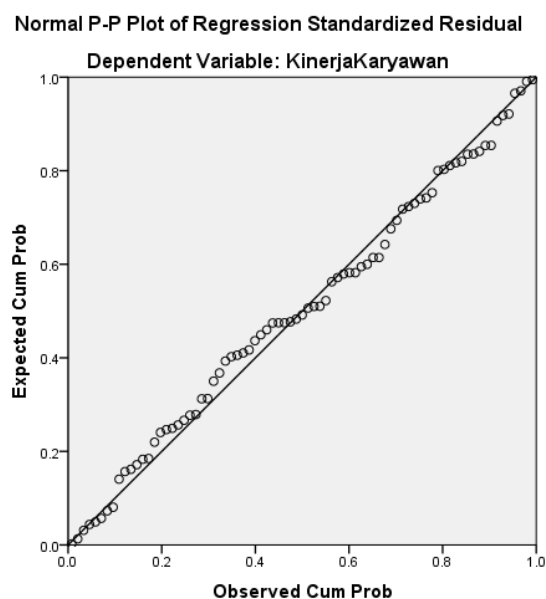


Figure 1. P-Plot Normality Test Results

This figure shows that the graph of the results of normality test data management, based on the PP plot of regression standardized residual images, shows that the data is in

the form of a horizontal line pattern and some of the data is spread up and down outside the line. This shows that this data is normally distributed.

Multicollinearity Test

There should be no multicollinearity among the explanatory variables in the model which is indicated by a perfect relationship or a high relationship among some or all of the explanatory variables. (Sangadji & Sopiah, 2010). One way to detect multicollinearity is to look at the Tolerance and variance inflation factor (VIP). Tolerance measures the variability of other independent variables. The cut off value that is commonly used to indicate multicollinearity is a tolerance value <0.10 or equal to the VIF value > 10 .

Table 1. Multicollinearity Test Results

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1,135	2,650			
	Transformational leadership	.460	.085	.445	.511	1.957
	Motivation	.504	.085	.487	.511	1.957

a. Dependent Variable: Employee Performance

Result *Collinearity Statistics* can be seen in the output *Coefficient model*, It is said that there is no multicollinearity if $VIF < 10$ the results of the calculation produce a VIF value for transformational leadership (X1), motivation (X2) is below the number > 10 , it can be concluded that there is no multicollinearity symptom in the regression model.

Heteroscedasticity Test

Heteroscedasticity causes the predictive ability of the coefficients in the model to be inefficient and does not have much meaning. The regression analysis requires that the variance of each confounding element shows a constant condition which is equal to the deviation of the square and is an assumption of homoscedasticity (Sangadji & Sopiah, 2010).

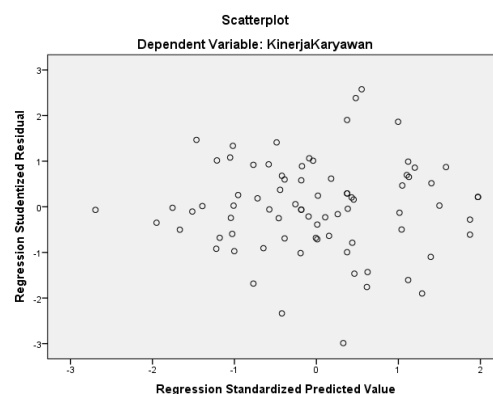


Figure 2. Scatterplot Heteroscedasticity Test Results

Figure 2 shown scatterplot aims to determine whether this research occurs heterokedastistik or not. This can be seen from the dots in the form of a pattern or not. From the results of the SPSS scatterplot output, it can be seen that the missing points form a certain pattern. So the data in this study can be said that heteokedastistik free.

Multiple Linear Regression

Regression analysis is structured to see the relationship that is built between the research variables, whether the relationship built is positive or the relationship is negative. Based on the results of the SPSS output data processing, it is known that the relationship of multiple linear regression analysis can be seen in the following table:

Table 2. Regression Coefficient Test Results

		Coefficients						
		Unstandardize d Coefficients	Standardized Coefficients	Collinearity Statistics				
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	1,135	2,650		.428	.670		
	Transformational leadership	.460	.085	.445	5,410	.000	.511	1.957
	Motivation	.504	.085	.487	5,923	.000	.511	1.957

a. Dependent Variable: Employee Performance

Based on the table above, a research model can be drawn up, the regression equation is as follows:

$$Y = -565 + 0.236X_1 + 0.791$$

The equation above shows that the variable X (Transformational Leadership and Motivation) has a positive coefficient, meaning that all independent variables have a direct effect on variable Y (employee performance). The research model in the form of the multiple linear regression equation above can be interpreted as follows:

1. If the value of transformational leadership and motivation is 0 then the employee's performance is 1.135.
2. If the other independent variables are fixed in value and transformational leadership (X1) has increased by 1%, the employee's performance (Y) will increase by 0.460%. The coefficient that is positive means that there is a positive relationship between transformational leadership (X1) and employee performance (Y) the better transformational leadership, the employee performance will increase.
3. If the other independent variables are constant and motivation (X2) increases by 1%, the employee's performance (Y) will increase by 0.504%. A positive coefficient means that there is a positive relationship between motivation (X2) and employee performance (Y), the better the motivation, the better the employee's performance.

Hypothesis testing

Partial Test (t test)

The test results obtained from SPSS 22 are as follows:

Table 3. Partial Test Results (T-Test)

Model	Don't count	t table
1		
Transformational leadership	5,410	1,992
Motivation	5,923	1,992

Based on the table above, it can be seen that the t-test acquisition value for the relationship between transformational leadership (X1) and employee performance (Y) obtained a t-count value of 5.410 while t-table 1.992, and motivation (X2) on employee performance (Y) obtained a t-value of 5.923. while t table 1.992.

F test (Simultaneous)

Simultaneous test is used to determine the effect of transformational leadership independent variables and motivation on the dependent variable employee performance together. Based on testing with SPSS version 22, the ANOVA output is obtained in the following table:

Table 4. Simultaneous Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2090,329	2	1045,165	106,786	.000 ^b
	Residual	743,848	76	9,787		
	Total	2834,177	78			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Transformational Leadership

From the table above, it is found that the value of F is equal to Fcount 106,786 > Ftable 3,12. This means that there is an influence between transformational leadership and motivation on employee performance at PT. Telkom Access Gaharu Medan.

Furthermore, it can also be seen that the sig value is 0,000 while the significant level α previously set is 0.05, then the sig value is 0,000 < 0.05, so that H_0 is rejected, this means that there is a significant positive influence between transformational leadership and motivation on the performance of PT. Telkom Access Gaharu Medan.

Coefficient of Determination

To find out the magnitude of the contribution of transformational leadership and motivation to employee performance simultaneously, it can be seen based on the R-Square value in the following table:

Table 5. Determination Test Results
Coefficient of Determination (R Square)

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.859a	.738	.731	3.12849

a. Predictors: (Constant), Motivation, Transformational Leadership

Source: Processed Results of SPSS Data 22,2020

From the table above, it can be seen that the R-square value is 0.738 or 73.8%. To determine the extent of the contribution or percentage of influence of transformational leadership and motivation on employee performance, it is known through the determination test as follows:

$$\begin{aligned}
 D &= R^2 \times 100\% \\
 &= 0.738 \times 100\% \\
 &= 73.8\%
 \end{aligned}$$

The value of R Square above is known to be 0.738, meaning that 73.8% of employee performance variables (Y) can be explained by transformational leadership (X1) and motivation (X2) variables or it can be said that transformational leadership and motivation on employee performance at PT. Telkom Access Gaharu Medan amounted to 73.8% while the rest was influenced by other variables not examined in this study.

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

From the results of the partial test (t-test) regarding the effect of transformational leadership on employee performance which states that $t_{count} = 5.410 > t_{table} 1.992$ and has a significant number of $0.000 < 0.05$. From these results it can be concluded that partially there is a significant influence between transformational leadership on employee performance. This study is in line with previous research conducted by several researchers who stated that the effect of transformational leadership on employee performance has a positive and significant effect Jufrizen (2017); Nasution (2018).

The Influence of Motivation on Employee Performance

From the results of the partial test (t-test) regarding motivation on employee performance which states $t = 5.923 > t_{table} 1.992$ and has a significant number of $0.000 < 0.05$. From these results it can be concluded that partially there is an effect of motivation on employee performance. This study is in line with previous research conducted by several researchers who stated that the influence of motivation on employee performance has a positive and significant effect Jufrizen (2017); Jufrizen (2018); (Jufrizen & Pulungan, 2017); Gultom (2014); (Ainanur & Tirtayasa, 2018); (Rosmaini & Tanjung, 2019); (Marjaya & Pasaribu, 2019); (Andayani & Tirtayasa, 2019); (Siahaan & Bahri, 2019); (SM

Hasibuan & Bahri, 2018); (JS Hasibuan & Handayani, 2017); (Astuti & Lesmana, 2018); (Pharisees et al., 2020) (Marjaya & Pasaribu, 2019).

The Influence of Transformational Leadership and Motivation on Employee Performance

From the simultaneous test (f test) regarding the influence of transformational leadership (X1), and motivation (X2) which states that the f test value is $F_{count} 106.786 > F_{table} 3.12$ and probability $0.000 < 0.05$, this means that H_0 is rejected, it can be concluded that transformational leadership and motivation affect employee performance. The results of this study are in line with the research conducted by (Adinata, 2015); (Sukama & Sudiba, 2015) states that "transformational leadership and motivation have a significant effect on employee performance".

CONCLUSION

Based on the results of the analysis and discussion, the following conclusions can be drawn: From the results of the t test (partial test) regarding the effect of transformational leadership on employee performance, that the tcount for the transformational leadership variable is $= 5,410 > t_{table} 1,992$ and the significant value is $0,000 < 0.05$. From these results it can be concluded that partially transformational leadership has a significant influence on employee performance at PT. Telkom Akses Gaharu Medan. From the results of the t test (partial test) regarding the influence of motivation on employee performance, that the tcount for the motivation variable is $= 5,923 > t_{table} 1,992$ and a significant value of $0,000 < 0.05$. From these results it can be concluded that partially motivation has a significant effect on employee performance at PT. Telkom Akses Gaharu Medan. Simultaneously it is known that transformational leadership and motivation have a significant influence on employee performance at PT. Telkom Akses Gaharu Medan. Which means that these two variables are able to influence the performance of employees in achieving company success.

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