



The Influence of Transformational Leadership Style and Motivation on Employee Performance PT. Bintang Kadiri

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ABSTRACT: The purpose of this study was to ascertain the impact of motivation and a transformational leadership style on the productivity of PT. Bintang Kadiri employees in Kediri Regency, to ascertain the impact of transformational leadership style and motivation on the output of PT. Bintang Kadiri employees, and to determine the indirect impact of transformational leadership style and motivation on performance through job satisfaction of PT. Bintang Kadiri employees as well as ascertaining the impact of job satisfaction has a significant impact on the performance of the company PT. Bintang Kadiri. The goal of this study, which involved 30 respondents, was to determine how transformational leadership style and motivation affect job satisfaction and how those factors affect the performance of PT. Bintang Kadiri personnel. The study's findings for the first hypothesis led to an explanation of how PT. Bintang Kadiri employees' job satisfaction is influenced by their motivation and transformational leadership style at the same time, the second premise can be justified by showing how the motivation and leadership style of PT. Bintang Kadiri personnel have an impact on their performance, the third theory is that employees of PT. Bintang Kadiri from Motivation perform better when their leaders adopt a transformational style, and the fourth hypothesis showed the employee performance at PT. Bintang Kadiri is significantly impacted by job satisfaction.

Keywords: Transformational Leadership Style, Motivation, Job Satisfaction, Performance



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INTRODUCTION

In a company, employees are an important asset that must be maintained. As a result, businesses often rely substantially on the performance of their employees, especially those providing technical and commercial services ([Al-Mailam, 2016](#); [Caves & Murphy, 2014](#); [Ranjbar et al., 2019](#)). As a result, these businesses must be able to maximize employee performance. An attempt to improve leadership, a dependable leadership style, and employee emotional intelligence that benefits both

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the business and its employees can be one way to increase employee performance ([Batool, 2013](#); [Endriulaitienė & Morkevičiūtė, 2020](#)).

Leadership is the process of influencing others to set organizational goals, inspiring followers to behave in a way that advances goals, and improving the group and its culture. Leadership is motivating and influencing skill others to achieve goals by gaining their respect, trust, and loyalty ([Andriani et al., 2018](#)).

In the theory of the origin of the birth of the state, we primarily encounter the term "Primus Interparens" which means that the main thing is among people, where a leader appears because of the advantages possessed by someone, such as someone's physical strength (large body, strong energy, very old age). But with the development of the times, leaders are no longer determined by mere physical superiority but are more determined by the way or style that person leads or influences his subordinates ([Nawaz & Khan, 2016](#)).

A good leader in carrying out his leadership is a point where the organization wants to improve and develop individual knowledge and abilities ([Maisyura et al., 2022](#)). By current and future needs. Whether or not a person succeeds in leading with the style he has certainly cannot be separated from other factors such as level of education, interest, motivation, enthusiasm, discipline, age level, gender, intelligence level, emotional level, available means, situation/condition, economic level, environment, and so on. Of the many factors that support the success of a leader, this article will raise the issue of where leadership is influenced by emotional intelligence ([Hu et al., 2022](#)).

Because leaders are crucial to enhancing employee performance, it is necessary to manage and oversee various subsystem activities inside the organization to maintain consistency with organizational goals ([Fernandez & Rainey, 2017](#)).

Additionally, a leader's capacity to inspire and empower their team members will have an impact on how well they work. Rapid technological and environmental change makes challenges that an organization can handle more flexible, which increases the need for leaders who can motivate and develop their teams to use their authority to accomplish organizational objectives and lead their teams to high performance ([Gad et al., 2022](#); [Gazi et al., 2022](#); [Hassi, 2019](#); [Raziq & Maulabakhsh, 2015](#)).

Leadership is defined as using influence to direct the activities and attitudes of others. It implies that force is not used. Coercion is not a part of leadership. Leadership and management are both important functions of an organization, although these two terms are often used interchangeably, these two functions are different. Management tends to support organizational stability, while leadership supports change ([Orgambidez et al., 2022](#)).

The role of human resources is a crucial fundamental part of every organization since it is dynamic, without diminishing the significance of other organizational components ([Wu, 2013](#)). Therefore, in their capacity as managers of human resources, leaders must adopt a leadership style that is suitable for the context and demands of the business ([Shao et al., 2016](#)). It happens when leaders

may cooperate and lessen the likelihood of conflict in work groups so they can accomplish the organization's goals ([Rahim, 2023](#)).

According to talent, experience, sincerity, and time constraints, a person's job performance or performance is the result of the work they put into completing the duties given to them ([Niati et al., 2021](#)). Performance is the outcome a worker achieves after carrying out tasks for a predetermined amount of time. The results gained are strongly influenced by employee performance ([Darmawan et al., 2020](#)).

For an organization, performance reviews are crucial ([Montero et al., 2018](#)). A company can determine the degree to which the human factor can support its goals with the help of this performance appraisal. Employees may become more motivated to work more effectively if their achievements are evaluated. As a result, accurate and reliable performance evaluation is necessary.

Leadership is a complex study because it is a very broad field, and many factors influence it ([De Nobile, 2018](#)). Besides being influenced by the leadership style itself, leadership is also influenced by motivational factors, level of education, insight, economics, IQ intelligence, EQ intelligence, and many other factors ([Alon et al., 2018](#)). An institution's leadership will have an impact on how well its personnel performs, and a firm is a place where both leaders and employees work. Of course, leadership theory also applies in general, where a variety of circumstances can affect leadership. It also is good.

Leadership

While transformational leadership has a role to be able to provide more positive encouragement for subordinates so that these subordinates are motivated to do more than what is expected toward increased performance and the influence of transformational leadership in motivating work, leadership is an activity or activity that influences subordinates or groups to achieve certain goals. The first step in making it more simple for a leader to progress in the organization is to empower the workforce ([Graves et al., 2013](#)).

Burns created the original theory of transformational leadership in 1978 based on a descriptive study on political leaders, and Bass and Avolio expanded on it in 1985. Transformational leadership is defined as a leadership style that inspires or motivates team members to do well, above and beyond what they had previously expected ([Simmons et al., 2021](#)).

Any scenario or culture can benefit from a transformational leadership approach, according to Bass and Timothy ([Anastasiou, 2020](#)).

Burns proposed the idea for the transformational leadership component, which was further refined by Bass and Avolio and comprises four dimensions:

- 1) Idealized influence (charisma): This leads to leadership conduct that demonstrates that followers try to work harder than what is anticipated. The leader is particularly admired, revered, and trusted by the followers.

- 2) Inspirational motivation: Leaders can pique followers' interest in group assignments and can say things that can boost followers' self-assurance in their capacity to finish duties and accomplish group objectives.
- 3) Intellectual stimulation: initiatives to promote followers' efforts to be more inventive and creative, where leaders urge followers to challenge presumptions, provide novel ideas and techniques, and reframe conventional wisdom.
- 4) Individual consideration: The leader acts as a mentor, coach, teacher, facilitator, trusted advisor, and counselor, paying close attention to each person's requirements to succeed and grow. Direct face-to-face contact and open lines of communication are maintained between leaders and their staff.

Motivation

A set of attitudes and beliefs known as motivation can persuade people to take certain actions following their objectives ([Russell Cropanzano & Citera, 1993](#)), these attitudes and values are something intangible that motivates people to act in a way that advances this purpose. Motivation is the force that drives an employee that raises and directs behavior ([Jaya et al., 2020](#)).

There are two types of motivation: internal and external motivation. Internal motivation concerns motivation from within, namely one's motives for behaving on impulse, which takes into account the strengths contained in an individual and his needs and desires. Weber states ([Weber, 2003](#)) that "Fees, working conditions, business policies, and work-related concerns like awards, promotions, and responsibilities are all examples of external motivation. External motivation also refers to motivation and encouragement that comes from beyond the workplace."

Extrinsic and intrinsic variables, respectively, cause motivation to develop. Human characteristics such as attitudes, personalities, education, experience, knowledge, and ideals are examples of intrinsic elements. Extrinsic elements, however, come from sources independent of the individual ([Legault, 2020](#)). This factor can be in the form of a superior's leadership style, someone's encouragement or guidance, situation developments, and so on. Both of these factors, both intrinsic and extrinsic factors arise because of a stimulus ([Buble et al., 2014](#)).

Work motivation factors in organizations, they are: 1. Different individual characteristics; 2. Characteristics of different jobs; 3. Organizational characteristics ([Riyadi, 2013](#)). Several experts put forward motivational theories including Maslow's Hierarchy of Need Theory, Herzberg's Two Factors Theory of Motivation (the two Factors Theory), Douglas McGregor's "Theory X and Theory Y", ERG Theory (Existence, Relatedness, Growth) from Aldefer, Instinct Theory, Drive Theory, and Field Theory.

Employee performance

The most crucial step a person can do to advance their career is to execute decent, moral work. The concept of performance is referred to as performance. "Performance" (or "work achievement") ([Anitha, 2014](#)), "is a consequence of work achieved by a person in carrying out the responsibilities allocated to him based on skills, experience, sincerity, and time." ([Niati et al., 2021](#)).

Performance, according to ([Maryani et al., 2021](#)), is the output brought about by a job's or a profession's functions or indications at a particular period. The implementation of a person's or group's work results, which is the authority and obligation of an organization, is the work function being discussed here. While both internal and external factors can have an impact on how well an individual or organization performs at work.

Intelligence, talents, emotional stability, motivation, role perception, family circumstances, the physical condition of an individual, and workgroup characteristics are internal elements that influence employee success ([Cook & Artino Jr, 2016](#)). While external factors include laws governing the workplace, consumer preferences, rival businesses, social values, labor unions, the state of the economy, shifts in workplaces, and market conditions. Implementing work performance results is intended to help the organization reach its objectives within a specific time frame ([Honig, 2019](#)).

Several dimensions of job performance criteria were included in a set of questions used by Bernardin and Russell ([Anugrah & Priyambodo, 2022](#)) to assess employee performance. There are six criteria used to evaluate an employee's performance, including:

- 1) Quality: This is the outcome of the employees' diligent labor toward the objectives established by the prior organization.
- 2) Quantity: This is the outcome of the effort put forth by personnel to reach the highest scale permitted by the business.
- 3) Timeliness: Workers can adhere to the company-established normal working hours.
- 4) Cost Effectiveness: This refers to the best and most effective utilization of human resources.
- 5) Need for Supervision: This refers to an employee's capacity to perform well with or without company supervision.
- 6) Colleague Relations (Interpersonal Impact): When workers feel good about their work, they strive harder to perform at their highest levels.

METHOD

The scope of research

It is vital to narrow the scope when considering the many aspects that affect performance and are so broad because doing so will undoubtedly hide the existence of the problems being investigated. In addition, there is a lack of time and energy, which is why this study focuses on staff performance, motivation, and transformational leadership. The leadership style and motivation connected to employee performance will be chosen as the study's title based on the aforementioned factors.

Time and Location of Research

PT Bintang Kadiri in Kediri was chosen as a place to conduct this study. It is located at Jl. Tunggul Wulung 189 Gampengrejo. For three (3) months, the researcher had been set aside for the research at PT Bintang Kadiri.

Population, Sample, and Sampling

A population, in Hadi's definition (2004: 182), is a group of inhabitants or individuals who share at least one trait. PT Bintang Kadiri personnel are the study's target population.

The participants in this study are staff members of PT. Bintang Kadiri. The authors choose the research sample after taking into account the substantial workforce of PT. Bintang Kadiri, as well as the restricted time and resources. The respondents chosen for the study's sample were chosen at random from a group of 30 permanent employees using a purposive sampling technique.

Variable Type

Two independent variables—transformational leadership style (X1) and motivation (X2)—are present in this study. Employee Performance, however, is the dependent variable (Y).

Table 1 Operational Research Variables

Construct Variable	Indicator	Variable Definitions	Source (related research)
Transformational Leadership Style	Idealized influence	For their employees, transformational leaders exhibit role models behavior. Such leaders are typically regarded and trusted.	Andira and Subroto (2003), Barbuto, 1997 in Aarons, 2006
	Inspirational motivation	Transformational leaders act in a way that inspires and motivates others around them.	
	Intellectual stimulation	By challenging presumptions, minimizing issues, and taking a fresh perspective to familiar circumstances, transformational leaders encourage the efforts of their followers to be innovative and creative.	

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	Individualized consideration	When acting as a coach or mentor, transformational leaders show a specific care for the needs of individuals in order to help them accomplish and grow.	
Motivation	Internal motivation	A person's motives behave on their impulse, which considers the strengths contained in an individual and his needs and desires	Moekijat (2002), (Wursanto, 1989).
	External motivation	External motivation and encouragement	
Employee performance	Quality	It is the extent to which the process or outcomes of putting actions into action are nearly flawless or nearly in line with the desired outcomes.	Widodo (2011), Bernardin dan Russel (1993:383)
	Quantity	It is the quantity generated, measured, for instance, in millions of rupiah, the number of units, and the number of activity cycles successfully completed.	
	Punctuality	It measures how well tasks are executed on schedule while considering other outputs' coordination and available time for other tasks into consideration.	

Cost Effectiveness	The extent to which organizational resources (human, financial, technological, and material) are used to their fullest potential in order to maximize results or minimize losses from each unit of resource consumption.
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Data Type

This study makes use of quantitative data of this kind.

When analyzing data from a quantitative study, statistics are used, including: 1. Statistical Description, which describes each variable using average, mode, standard deviation, tables, and graphs. 2. Impressive statistics, notably the use of correlation and regression testing prior to the competency exam. Tests for homogeneity, data normalcy, and analysis criteria. Both the homogeneity and normality tests employed the Barlet and Liliefars tests, and all testers used a significance threshold of 0.05.

Data source

When looking at the data's source, asserts that both primary and secondary sources can be used in data collection ([Silalahi et al., 2022](#)),

Data collection technique

Data collection techniques are as follows:

- 1) Questionnaire
- 2) Interview
- 3) Observation (Observation)
- 4) Documentation

Data analysis method

The data analysis technique employed in this study is multiple regression analysis, which aims to determine whether there is a relationship between leadership style and emotional intelligence.

RESULT AND DISCUSSION

Respondent Profile

30 permanent employees of PT. Bintang Kadiri, Kediri participated in the study as respondents, with 22 males (73%) and 8 women (27%) making up the total. Respondents by age ranged from the age group of 20-30 years, 30-40 years, 40-50 years, to the age group of 50-70 years. With the predominance of the age of the respondents who were aged 30-40 years as many as 11 people (36%), the smallest number aged 40-50 years was only 5 people (17%).

As for the Education Level of Employees at PT. Bintang Kadiri with the smallest number, namely 1 person (3%) each, has the lowest education level, namely Elementary School, and the highest education level is Master. High school education dominates as many as 21 people (63%). The most positions held were technicians, namely 10 people (34%), and those with at least 3 positions at the same time, namely Director, HR, and Financial Staff, each with 1 person (3%).

Analysis of Research Results

The results of the research instrument utilized were valid when the Pearson product-moment correlation index value with a significant level of 5% was greater than 0.3, according to testing of the research instrument's validity and reliability on 30 respondents. While the Cronbach alpha method was employed for the reliability test, the statement that an instrument is dependable can be made when the alpha coefficient (α) is larger than 0.5. Based on the findings of the validity and reliability tests conducted on the instrument items used in the study, it can be concluded that all research instrument items are valid and reliable due to their compliance with the testing requirements for both validity and reliability. The instrument items in the study had scores of 0.912 (α) for transformational variables and 0.918 (α) for motivation.

The following summary shows the outcomes of multiple linear regression analysis between the independent factors and the dependent variable:

Recapitulation of Multiple Regression Analysis Results
Independent Variables on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.784	.768	4.80481
a. Predictors: (Constant), X2, X1				

The R square value is 0.784, or 78.4%, which indicates that X1 and X2 can account for 78.4% of the variation in performance changes, with the remaining 21.6% being explained by other factors not included in the model.

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ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2258.040	2	1129.020	48.905	.000 ^a
	Residual	623.327	27	23.086		
	Total	2881.367	29			
a. Predictors: (Constant), X2, X1						
b. Dependent Variable: Y						

Fcount = 48,905 with sig. F = 0.000 (less than <0.05), because <5%. We might therefore say that X1 and X2 simultaneously (together) have a significant effect on performance.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.024	6.178		1.784	.086
	X1	.578	.132	.619	4.395	.000
	X2	.276	.124	.315	2.238	.034
a. Dependent Variable: Y						

The regression equation is calculated using the data in the table above and is as follows:

$$Y = 11.024 + 0.578 X1 + 0.276 X2$$

It follows from the equation above that:

If the concepts of transformative (X1) and motivation (X2) do not change (are constant), then the level of employee performance is 11.024 (a = a constant of 11.024).

While the motivational variable (X2) is fixed (constant), the regression coefficient for the transformational variable (X1) is 0.578, which means that if the transformational variable changes by one unit, employee performance (Y) will change by 0.578 units in the same direction.

While the transformational variable (X1) is fixed (constant), the regression coefficient for the motivational variable (X2) is 0.276, which means that if the motivational variable changes by one unit, employee performance (Y) will change by 0.276 units in the same direction.

Multicollinearity Test and Heteroscedasticity Test

Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,024	6,178		1,784	,086		
	X1	,578	,132	,619	4,395	,000	,404	2,476
	X2	,276	,124	,315	2,238	,034	,404	2,476

a Dependent Variable: Y

The output indicates that all independent variables have tolerance values greater than 0.10, which is known. All independent variables' VIF values are less than or equal to 10.00. VIF X1 value is 2.476 and VIF X2 is 2.476. They are all smaller than 10 so there is no multicollinearity problem. From the values above, it is concluded that there is no multicollinearity.

Heteroscedasticity Test

Correlations

			X1	X2	ABSRES
Spearman's rho	X1	Correlation Coefficient	1,000	,737**	,192
		Sig. (2-tailed)	.	,000	,309
		N	30	30	30
	X2	Correlation Coefficient	,737**	1,000	,073
		Sig. (2-tailed)	,000	.	,702
		N	30	30	30
	ABSRES	Correlation Coefficient	,192	,073	1,000
		Sig. (2-tailed)	,309	,702	.
		N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, the results show that the Spearman rank correlation between X1 and Ut is 0.309, and the Spearman rank correlation between X2 and Ut is 0.702. We can say that the significance value (α) used is 5%, then the heteroscedasticity problem can be said not to occur because all Spearman rank correlation values are greater than 0.05.

Hypothesis Testing Results

1. H1 Test (t-test)

The hypothesis number one is that "transformational leadership style has a significant impact on employee performance." It is known from multiple linear regression analysis that the regression coefficient of the transformational leadership style variable (b_1) is 0.578 or has a positive value,

indicating that the transformational leadership style has a favorable impact on worker performance. The tcount value is 4.395 with a significance level of 0.000 according to the analysis performed using the SPSS program. Due to the significance value of 0.000 0.05, Ho is rejected. As a result, the tcount value is 4.395 and the sig.t value is 0.000 (5%), indicating that X1 partially influences Y in a substantial way.

2. H2 Test (t-test)

"Motivation Affects Employee Performance" is the proposed H2. Given that the regression coefficient of the variable Motivation (b2) is 0.276, or positive, as determined by multiple linear regression analysis, it is safe to conclude that employee performance is positively impacted by motivation. According to the SPSS tool's analysis, the tcount value is 2.238 and has a significance level of 0.034. Due to the significance value of 0.034 0.05, Ho was disqualified. As a result, the tcount value is 2.238 and the sig.t value is 0.034 (5%), indicating that X2 partially affects Y in a substantial way.

3. Simultaneous Test (Test F)

"Transformational Leadership Style and Motivation Affect Employee Performance" is the third hypothesis put out. Since each independent variable's regression coefficient is positive according to multiple linear regression analysis, it can be concluded that both motivation and transformational leadership have a favorable impact on employee performance. Using the SPSS computer tool for analysis, the Fcount value was determined to be 48,905 with a significance level of 0.000. Ho is disregarded; 0.000 0.05 is the significance value. Therefore, it can be inferred from the fact that motivation (X2) and transformational leadership style (X1) both concurrently (together) have a substantial impact on performance (Fcount = 48,905 with sig. F = 0.000; less than 0.05).

4. Coefficient of Determination

The coefficient of determination (R²) based on data analysis using the SPSS computer tool is 0.784. This indicates that 78.4% of performance change variations may be accounted for by motivation (X2) and transformational leadership style (X1), with the remaining 21.6% being explained by other variables not included in the model.

CONCLUSION

It is possible to draw the following conclusion from the findings and discussion above:

1. Both motivational factors and a transformative leadership style have an impact on how well PT. Bintang Kadiri, Kediri personnel perform. Employee performance at PT. Bintang Kadiri, Kediri is partially significantly impacted by the second component (transformational leadership style and motivation).
2. Variable transformational leadership style has the most impact on the output of PT. Bintang Kadiri, Kediri personnel.

The following recommendations can be made in light of the study's findings, analysis, and conclusions:

1. Leaders should continue to work to preserve and enhance their transformational leadership style toward their people if they want to boost the performance of PT. Bintang Kadiri, Kediri. And it is intended that the leaders of each work division will spread this transformational leadership approach throughout the entire organization.
2. The leadership of PT. Bintang Kadiri, Kediri should continue to work on providing training in order to allow the indicators of employee motivation to develop so that it is hoped that they will be able to improve the performance of PT. Bintang Kadiri, Kediri. This will help to improve the performance of the employees of the company.

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