

The Influence of Transformational Leadership and Work Motivation on Employee Performance

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Abstrack. This study aims to determine the effect of transformational leadership and work motivation on the performance of employees of the General and Financial Bureau of Gorontalo State University, both partially and simultaneously. The approach in this research is quantitative. This research uses a survey method with a research design in the form of causality and a quantitative approach. The data analysis technique used is multiple regression. The results showed that (1) Transformational leadership has a positive effect on employee performance at the General and Financial Bureau of Gorontalo State University with a coefficient of determination of 29.70%. (2) Work motivation has a positive effect on employee performance at the General and Financial Bureau of Gorontalo State University with a coefficient of determination of 29.72%. (3) Transformational leadership and work motivation together have a positive and significant effect on employee performance at the General and Financial Bureau of Gorontalo State University with a coefficient of determination of 59.42%. While the remaining 40.58% can be explained by other variables not examined in this study such as remuneration variables, intellectual intelligence, emotional intelligence, spiritual intelligence of employees and employee career development.

Keywords: Performance, Transformational Leadership, Motivation.

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INTRODUCTION

Human resources are the main component of an organisation that is the planner and active actor in every organisational activity. In organisations, the most important element besides leadership style, especially for transformational leadership, is the motivation of subordinates. According to Yukl (2015), transformational leadership is a process by which leaders and members raise themselves to a higher level of morality and motivation.

Motivation is a tool so that employees want to work hard and work smart as expected. Employees need to be motivated because there are employees who want to work after being motivated. If someone succeeds in achieving his motivation, then he tends to continue to be motivated (Usman, 2009). Motivation or drive to work is very important in determining the high and low performance of the organisation. Motivation also encourages a person to work better in order to achieve the expected performance, so as to get what is needed in completing a more effective and efficient performance in achieving organisational goals.

Performance basically focuses the problem on the process of planning, implementation, and also the results obtained after carrying out the work. In government agencies, performance is commonly referred to as an answer to the success or failure of the initial objectives of the work programme and policies that have been set. The matter of performance is very important, because performance is one of the most important benchmarks of organisational quality. Improving the performance of government apparatus is one of the development strategies for a country in carrying out its state process (Wibowo, 2007).

Related to the influence of transformational leadership and work motivation on performance, this research was conducted at Gorontalo State University as one of the largest state universities in Gorontalo Province. Based on initial observations made and supported by various existing information, there is a gap between what should be or what is expected by the organisation. There are still many employees who have less than optimal performance, this is evidenced by some employees who often arrive late, are often not in the office during working hours, like to procrastinate in completing work, and not a few employees who do not understand and know their main tasks and functions. This will lead to a decrease in the resulting performance.

Various performance problems from these employees can be seen from the level of employee punctuality and various deductions due to suboptimal employee performance. Every month employees have a fairly high tardiness where the highest is in January with an average of each employee being late up to 14.86 days out of 26 working days in 1 month. Then it can also be seen that there are also employees with salary and allowance deductions due to various poor work achievements, the highest in April with deductions of more than 25% for the average employee.

Employee performance will certainly not improve by itself without concrete efforts from the organisation. Efforts from leadership factors and employee work motivation at BUK UNG are expected to affect employee performance. Leadership is the science and art of influencing people or groups to act as expected to achieve goals effectively and efficiently. An organisation without a leader will be ineffective in the work done by employees, therefore there must be a leader who commands, makes policies, and directs subordinates to achieve organisational goals.

This issue is interesting to study to prove the assumptions that transformational leadership factors and work motivation will affect employee performance at the General and Financial Bureau of Gorontalo State University..

LITERATURE REVIEW

1. Employee Performance

Performance is the quantity or quality of something produced or services provided by someone who does a job (Luthans, 2005). In line with Luthans, Mangkunegara (2017) defines that performance (work performance) is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, Rivai and Basri (2018) explain that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon. According to Robbins (2006) there are 5 (five) indicators to measure individual employee performance, namely quality of work, quantity of work, timeliness, effectiveness and independence.

2. Transformational Leadership

Transformational leadership is a leadership style that focuses on inspiring, influencing, and driving positive change in an organisation or group. This leadership style places emphasis on developing a clear vision, motivating employees, and creating an environment where team members feel motivated and engaged to achieve common goals. According to Wibowo (2017) transformational leadership is a leadership perspective that explains how leaders change teams or organisations by creating, communicating and modelling a vision for the organisation or work unit and inspiring workers to strive to achieve that vision.

Transformational leadership indicators according to Bass and Avolio (in Siswatiningsih, et al., 2018) consist of idealised influence, inspirational motivation, intellectual stimulation and individualised consideration.

3. Work Motivation

Motivation is a desire within a person that causes that person to take action (Mathis, 2011). Work motivation according to McClelland (in Suwanto, 2020) is a set of forces both from within and from outside a person that encourages to start work behaviour according to a certain format, direction, intensity and time period. According to Herzberg (in Luthans, 2011), motivation indicators consist of Achievement (success), Recognition (recognition), Work it self (the work itself), Responsibility (responsibility) and Advancement (development).

METHOD

This study aims to investigate the effect of transformational leadership and work motivation on employee performance at the General and Financial Bureau of Gorontalo State University, both partially and simultaneously. This research uses a quantitative approach with survey method. The research design used is causality. The population of this study were employees at the General and Financial Bureau of Gorontalo State University. Samples were taken from the population using certain relevant sampling techniques. The research instrument was a questionnaire developed based on literature related to transformational leadership, work motivation, and employee performance. The validity and reliability of the instrument were tested prior to data collection. Data obtained from the

questionnaire will be analysed using multiple regression techniques. This technique will be used to test the effect of transformational leadership and work motivation on employee performance, both partially and simultaneously.

RESULTS AND DISCUSSION

1. Descriptive Statistics

The results of descriptive analysis for each variable in this study are presented as follows.

Table 1. Descriptive Analysis Results

Number	Descriptive	Transformational Leadership	Work Motivation	Employee Performance
1	Min	46.00	41.00	47.00
2	Max	75.00	75.00	75.00
3	Mean	62.02	61.31	62.11
4	Std Dev	7.58	6.85	6.12
5	% Variable Score	82.69%	81.75%	82.82%
6	Score Criteria	Right	Right	Right

Source: Excel Data Processing, 2020

Based on the results presented in Table 1, it can be observed that the variable of Transformational Leadership exhibits a fairly wide range of values, with a minimum value of 46.00 units and a maximum value reaching 75.00 units. The average value of this variable is 62.02 units with a standard deviation of 7.58 units. The overall score for Transformational Leadership reaches 82.69%, categorizing it as "good". This indicates a positive quality of transformational leadership within the studied context.

Furthermore, the findings from Table 1 also indicate that the Work Motivation variable has a range of values between 41.00 to 75.00 units. The average value is 61.31 units with a standard deviation of 6.85 units. In this regard, the Work Motivation variable demonstrates strong integrity, with a percentage score of 81.75%. This highlights a high level of motivation within the work environment, which can positively impact employee performance.

Moreover, the depicted results from Table 1 also shed light on the Employee Performance variable. The range of values for this variable spans from 47.00 to 75.00 units, with an average value of 62.11 units and a standard deviation of 6.12 units. Employee performance in the General and Finance Bureau of Gorontalo State University receives a score of 82.82%, indicating good and quality performance.

Overall, Table 1 portrays an analytical outcome that demonstrates positive quality across three main variables: Transformational Leadership, Work Motivation, and Employee Performance. These findings provide an overview that the work environment in the General and Finance Bureau of Gorontalo State University possesses favorable aspects of leadership, strong motivation, and high-quality employee performance.

2. The Result of Multiple Regression Data Analysis

The results of data analysis are a description of the results of hypothesis testing, regression equations to the coefficient of determination. The test results can be presented below:

Table 2. Multiple Regression Analysis Results

No	Type of Test	Statistics	Transformational Leadership	Work Motivation
1	Regresi Berganda	Alpha (α) Beta (β)	14.011 0.326	0.357
2	Uji t (Parsial)	t_{hitung} P-Value	3.480 0.001	3.482 0.001
3	Uji F (Simu ltan)	F_{hitung} P-Value	42.451 0.000	
4	Koefisien Determinasi	R^2 Adj R^2	0.5942 0.5800	

Source: Data Processing, 2020

Based on the above Table 2, hypothesis testing and regression analysis were conducted to reveal the relationship between the studied variables. Multiple regression analysis was employed to assess the influence of several independent variables on the dependent variable. Once it was confirmed that the classical assumptions were met, the next step involved constructing a multiple regression model based on the available data. This model was subsequently interpreted according to the direction and sign of the effects of the independent variables on the dependent variable.

In the results of the analysis shown in Table 2, a multiple linear regression model is formulated as follows.

$$\hat{Y} = 14,011 + 0,326X_1 + 0,357X_2 + e$$

The analysis results from Table 2 reveal several important findings regarding the constructed multiple linear regression model. First, through significance testing, it is found that the significance value for the Transformational Leadership variable is smaller than the probability value of 0.05, specifically ($0.001 < 0.05$). This indicates that Transformational Leadership has a positive and significant influence on Employee Performance in the General Affairs and Finance Bureau of Gorontalo State University.

Second, the analysis results also show that the significance value for the Work Motivation variable is greater than the probability value of 0.05, that is ($0.001 > 0.05$). Despite this, it remains important as it demonstrates that Work Motivation has a positive and significant influence on Employee Performance in the General Affairs and Finance Bureau of Gorontalo State University.

Furthermore, based on the obtained F-test value of 42.451, compared to the critical F-table value at a 5% significance level with degrees of freedom $df_1 = 2$ and $df_2 = 58$, it is observed that the calculated F-test value exceeds the tabulated value. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Consequently, it can be concluded that collectively, the independent variables (Transformational

Leadership and Work Motivation) have a positive and significant impact on the dependent variable (Employee Performance in the General Affairs and Finance Bureau of Gorontalo State University).

3. Coefficient of Determination

Based on the results of the coefficient of determination analysis in table 2, the Adjusted R Square value is 0.5942. This value shows that 59.42% of the variability in employee performance at the General and Financial Bureau of Gorontalo State University can be explained by transformational leadership and work motivation, while the remaining 40.58% can be explained by other variables not examined in this study such as remuneration variables, intellectual intelligence, emotional intelligence, employee spiritual intelligence and employee career development.

Furthermore, the partial coefficient test is carried out. The test results for the partial determination coefficient are described in the following table.

Table 3 Partial Coefficient of Determination

Model	Standardized Coefficients	Correlation	Determination Value	%
Transformational Leadership	0.416	0.714	0.2970	29,70%
Work Motivation	0.416	0.714	0.2972	29,72%
Simultaneous Coefficient of Determination			0,5942	59,42%

Source: SPSS 21 Processed Data, 2020

4. The Effect of Transformational Leadership on Employee Performance at the General and Financial Bureau of Gorontalo State University

The results of the analysis of respondents' answers found that the lowest value of the transformational leadership variable was 46.00 units. The highest value is 75.00 units. The average value and standard deviation are 62.02 units and 7.58 units, respectively. Then the transformational leadership variable score is 82.69% which is in the "good" category. This shows that employees at the General and Financial Bureau of Gorontalo State University feel that there is an appropriate and effective transformational leadership style applied by the leadership in order to carry out their duties and responsibilities as leaders in public sector organisations. Leaders who tend to have a transformational leadership style will always try to give trust to employees in carrying out their duties so that employees are optimal in achieving meaningful goals in accordance with the predetermined achievement targets.

The results of regression testing, especially for the formulation of the first hypothesis, show that the tcount value obtained is greater than the ttable value. The significance value of transformational leadership is smaller than the probability value of 0.05, or the value (0.001 < 0.05), then transformational leadership has a positive and significant effect on employee performance at the General and Financial Bureau of Gorontalo State University. The coefficient of regression for testing the first hypothesis is positive. The positive t value indicates that there is a unidirectional relationship between

transformational leadership and employee performance at the General and Financial Bureau of Gorontalo State University. This means that the better and more effective the transformational leadership model applied by the leadership, the higher the quality of employee performance at the General and Financial Bureau of Gorontalo State University.

The results of the study that found there was an effect of transformational leadership on employee performance at the General and Financial Bureau of Gorontalo State University are in line with and support the statement of Sedarmayanti (2011) that transformational leadership in principle motivates subordinates to do better than what is usually done, in other words, it can increase the trust or confidence of subordinates which will affect work improvement. A leader must be able to generate high work motivation from his employees to carry out the tasks assigned. Employees feel that they have high motivation to carry out their work so that the resulting performance will be better and improve. Superior performance will be found with strong motivation and enthusiasm to realise it, the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. Good performance management can improve the performance of organisations, groups and individuals driven by groups and leaders. In essence, performance management is a process undertaken jointly by managers or leaders and the individuals and groups they manage. The process is based more on principles of management by agreement than management, although it does include the need to equalise high performance expectations.

5. The Effect of Work Motivation on Employee Performance at the General and Financial Bureau of Gorontalo State University

The results of the analysis of respondents' answers found that the lowest value of the work motivation variable was 41.00 units. The highest value is 75.00 units. The average value and standard deviation are 61.31 units and 6.85 units, respectively. Then the work motivation variable is located in the integrity criteria with a percentage score of 81.75%. This shows that employees at the General and Financial Bureau of Gorontalo State University have high motivation in carrying out and completing tasks and mandates in work where this is indicated by recognition from the work environment for work achievements so that it will stimulate employees to achieve better performance results. Increased work motivation will have a positive impact on achieving optimal performance in the organisation, especially in achieving the mission and objectives.

This result is in accordance with the opinion of Rivai (2018) that work motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Motivation is something that raises the spirit or drive of work, so that the strength or weakness of employee work motivation also determines performance because a person's performance depends on the strength of his motive. The motive referred to here is the desire and drive or movement that exists within each individual to achieve a goal. Someone who has high motivation, he will work hard, maintain a hard work pace, and have self-controlled behaviour towards important goals. Thus, the high motivation of an employee at work will result in high performance as well.

The results of regression testing, especially for the formulation of the second hypothesis, show that the tcount value obtained is smaller than the ttable value. The

significance value of work motivation is greater than the probability value of 0.05, or the value ($0.001 < 0.05$), so work motivation has a positive and significant effect on employee performance at the General and Financial Bureau of Gorontalo State University. The coefficient of regression for testing the second hypothesis is positive. The positive t value indicates that there is a unidirectional relationship between work motivation and employee performance at the General and Financial Bureau of Gorontalo State University. This means that the higher the work motivation in carrying out the mandated tasks, it will support the high performance of employees at the General and Financial Bureau of Gorontalo State University.

The results of the study which found that there is a positive and significant effect of work motivation on employee performance at the General and Financial Bureau of Gorontalo State University are in line with and support the statement from Ndraha (2013) that Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. Motivation is a generalised notion that uses the whole class of drives, wants, needs, expectations and similar forces. To say that managers motivate their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner in achieving good performance.

6. The Effect of Transformational Leadership and Work Motivation Simultaneously on Employee Performance at the General and Financial Bureau of Gorontalo State University

The results of the analysis of respondents' answers found that the lowest value of the employee performance variable was 47.00 units. The highest value is 75.00 units. The average value and standard deviation are 62.11 units and 6.12 units, respectively. Then the score for the employee performance variable at the General and Financial Bureau of Gorontalo State University is 82.82% which is located in good or quality criteria. This shows that employees of the General and Financial Bureau of Gorontalo State University are able to produce quality performance in accordance with the set work targets. If this continues to be optimised, it will make the performance of the organisation (institution) better and in accordance with the expectations of all parties for the achievement of administrative and financial management at Gorontalo State University.

The results of regression testing, especially for the formulation of the third hypothesis, show that the F-count value obtained is far greater than F_{table} so that transformational leadership and work motivation together have a positive and significant effect on employee performance at the General and Financial Bureau of Gorontalo State University. The R Square value is 0.5942. This value shows that 59.42% of the variability in employee performance at the General and Financial Bureau of Gorontalo State University can be explained by transformational leadership and work motivation, while the remaining 40.58% can be explained by other variables not examined in this study such as remuneration variables, intellectual intelligence, emotional intelligence, employee spiritual

intelligence and employee career development. The results of the partial coefficient of determination found that 29.70% of the ability of the transformational leadership variable to influence employee performance at the General and Financial Bureau of Gorontalo State University. Meanwhile, 29.72% of the ability of the work motivation variable to influence employee performance at the General and Financial Bureau of Gorontalo State University.

This is in accordance with the opinion of Hanafi (2018) that leadership and motivation are potential factors in improving employee performance in an organisation. This opinion is also supported by Armstrong (in Viorany, 2018) who explains that in organisations, motivation from leaders has an important role, because motivation is directly related to the human element. The right motivation will be able to advance and develop the organisation. The human element in the organisation consists of two groups of people, namely people who lead and people who are led. In accordance with the nature of motivation, namely that it is a stimulus for the motives of people's actions, the people who lead (management) must be able to create motivation that is able to foster people's motives so that they want to act in accordance with the will of the organisation. An employee's motivation to work is usually shown by continuous, goal orientated activity.

CONCLUSION

Based on the results of the research and analysis conducted, it can be concluded that transformational leadership has a significant positive impact on the performance of employees in the General and Financial Bureau of Gorontalo State University. This is reflected in the coefficient of determination value of 29.70%, indicating that the more effective the transformational leadership model implemented by the leaders, the higher the quality of employee performance in the General and Financial Bureau of Gorontalo State University. Furthermore, the findings also reveal that work motivation has a positive influence on employee performance in this institution, as evidenced by the coefficient of determination value of 29.72%. This result confirms that a higher level of work motivation in carrying out assigned tasks will positively affect the performance of employees in the General and Financial Bureau of Gorontalo State University.

The significance of these two factors becomes even more apparent when examining their combined influence on employee performance. Transformational leadership and work motivation, when applied simultaneously, have a positive and significant influence on employee performance in the General and Financial Bureau of Gorontalo State University, with a coefficient of determination reaching 59.42%. However, there is a portion of employee performance variability, amounting to 40.58%, that is not covered in this study and could possibly be explained by other factors such as remuneration, intellectual intelligence, emotional intelligence, spiritual intelligence of employees, as well as employee career development. Therefore, these findings offer valuable insights for the management of Gorontalo State University to further optimize these two aspects in order to enhance employee performance in the General and Financial Bureau, while also considering other potential variables that could contribute to achieving comprehensive performance improvement..

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