The Effect Of Transformational Leadership And Work Motivation On Employee Performance At Politechnic Piksi Input Serang

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Abstract: The purpose of this study was to determine the effect of transformational leadership and work motivation on employee performance at the Politeknik Piksi Input Serang.

This research uses quantitative method. This research was carried out at the Politeknik Piksi Input Serang with 55 respondents. The primary data in this study were in the form of observations and questionnaires (questionnaires) which the authors distributed to the respondents, while the secondary data in this study was a literature study. The data was then analyzed using the instrument validity test, instrument reliability test, descriptive analysis, classical assumption test, multiple linear regression analysis, hypothesis analysis (t test and f test) and coefficient of determination analysis. Through computer assistance using the SPSS version 25.0 program.

The results showed that transformational leadership and work motivation had a positive or significant effect on employee performance at the Politeknik Piksi Input Serang. This can be seen from the results of the F test, the calculated f value is 298,161. by using the level of confidence (5%). It is known that F table with a value of n = 35 is 3.27. Which means Ha is accepted and Ho is rejected.

Keywords: Transformational Leadership, Work Motivation and Employee Performance.

INTRODUCTION

Each organization consists of two or more people in which these people carry out all activities to achieve a goal and target, including those involved in the company's operational activities starting from the lowest position level to the top position level.

One of the factors that influence the achievement or failure of organizational goals and objectives is the human factor. This is because in the organization there is a need for coordination of tasks, authority and cooperation of everyone in the organization. Thus, the work behavior of everyone in the organization becomes an important thing to pay attention to, therefore it is important for the organization to have good human resources according to the expected competencies in order to be able to contribute to the achievement of organizational performance.

A good organization must pay attention to important aspects of employee performance because it can encourage achieving goals, employee performance can be interpreted as the result of abilities or competencies according to their duties and responsibilities to achieve work performance, good and bad employee performance can be seen from the results of employee performance appraisals conducted by the organization. With the assessment of employee performance, employees are aware that during work appraisal activities will be carried out, so that it will indirectly provide motivation in themselves to work well in order to produce work performance.

Based on the table data above, it can be seen that the recapitulation of employee absence reports at the Piksi Input Serang Polytechnic from July 2021 to December 2021 with a total of 55 employees gave reasons for absence, including without information, illness and permission.

Recapitulation of Employee Absence Report
Piksi Input Serang Polytechnic
July – December 2021
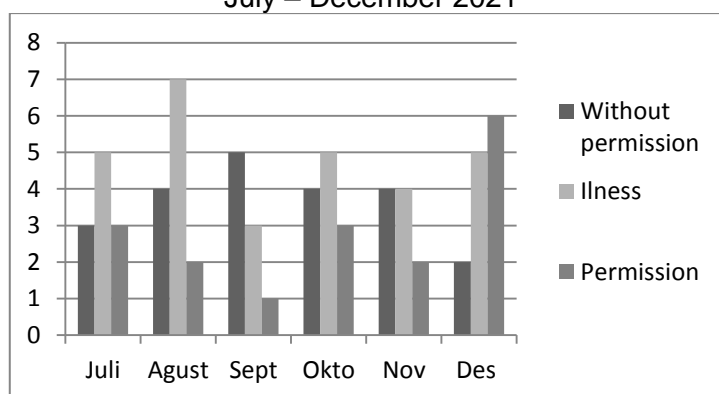
Based on the assessment of tidiness, thoroughness, ability, responsibility, cooperation, cohesiveness and initiative is still in the good category with a good assessment percentage of more than 70% of 100%, but in the attendance assessment is not good with a good assessment percentage of 40% of 100%.

This research is significant with the research of Ujang Tri Cahyono, Mohamad Syamsul Maarif and Suharjono (2014) and Roy Johan Agung Tucunan, Wayan Gede Suparth and I Gede Riana (2014) and with insignificant results in the research of Nurdin and Rohendi (2016) and Agnia Nada Insani (2020) on Transformational Leadership on Employee Performance. Meanwhile, in the variable of Work Motivation on Employee Performance, the results were significant in the research of Olivia Theodora (2015) &; Andi Kafrawi Jafar (2018) and the results were not significant in the research of Anak Agung Ngurah Bagus Dhermawan (2012) &; Febrian Kurnia Akbar (2013).

Based on the problems and research gaps above, researchers want to know the effect of transformational leadership and work motivation on employees, so the author is interested in discussing these problems in the final report entitled "The Effect Of Transformational Leadership And Work Motivation On Employee Performance At The Polytechnic Piksi Input Serang".

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1. Transformational Leadership

According to Overton in Siswoyo Haryono (2015: 3) defines leadership as "the ability to get work done with and through others while gaining their confidence and cooperation". That is, the ability of a person to move or invite others, in this case subordinates to achieve the goals of his organization.

According to Lickona in Urip Triyono (2019: 102): "Transformational leadership focuses on how to apply character values from very simple things that will ultimately have a very big impact in the future for every individual who is able to carry out the character values themselves well". Devanna in Urip Triyono (2019: 104) states that transformational leaders have several characteristics as identifying themselves with change, being brave, trusting others, driving motor of value and so on.

Hartanto in Urip Triyono (2019: 106), the concept of transformational leadership behavior is realized in direct interaction in moving organizations and institutions. Transformational leaders are required to play an intensive role in terms of initiation of explanatory and situational structures, considerations that strengthen the group, and broad-minded competencies.

2. Work Motivation

According to Donni June Priansa (2014:200): "Motivation comes from the Latin word "Movere" which means drive, driving force or force that causes an action or deed. The word "Mover" in English is often equated with "Motivation" which means giving motives, imitating motives or things that cause encouragement or circumstances that cause encouragement".

Mangkunegara in Ferdinatus Put (2020: 16) elaborates theories of work motivation which include needs theory. Need can be defined as a gap or conflict experienced between a reality and the impulse that exists within oneself. Maslow in Ferdinatus Put (2020: 16) suggests that the hierarchy of human needs is physiological needs, the need for security, the need to feel belonging, the need for self-esteem and the need to actualize themselves.

3. Employee Performance

According to Bintoro and Daryanto (2017: 106): "Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Understanding performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him".

There are several requirements for good performance benchmarks according to Bintoro and Daryanto (2017: 106), namely: Able to be measured in a trustworthy way, Able to distinguish individuals according to their performance, Must be sensitive to input and actions from office holders, and Must be acceptable to individuals who know their performance is being assessed.

HYPOTHESIS

1. Hypothesis 1

HO 1 = There is a significant influence between transformational leadership on employee performance at Piksi Input Serang Polytechnic.

Ha 1 ≠ There is no significant influence between transformational leadership on employee performance at Piksi Input Serang Polytechnic.

2. Hypothesis 2

Ho 2 = There is a significant influence between work motivation and employee performance at the Piksi Input Serang Polytechnic.

Ha 2 ≠ There is no significant influence between work motivation on employee performance at Piksi Input Serang Polytechnic.

3. Hypothesis 3

Ho 3 = There is a significant influence between transformational leadership and work motivation on employee performance at Piksi Input Serang Polytechnic.

Ha 3 ≠ There is no significant influence between transformational leadership and work motivation on employee performance at Piksi Input Serang Polytechnic.

METHODS

The research method according to Sugiyono (2017: 2) is "The scientific way to obtain data with specific purposes and uses", the method used in this research is a quantitative method. Nikolaus Duli (2019: 56): "Population is a generalized area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions". The population in this study was all employees of Piksi Input Serang Polytechnic. The sample is part of the number and characteristics possessed by the population. In this study using total sample or saturated sampling. So, the sample in this study was all employees of the Piksi Input Serang Polytechnic as many as 55 employees.

1. Validity Test

The validity test is used to find out whether each item in the instrument is valid or not, it can be known by correlating the item score with the total score. The following are described the results of the validity test of the variables transformational leadership (X1), work motivation (X2) and employee performance (Y): Known: N = 20, α=5%, then obtained the value of r-table = 0.4438.

2. Realibility Test

Reliability test is the extent to which measurement results using the same object will produce the same data, according to Sugiyono (2017: 130). with the basis of decision making, namely research instruments, are said to be reliable if the value of Cronchbach's Alpha > 0.6.

3. Classical Assumption Test

a. The Normality Test

The normality test aims to see whether the residual values are normally distributed or not. A good regression model is to have a normally distributed residual value, according to Widarjono in Nikolaus Duli (2019: 114). Data normality testing using the SPSS program version 25.0 with the basis of decision making in the normality test, namely If the significance value is greater than a = 0.05 then the data is normally distributed and vice versa, if the significance value is smaller than a = 0.05 then the data is not normally distributed. Based on the output above, it shows an Asymp.Sig value (p-value) of 0.200 which is more than 0.05 so that it can be concluded that the residual distribution of data follows normal distribution.

b. The multicollinearity test

The multicollinearity test aims to see whether or not there is a high correlation between independent variables in a multiple linear regression model. Data multicollinearity testing using the SPSS program version 25.0 by looking at the VIF (Variance Inflation Factor) value, the basis for decision making, namely If the VIF value < 10.00, it means that there is no multicollinearity to the data tested and If the VIF value > 10.00, it means that there is multicollinearity to the data tested.

c. The heteroscedasticity test

According to Widarjono in Nikolaus Duli (2019: 122) "The heteroscedasticity test is to see if there is an inequality of variance from the residual of one observation to

another." Data heteroscedasticity testing using the SPSS program version 25.0 with the basis of decision making on the heteroscedasticity test, namely: If the significance value > α = 0.05, the conclusion is that heteroscedasticity does not occur and If the significance value is < α = 0.05, the conclusion is that heteroscedasticity occurs.

d. Autocorrelation test

Autocorrelation test to see if there is a correlation between a period t and the previous period (t - 1). Data autokoreation testing using the SPSS program. In order to see whether or not it is possible, you can use the Durbin-Watson test, the following hypotheses will be tested If DW below -2 means there is a positive autocorrelation, if DW is between -2 to +2 it means there is no autocorrelation, and If above -2 it means there is an autocorrelation.

4. Multiple linear regression analysis

Multiple linear regression analysis means looking for relationships between two or more variables where one variable depends on the other.

5. Test Of Hypotesis

a. Partial Test (T)

The t test is used to test the significant level of influence of the independent variable partially on the dependent variable according to Santoso Slamet (2013: 126). T test testing can be done using the help of the SPSS program with the following assessment criteria: if Ha is accepted if the value of & count > t table and Ho is rejected if the value of t count < t table.

b. Simultaneous Test (F)

The F test is used to test the significant level of influence of the independent variable simultaneously on the dependent variable, according to Santoso Slamet (2013: 127). F test testing can be done using the help of the SPSS program, with assessment criteria if F count > F table then Ha is accepted, and If F count < F table then Ha is rejected

6. Coefficient of Determination Test

The Coefficient of Determination (R2) is used to determine how much variation occurs in the dependent variable (Y) that can be explained by the independent variable (X). The criteria for the analysis of the coefficient of determination are: If Kd detects zero (0) then the influence of the dependent variable on the dependent variable is weak and If Kd detects zero (1) then the influence of the independent variable on the dependent variable is strong.

RESULT AND DISCUSSION

1. Validity Test

Table 1. Validty Test Results

No Instrumen	Pertanyaan	r-hitung	r-tabel	Ket
1	Y.1	0,487	0,4438	Valid
2	Y.2	0,487	0,4438	Valid
3	Y.3	0,527	0,4438	Valid
4	Y.4	0,567	0,4438	Valid
5	Y.5	0,570	0,4438	Valid
6	Y.6	0,606	0,4438	Valid

7	Y.7	0,496	0,4438	Valid
8	Y.8	0,583	0,4438	Valid
9	Y.9	0,487	0,4438	Valid
10	Y.10	0,447	0,4438	Valid

Based on table 1, the results of the validity test of variable Y show r-count > r-table, which means that the statement is declared valid.

2. Realibility Test

Table 2 Reliability Test Results

Variabel	Crombach's Alpha	Ket
Kepemimpinan Transformasional (X1)	0,698	Reliabel
Motivasi Kerja (X2)	0,824	Reliabel
Kinerja Karyawan (Y)	0,709	Reliabel

Based on table 2, obtained the value of Crombach's Alpha > 0.60 which means that the instrument in this study is said to be reliable.

3. Classical Assumption Test
   a. The Normality Test

Table 3 Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,66030134
Most Extreme Differences	Absolute	,085
	Positive	,085
	Negative	-,056
Test Statistic		,085
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the output above, it shows an Asymp.Sig value (p-value) of 0.200 which is more than 0.05 so that it can be concluded that the residual distribution of data follows normal distribution

b. The multicollinearity test

Table 4. multicollinearity test result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,828	1,287		,643	,525		
	X1	,499	,136	,407	3,662	,001	,129	7,768
	X2	,958	,183	,583	5,245	,000	,129	7,768

a. Dependent Variable: Y

Based on the output above, it shows that the VIF value of each variable is less than 10 so that it can be concluded that there is no violation of the multicollinearity assumption in the model.

c. The heteroscedasticity test

Table 5 Glejser Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,758	2,170		-1,271	,209
	X1	,098	,076	,182	1,294	,201
	X2	,117	,100	,164	1,167	,249

a. Dependent Variable: abs_RES

Based on the Glejser test above, the significance value of variables X1 and X2 is greater than 0.05, so it concludes that the data does not occur symptoms of heterokedasticity or the assumption of the heterokedasticity test has been met.

d. Autocorrelation test

Table 6 Autocorrelation test Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,974[a]	,949	,946	1,71140	1,823

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Since the DW value is between DU and 4-DU (DU < DW < 4-DU), it can be concluded that there is no autocorrelation in the model.

4. Multiple linear regression analysis

Table 7 Multiple Linear Regression Analysis Result

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	,828	1,287		,643	,525
	X1	,499	,136	,407	3,662	,001
	X2	,958	,183	,583	5,245	,000

a. Dependent Variable: Y

5. Test Of Hypotesis
   a. Partial Test (T)

Table 8 Partial Test (T) Result

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	,828	1,287		,643	,525
	X1	,499	,136	,407	3,662	,001
	X2	,958	,183	,583	5,245	,000

a. Dependent Variable: Y

b. Simultaneous Test (F)

Table 9 Simultaneous Test (F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1746,561	2	873,281	298,161	,000^b
	Residual	93,724	32	2,929		
	Total	1840,286	34			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on table 4.38 ANOVA that F is calculated at 298.161 using the confidence level (a = 5%) dictated by f table with a value of n = 35 which is 3.27. F count is greater than f of the table which means Ha is accepted and Ho is rejected. This shows that Transformational Leadership and Work Motivation have a positive or significant effect on employee performance at Piksi Input Serang Polytechnic.

c. Coefficient of Determination Test

Table 10 Coefficient of Determination Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,974^a	,949	,946	1,71140

a. Predictors: (Constant), X2, X1

Interpretation of Research Results

Based on the results of the analysis above, the data can be interpreted as follows:

1. The results of conducting instrument tests using data validity and data reliability, variable items of transformational leadership, work motivation and employee performance are valid and reliable.
2. The results of the classical assumption test use normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. The variable items of transformational leadership, work motivation and employee performance are linear, normally distributed, the model used does not show any symptoms of multicollinearity, heteroscedasticity and autocorrelation.
3. The results of multiple linear regression analysis show that every increase of 1 unit (X1) will increase the value (Y) by 0.499 and the beta coefficient by 0.958 which means that every increase in 1 unit (X2) will make an increase in value (Y) by 0.958.
4. The results of the Hypothesis Test through the T Test show a positive influence of variable X1 on Y and a positive influence of variable X2 on Y. While Test F shows that variables X1 and X2 affect Y simultaneously.
5. The results of the Coefficient of Determination Test show an R-Squared Value of 0.949, showing that the independent variable of the model can explain 94.9% of the events of the dependent variable, while the other 5.1% is explained by other variables that are not contained in the model and the R-Squared Adjusted Value of

0.946, shows that the independent variable of the model can explain 94.6% of the events of the dependent variable, while the other 5.4% is explained by other variables that are not contained in the model

CONCLUSIONS

Based on the results of research and data analysis conducted by researchers regarding the influence of transformational leadership and work motivation on employee performance at the Piksi Input Serang Polytechnic, it can be concluded as follows:
1. Transformational leadership (X1) affects employee performance (Y) at Piksi Input Serang Polytechnic, so the first hypothesis (H1) is accepted.
2. Work motivation (X2) affects employee performance (Y) at Piksi Input Serang Polytechnic, so the second hypothesis (H2) is accepted.
3. The results of statistical tests simultaneously found that transformational leadership (X1) and work motivation (X2) jointly affect employee performance (Y) at the Piksi Input Serang Polytechnic, so the first hypothesis (H3) is accepted.
4. The most dominant variable or the one that contributes the most in explaining the influence on employee performance is the variable of work motivation.

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