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The Effect of Transformational Leadership, Organizational Commitment and Motivation on Employee Performance

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Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis secara parsial dan simultan pengaruh kepemimpinan transformasional, komitmen organisasi dan motivasi terhadap kinerja pegawai di Kantor PT PLN (Persero) Wilayah Sulselbar. Sampel yang digunakan sebanyak 63 pegawai. Penelitian ini menggunakan pendekatan deskriptif kuantitatif dan menggunakan teknik regresi linier berganda untuk pengujian hipotesis. Hasil penelitian: (1) Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap Kinerja Pegawai pada Kantor PT PLN (Persero) Wilayah Sulselbar. (2) Komitmen Organisasi berpengaruh positif dan tidak signifikan terhadap Kinerja Pegawai pada Kantor PT PLN (Persero) Wilayah Sulselbar, (3) Motivasi berpengaruh positif dan signifikan terhadap Kinerja Pegawai pada Kantor PT PLN (Persero) Wilayah Sulselbar, (4) Kepemimpinan Transformasional, Komitmen Organisasi, dan Motivasi berpengaruh positif dan signifikan terhadap Kinerja Pegawai pada Kantor PT PLN (Persero) Wilayah Sulselbar.

Kata Kunci: *Kepemimpinan Transformasional, Komitmen Organisasi, Motivasi*

Abstract

The purpose of this study was to analyze partially and simultaneously the effect of transformational leadership, organizational commitment and motivation on employee performance at the PT PLN (Persero) Sulsebar Region. The sample used was 63 employees. This study uses a quantitative descriptive approach and uses various linear regression techniques for hypothesis testing. Research results: (1) Transformational Leadership positively and significantly affects Employee Performance at the PT PLN (Persero) Sulsebar Region. (2) Organizational Commitment has a positive and insignificant effect on Employee Performance at the PT PLN (Persero) Sulsebar Region, (3) Motivation has a positive and significant effect on Employee Performance at the PT PLN (Persero) Sulsebar Region, (4) Transformational Leadership, Organizational Commitment and Motivation have a positive and significant effect on Employee Performance at the PT PLN (Persero) Sulsebar Region.

Keywords: Transformational Leadership, Organizational Commitment, Motivation

INTRODUCTION

Human resources are the most important part of a company because they are the ones who take the initiative to plan and implement it. Unlike machines, money, and materials, which are passive and can be fully controlled and managed in support of achieving organizational goals, people are active agents who bring with them a variety of thoughts, emotions, desires, status, education, age, and gender. Employee success levels are determined according to industry standards and require performance reviews. The more precise the Performance Standards of Human Resource Performance Management, the more precise the performance evaluation (Sinambela, 2021). Those in places of authority and ordinary employees are the most valuable assets of any business. This is because people, not processes, are ultimately responsible for the results of a particular business or group (Kasmawati, 2017).

The purpose of an organization is to accomplish something that no one can do alone (Wijaya & Rifa'i, 2016). When many people work together to achieve a common goal, they can achieve more than any one individual can do. Thus, the concept of division of labor is the cornerstone of the organization (Priyatna & Gusrini, 2020). The quality of an organization's human resources, as well as the efficiency of its procedures, the effectiveness of its work environment, and the availability of its resources, all play a role in its ability to achieve its goals (Mardikaningsih, 2020). The success of a business is highly dependent on the efficiency of task completion. Transformative leadership, organizational dedication, and internal and external sources of employee motivation are just some variables that can impact a company's ability to achieve good performance (Pratama & Elistia, 2020). Leadership is one of the keys to success in directing a company that must adapt to

continuous change (Endratno, 2013). Leadership, on the other hand, is how leaders act in their respective fields. Leadership can spark fresh ideas in daily workplace interactions by carrying out goals, processes, inputs, and outputs in line with evolving needs (Isnayni & Amir, 2014).

When used effectively, transformational leadership can significantly impact a company's bottom line and its workers' ability to get the job done (Arifudin, 2020). Having employees who feel more invested in their work and expect their needs will be met directly results from transformational leadership matching the company's circumstances (Asbari et al., 2021). The reluctance of leaders to invest in the development of their employees' skills, which in turn makes employees reluctant to voice their opinions to leaders so that they can be taken into account in decision-making, and the lack of encouragement from leaders for employees in carrying out their duties and obligations, both lead to a decrease in employee performance (Aqmarina et al., 2016).

However, there are phenomena regarding organizational commitment that occur in the field, especially those within the PT PLN (Persero) Sulsebar Region, namely frequent violations or employees who are not committed to the rules in the government agency where they live. So that some employees do not carry out office activities that should be their responsibility but prefer to do activities elsewhere by discussing issues that are not directly related to the tasks in the office. Similarly, some employees often violate office discipline rules repeatedly. Even though they have committed not to violate the applicable rules anymore, violations of discipline still occur. It is well known that management in an agency has difficulty keeping their workers motivated because they do not show enough appreciation. Employees are less motivated to do their jobs when they feel unappreciated (Hidayat & Hilmiana, 2020).

RESEARCH METHOD

This study used a quantitative research strategy, and the research design was polling. Researchers use data collection techniques, such as survey distribution, examinations, structured interviews, and so on, although survey methods are used to collect data from the field. (Sugiyono & Lestari, 2021). The population in this study, namely employees at PT PLN (Persero) Sulsebar Region, totaled 63 people. Because the population is small, this study's sample uses the entire population, 63 employees at the PT PLN (Persero) Sulsebar Region. According to (Sugiyono & Lestari, 2021), saturated sampling is a sampling technique in which all population members are used as samples. Data analysis methods used such as hypothesis testing, multiple linear regression analysis, and classical assumption tests.

RESULT AND DISCUSSION

The normality test output in the output above, then following the decision-making technique in the normality test the Asymp Sig value. > 0.05 , from the results above, show that the Asymp sig value. $0.565 > 0.05$ inferred that all samples on the existing research variables are normally distributed.

Shows the linearity test results of transformational leadership's effect on performance, which shows that the points on the scatter plot form a straight line from left to right. This shows that transformational leadership (X_1) positively correlates with employee performance (Y). This means that if transformational leadership increases, employee performance will also increase. This shows that organizational commitment (X_2) positively affects employee performance (Y). This means that if organizational commitment increases, then performance will also increase. The results show a positive and straight correlation between X3 (motivation) and Y (performance). This implies that if one's level of drive increases, one's output will also increase.

According to the results of the coefficient output, it can be concluded that the Tolerance value on the transformational leadership variable is $0.567 > 0.10$ while the VIF value is $1.765 < 10.00$, so according to the decision guidelines, there is no multicollinearity of the transformational leadership variable on performance. On the organizational commitment variable, the tolerance value is $0.998 > 0.10$, and the VIF value is $1.002 < 10.00$, so there is no multicollinearity of the organizational commitment variable on performance. And on the motivation variable, the tolerance value obtained is $0.567 > 0.10$, and the VIF value obtained is $1.763 < 10.00$, so it can be decided that there are no multicollinearity symptoms of the motivational variable on performance.

Table 1 Multiple Linear Regression Analysis

Model	Coefficient		t	Sig.	
	Unstandardized				Standardized
	B	Std.Error			Beta
(Constant)	9.161	3.220	2.845	.005	
Transformational Leadership	.473	.068	.405	.000	
Organizational Commitment	-.007	.067	.004	.922	
Motivation	.439	.054	.471	.000	

Source: Analysis Results, 2024

Based on the calculations of SPSS for Windows Version 22 displayed through table ten above, the next step is to model using multiple linear regression equations.

$$Y = 9.161 + 0,473 X_1 + 0,007 X_2 + 0,439 X_3 + e$$

These results show that the relationship between employee performance and transformational leadership, organizational commitment, and motivation is positive. It can be seen through the output above that if transformational leadership, organizational commitment, and motivation (X) increases, then employee (Y) performance will also experience an increase. If all other factors are constant, the average X from Y is 9.161.

From the results of the partial t-hypothesis test on the transformational leadership variable (X₁) can be seen in the table above, it can be explained that the value generated in the significance column is 0.000 < 0.05 probability, the first hypothesis (H1) can be accepted following the reference basis for decision making, which means that there is a positive and significant effect of the transformational leadership variable on employee performance at the PT PLN (Persero) Sulsebar Region. Then for the second test, it can be seen that the results of the t-test count against the t table, namely t count of 6.924 > 1.652 from the comparison of the t table with t count, there is a positive and significant effect of the transformational leadership variable (X₁) on the employee performance variable (Y) at the PT PLN (Persero) Sulsebar Region.

The partial t-hypothesis test on the organizational commitment variable (X₂) can be seen in the table above. The value generated in the significance column is 0.922 > probability 0.05. The second hypothesis (H2) is rejected following the reference basis for decision-making, which means there is no significant effect of the organizational commitment variable on employee performance at the PT PLN (Persero) Sulsebar Region. Then for the second test, it can be seen that the results of the t-test count on the t table, namely t count of 0.098 < 1.652 from the comparison of the t table with t count, there is no significant effect of the organizational commitment variable on the employee performance variable at the PT PLN (Persero) Sulsebar Region. The output of the partial t-test of the motivation variable.

Furthermore, the results of partial t-hypothesis testing on the motivation variable can be seen in the table above, and it can be explained that the value generated in the significance column is 0.000 < 0.05 probability, the first hypothesis (H3) can be accepted following the reference basis for decision making, which means that there is a significant effect of motivation variables on employee performance at the PT PLN (Persero) Sulsebar Region. Then for the second test, it can be seen that the t-test results count on the t table, namely t count of 8.053 > 1.652 from the comparison of t table and t count, there is a

significant effect of motivation variables on employee performance variables at the PT PLN (Persero) Sulsebar Region.

It can be explained that the significance value obtained in the simultaneous F test is (Sig.) $0.000 < 0.05$ probability from these results means that the test hypothesis simultaneously or simultaneous F test has a positive and significant effect, namely the variables of transformational leadership, organizational commitment and motivation on employee performance.

Furthermore, in the second way of making decisions by comparing F count and F table with f count $109.431 > 2.42$, simultaneous F hypothesis testing, there is an influence of transformational leadership, organizational commitment, and motivation on employee performance together on employee performance at the PT PLN (Persero) Sulsebar Region.

The results of the determination test, where the R² value is 0.636, which is the result of multiplying the R-value, namely 0.797 times 0.797, then the R square result is 0.636. it can be concluded that the effect of the transformational leadership variable, organizational commitment, and motivation on employee performance variables influences 0.636 or 63.6%.

When testing the regression equation, the value of the independent variable is the remaining $(100\% - 63.6\%) = 36.4\%$ of the magnitude of the variable error, calculated using the formula $e = 1 - R^2$, where is the value of the coefficient of determination, which can take values of 0 and 1. The results above show that the independent variable has a moderate effect on the dependent variable, while the error value (e) of the test results simultaneously is $1 - 0.636$. This is because the results obtained are in the range of 0-1; consequently, the error value (e) is rounded down to the nearest whole number, 0.364.

Discussion

Transformational Leadership on Performance

With a significance score of $0.000 < 0.05$ and a degree of confidence of 0.95, the results showed that transformational leadership had a positive effect (less) 0.473 or 47.3%, with the remaining 52.7% coming from other factors. It can be explained that with a confidence level of 0.95 or 95% of the results and, in reality, the results obtained based on the sig count and the comparison of the t table and t count, it can be explained that this study has a positive and significant effect on employee performance at the PT PLN (Persero) Sulsebar Region according to the data generated can answer and generalize the research results. The results of this study prove that leaders in an organization are very important in improving employee performance if a leader can set a good example and motivate his employees to produce

superior work. These results are in line with research conducted by (Putra et al., 2019), (Gani, 2020), (Sani et al., 2021), and (Zaini & Subroto, 2023).

Effect of Organizational Commitment on Performance

The results of the figures on testing the effect of the relationship between organizational commitment on employee performance by obtaining positive results (good) with an influence amount of 0.007 or 7% on employee performance. The significance value is $0.922 > 0.05$, and the t-count is $0.098 < t\text{-table } 1.652$. These results prove that organizational commitment has no significant effect on employee performance. The organizational commitment factor is indeed important in improving employee performance, so employees should support their subordinates so that employee performance can improve. The findings of this study are in line with the findings of (Nadapdap, 2017), (Sumarni & Pramuntadi, 2019), (Zhafira, 2022), and (Faishol & Priyono, 2023).

The Effect of Motivation on Performance

The results of the numbers on testing the effect of the relationship between motivation and employee performance by obtaining positive results (good) with an effect amount of 0.439 or 43.9% on employee performance. Partially with a significant value. $0.000 < 0.05$ and t-count $8.053 > t\text{-table } 1.652$. The results of this study show that motivation has a significant effect on employee performance. Internal and external factors combine to form motivation, fueling drive, and perseverance in adversity. Managers are responsible, in part, for inspiring their staff to work hard and contribute to achieving company goals. This research is in line with (Theodora, 2015) (Ekhsan, 2019), (Farisi et al., 2020), (Rahman et al., 2022), and (Suparman et al., 2023).

The Effect of Transformational Leadership, Organizational Commitment, and Motivation on Performance

Simultaneous F test with the results obtained that the significance value is $0.000 < 0.05$ with a confidence level of 0.95. It can be explained that with a confidence level of 0.95 or 95%, while the results of the value obtained in the comparison of f count and f table show that $f\text{ count} > f\text{ table}$ from these results, it is following the submission of the hypothesis, namely the fourth hypothesis is accepted (H1) and (Ho) is rejected the results obtained based on sig count and comparison of f table and f count it can be explained that this study that simultaneously transformational leadership, organizational commitment, and motivation have a positive and significant effect on employee performance at the PT PLN (Persero) Sulsebar Region. This study's results prove the importance of transformational leadership,

organizational commitment, and motivation in improving employee performance. These results are in line with research conducted (Theodora, 2015), (Nadapdap, 2017), (Putra et al., 2019), (Gani, 2020), (Sani et al., 2021), (Zhafira, 2022), and (Faishol & Priyono, 2023).

CONCLUSION

Transformational Leadership, Organizational Commitment, and Motivation positively and significantly affect employee performance at the PT PLN (Persero) Sulselbar Region. It can be explained that Transformational leadership, Organizational Commitment, and Motivation can simultaneously significantly impact employee performance at the PT PLN (Persero) Sulselbar Region.

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