Motivation and the impact of transformational leadership on PT. Bintang Sayap Utama Palangka Raya

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Abstract
This research aims to provide empirical explanations regarding the influence of transformational leadership and motivation on the performance of employees at PT. Bintang Sayap Utama in Palangka Raya. The research method employed in this study is quantitative. The population in this research comprises all PT employees. Bintang Sayap Utama in Palangka Raya, totalling 50 individuals, uses a census technique where the entire population is taken as the sample. The collected data were analyzed using multiple linear regression through the SPSS application. The research results indicate that Transformational Leadership (X1) does not have a positive and significant influence on employee performance (Y), whereas motivation (X2) has a positive and significant influence on employee performance (Y). Simultaneously, Transformational Leadership and motivation significantly influence the performance of employees at PT. Bintang Sayap Utama in Palangka Raya.

Keywords: Transformational Leadership, Motivation, and Performance

1. INTRODUCTION

The growth and success of a company heavily rely on the proficiency of its workforce, the use of available company resources, and the execution of job assignments within the framework of organizational advancement. High-quality human resources predominantly influence the effectiveness of all corporate job activities. With the assistance of competent personnel, they are expected to actively contribute as strategists, executors, and overseers of all firm management endeavours. Hence, for a firm to achieve optimal growth, it must cultivate harmonious and enduring connections with its employees. Human resource management aims to enhance the quality of human capital by expanding the workforce and improving organizational efficiency and productivity. This results in disciplined and high-performing personnel, significantly contributing to effective organizational management. Mandatory. To enhance staff productivity, examining the elements that impact it considering employee requirements, such as implementing suitable leadership and work-motivating strategies, is necessary.

The significance of employee performance is crucial for the organization. A performance appraisal involves employees receiving attention and evaluation from their superiors. This process can boost employee enthusiasm by providing opportunities for promotion, development, and rewards for highly valued people. Conversely, employees who underperform may face demotion. Performance is the extent to which an employee completes the assigned duties, indicating the degree to which the individual meets the work requirements (Maryani et al., 2021). Job standards refer to the specific requirements that must be met to accomplish a job's objectives (Alrawahi et al., 2020).

The leader must be able to generate profound change for both their followers and the organization. A transformational leader is an individual who actively seeks to bring about changes inside an organization

to optimize its future performance. Transformational leadership aims to inspire and motivate people to perform at a higher level than their regular performance (Budur, 2020). This type of leadership can enhance the trust and self-confidence of subordinates, ultimately leading to improved work performance. The importance of employee work motivation cannot be understated, as it can guide and inspire people to execute their work at a high level that aligns with the firm's expectations (Nuraini, 2023). Motivation is a compilation of factors that drive individuals to engage in specific tasks (Hosen et al., 2021). Motivation is the process that elucidates an individual's determination, focus, and perseverance in attaining objectives (Schunk & DiBenedetto, 2021). Therefore, motivation cannot be directly perceived but can be deduced from observable actions. Motivation is a factor that generates enthusiasm towards a job. Work motivation in work psychology is commonly defined as stimulating work enthusiasm (Bakker, 2022). Work motivation is crucial for firms as it significantly influences employee performance. Every action a person makes must be motivated by a compelling factor. Employee motivation is a critical factor in measuring performance. One of the company's purposes is to provide fair compensation for the job carried out employee responsibilities (Didit & Nikmah, 2020).

PT Bintang Sayap Utama is a distributor company located in Palangka Raya. Distributor firms serve as intermediaries that facilitate the distribution of items from producers to retailers. Once a factory manufactures a product, it is dispatched (and typically also sold) to a distributor. Being a distributor company, this organization undoubtedly possesses a human resources department that serves as the focal point for the company's human resources administration. This phenomenon necessitates management's attention to enhance employee performance within the organization. In this scenario, it is imperative for leaders to employ efficient leadership techniques in guiding their subordinates and offer strong motivation to all employees. This is because employees who possess effective leadership and motivation will strive to enhance their performance, leading to optimal success in their work. Consequently, this will favourably influence the company's overall development.

2. LITERATURE REVIEW

Human resources management encompasses a range of organizational operations aimed at attracting, nurturing, and retaining highly efficient staff (Mahapatro, 2021). Managers have a crucial role in guiding individuals within the firm to accomplish desired objectives, which includes strategizing for effective and efficient human resource management. The overarching objective of HRM is to optimize job satisfaction for corporate management, hence enhancing the overall worth of the organization in both the short and long run (Pattanayak, 2020).

Human resource management is the systematic management of the relationships and responsibilities of the workforce, aiming to maximize their effectiveness and efficiency in achieving the objectives of the organization, employees, and society (Sharma, 2023). Human Resource Management is the systematic management of individuals within an organization. This involves various activities such as planning, recruiting, selecting, training, developing, compensating, and ensuring the well-being of employees, as well as maintaining positive relationships with labour unions (Anwar & Abdullah, 2021). The ultimate aim is to achieve organizational objectives and enhance the welfare of stakeholders.

Transformational leadership involves the development of a strong sense of dedication to the objectives of an organization and instilling followers with the assurance and capability to accomplish these objectives (Triyadi, 2023). Some transformational leadership theories also examine how leaders modify organizational culture and structure to align them more closely with management methods to accomplish organizational objectives. Transformational leadership refers to a leader's capacity to collaborate with and influence others or subordinates to change an organization's values and resources to accomplish preset objectives and targets (Nyakomitta, 2021). The resources in question pertain to human resources encompassing leaders, staff, subordinates, experts, teachers, lecturers, researchers, and other individuals. This sort of leadership pertains to the leader's capacity to effectively modify the mindset and conduct of subordinates positively. In addition, transformational leadership holds significance and a forward-thinking perspective for a business. This leadership will promote the establishment of a culture that fosters innovation and creativity in enhancing the quality and sustainability of the company (Srisathan et al., 2020).

Motivation is a psychological force that guides an individual toward a specific objective (Lens & Vansteenkiste, 2020). Motivation is the catalyst for the emergence, direction, and maintenance of behaviour inside an individual (Badura et al., 2020). It is a driving force that compels someone to desire to engage in a particular activity. The level of motivation differs among individuals, as it is not uniform across all people.

To effectively prompt individuals or organizations to perform or behave in desirable ways, it is crucial to possess a deep understanding of the meaning and essence of motivation and the technical skills to construct settings that foster motivation and encouragement.

Performance is the outcomes attained by an individual concerning work, conduct, and actions within a specific timeframe following established criteria (Rivaldo & Nabella, 2023). Performance refers to the outcomes an individual produces when completing assigned activities and how much they contribute to the organization (Martínez-Caro et al., 2020). Performance refers to the outcomes attained by an individual in an organization, encompassing both the amount and quality of work in alignment with their allocated tasks. Performance refers to the outcome of an employee's job regarding quality and quantity as they fulfil their assigned obligations (Maryani et al., 2021).

Employee performance can be evaluated by considering the organization's objectives and the individuals being reviewed (Al Aina & Atan, 2020). Performance metrics are explained as follows (Padilla et al., 2020):

1. Quantity, also known as the Quantity of Work, refers to the output generated, typically measured in the number of units or activity cycles performed. Quantity is determined based on employees' assessments of the number of given activities and their corresponding outcomes.
2. Quality (Level of Work Quality). Compliance with procedures, strict adherence, and unwavering commitment to achieving near-perfection in activity execution are critical factors in meeting performance standards and achieving desired outcomes. Work quality is evaluated based on the employee's perception of the produced work's excellence and the level of mastery demonstrated in task completion, reflecting the employee's skills and abilities.
3. Timeliness refers to the extent to which tasks are done promptly, considering the coordination with output outcomes and making the most available time for other activities. Timeliness is assessed based on employees' subjective assessment of when an activity is finished and becomes a final result. But, the question is whether the job suits the intended timeframe.
4. Existence. Employees' attendance at the company, including their arrival, departure, authorization, or lack thereof, all impact their performance. Attendance refers to the commitment to consistently arrive at work daily and adhere to the designated working hours.
5. Collaborative skills. Collaboration is an individual's aptitude to effectively cooperate with others to accomplish a predetermined goal and attain optimal efficiency and valuable outcomes.
6. Integrity. Honesty refers to an employee's genuine commitment to fulfilling their responsibilities and their capacity to refrain from misusing the power entrusted to them.

3. METHOD

The research utilizes primary and secondary data as its sources of information. Primary data refers to data collected directly from the source at the research site or object of study (Sugiyono, 2017). Primary data in this study refers to the data collected by researchers through direct interviews, observations, and questionnaires. Secondary data refers to information acquired from a separate and distinct source. Alternatively, the information might be derived from written reports and analyzed statistical data. The research will be conducted at PT Bintang Sayap Utama Palangka Raya, located on Jalan G. Obos, Menteng Village, Jekan Raya District, Palangka Raya City, Central Kalimantan. A population refers to a specific group of things or persons with particular features and characteristics, which researchers identify for study and conclusion (Sugiyono, 2017). This study aims to analyze the workforce of PT Bintang Sayap Utama Palangka Raya, which consists of a total of 50 employees.

The sample is a subset that represents the entire population's quantity and qualities. A sample refers to a population subset used to gather data in research. The population, on the other hand, represents the entire group that possesses certain traits. The sampling method employed in this study was the saturation approach. The saturation sampling method is a strategy where every member of the population is included as a sample. This method involves a sample size of 50 individuals. This study will utilize the SPSS analytic

tool, namely version 25. One advantage of using SPSS is its comprehensive range of tools and analysis methodologies and its capacity to handle and manage enormous datasets (Ghozali, 2016). This application will be utilized to conduct descriptive analysis, assess validity and reliability, conduct classical assumption tests, perform multiple regression, and conduct hypothesis testing.

4. RESULT AND DISCUSSION

Multiple linear regression analysis is used to determine the magnitude of the influence. The results of multiple linear analysis can be seen as follows:

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients
Constant	1.410
X1	0.166
X2	0.928

Source: Processed from Primary Data, (2023)

$$Y = 1.410 + 0.166 \ X1 + 0.928 \ X2$$

- The value of constant (a) above is 1.410, which means that if all the X variables have a value of 0, then the Y value is 1.410.
- Regression coefficient (b_1) = 0.166, which means that the Transformational Leadership variable has increased, so employee performance has increased by 0.166.
- Regression coefficient (b_2) = 0.928, meaning that if the motivation variable increases, employee performance will increase by 0.928,

Table 2. Coefficient of Determination Test (R^2) result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894[a]	.782	.773	1.42040

Source: Processed from Primary Data, (2023)

Let's look at the R-squared value, which is 0.782. It shows that the proportion of influence of transformational leadership and motivation variables on employee performance variables is 78.2%, so X1 and (100% - 78.2%) are influenced by other variables that are not in this linear regression model, including work environment variables, competence, organizational culture, and others.

Partial Significance Test (t-Test). This test is carried out to see the extent of the influence of an individual independent variable in influencing or explaining the dependent variable. Partially, the influence of these 2 independent variables on employee performance is shown in Table 3

Table 3. T-test result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.410	1.954		.722	.474
	X1	.166	.085	.148	1.950	.057
	X2	.928	.087	.808	10.609	.000

Source: Processed from Primary Data, (2023)

Based on the table above, the results of testing the independent variables are described as follows:
1. X1 has no positive effect on Y. Based on table 4.14; it can be seen that the variable Therefore, t count < t table (1,950 < 2,010) and the significance level is 0.057 > 0.05. meaning that variable X1 has an influence on Y. So H1 in this research, namely that
2. X2 has an effect on Y. Based on table 4.14. It can be seen that the variable Thus, X2 has an effect on Y. So H2 in this research. Namely, X2 has a positive effect on Y, which is accepted.

The statistical F test shows whether all independent variables jointly influence the dependent variable. The results of the F Test calculation can be seen in Table 4. Below.

Table 4. F-test result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	340.696	2	170.348	84.433	.000[b]
	Residual	94.824	47	2.018		
	Total	435.520	49			

Source: Processed from Primary Data, (2023)

Table 5 shows that X1 and X2 have an F-count value of 84,433 with a significance level of 0.000. The significance level is smaller than 5% (α=0.05), and the F-calculated value of 84.433 is greater than the

F table value of 3.195. This means that it can be concluded that X1 and X2 simultaneously have a positive and significant effect.

A discussion will be carried out regarding the analysis results to provide a clearer picture of the influence of the variables in the research. The variables in this research are X1, X2, and Y.

This research aims to test the initial hypothesis that has been established, namely testing the influence of X1 on Y in the production process. Based on the results that researchers have processed through the SPSS application, the results of this study can be seen in Table 3, which shows the output from SPSS processing. This indicates that if X1 has less influence on workforce needs, then their performance will not increase, so in this study, H1 is rejected. The second hypothesis (H2) states that X2 positively and significantly affects Y. The results of this study show that Table 3 shows the output from SPSS processing. This means that if X2 is at PT. Bintang Wing Utama Palangka Raya City corresponds to the workers' comfort, so their performance will increase, so in this study, H2 is accepted. The third hypothesis (H3) states that X1 and X2 simultaneously influence Y. Proof of this hypothesis can be seen from the calculated F value being more significant than the F table value, as seen in Table 4 (F Test). This means that it can be concluded that X1 and X2 simultaneously influence Y. The results of this research show that X1 and X2 at PT. The Main Wing Star of Palangka Raya City is already influential. It is said to be optimistic if the role of the training leader is significant for the employees, and the employees' performance will also increase.

5. CONCLUSION

Based on the results of research and the discussions that have been carried out regarding the influence of transformational leadership and motivation on the performance of PT employees, Bintang Wing Utama Palangka Raya City, the conclusions that can be drawn are as follows:

1. This research found that the transformational leadership variable (X1) did not positively and significantly affect employee performance (Y).
2. This research found that the motivation variable (X2) positively and significantly affects employee performance (Y).
3. This research found that the variables transformational leadership (X1) and motivation (X2) have a positive and significant effect on employee performance (Y).

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