

**EMPLOYEE PERFORMANCE: THE ROLE OF TRANSFORMATIONAL
LEADERSHIP AND WORK MOTIVATION
(STUDY ON EMPLOYEES OF ONE COMPANY IN THE FOOD AND BEVERAGE FIELD IN
BANDUNG)**

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Abstract

This study aims to analyze how much influence transformational leadership and work motivation have on employee performance at a company engaged in the food and beverage sector in Bandung. The total population in this study was 75 employees of the company. Data collection techniques are observation, interviews, questionnaires, and literature study. There are two variables in this study, namely, the independent and dependent variables. The independent variable consists of Transformational leadership and employee motivation, and the dependent variable is employee performance. The author conducted this research by testing the validity and reliability of the instrument. Then the data were analyzed using the path analysis method. The results showed that the influence of transformational leadership was partially 31.2%, while for work motivation, it had a partial effect of 32.5%. For all variables of transformational leadership and work motivation on employee performance, it has a simultaneous effect of 63.7%. This research shows a significant effect, and the remaining effect is 36.3% by other factors not examined in this study.

Keywords : *transformational leadership, work motivation, employee performance.*

Abstrak

Penelitian ini bertujuan untuk menganalisa seberapa besarnya pengaruh kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan pada salah satu perusahaan yang bergerak di bidang food and beverage di kota Bandung. Jumlah populasi dalam penelitian ini adalah sebanyak 75 orang karyawan perusahaan tersebut. Teknik pengumpulan data yang di gunakan adalah observasi, wawancara, menyebarkan kuesioner dan studi kepustakaan. Adapun variabel dalam penelitian ini terbagi menjadi dua, yaitu variabel independen dan dependen. Variabel independen terdiri dari kepemimpinan Transformasional dan motivasi kerja karyawan, dan variabel dependennya adalah kinerja karyawan. Penelitian ini dilakukan dengan menguji validitas dan reliabilitas instrument, selanjutnya data dianalisis menggunakan metode analisis jalur (path analysis), Hasil penelitian bahwa pengaruh Kepemimpinan transformasional secara parsial 31,2% sedangkan untuk motivasi kerja memberikan pengaruh secara parsial sebesar 32,5%. Untuk keseluruhan variabel kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan memberikan pengaruh secara simultan sebesar 63,7% hal ini menunjukkan bahwa terdapat pengaruh yang signifikan dan 36,3% lainnya dipengaruhi oleh faktor lain yang tidak di teliti dalam penelitian ini.

Kata kunci : kepemimpinan transformasional, motivasi kerja, kinerja karyawan.

INTRODUCTION

In a company system, the potential of Human Resources is one of the capital and plays an essential role in achieving company goals. Human Resources is crucial to supporting company productivity to survive in today's tight competition. Companies must have good performance. It is undeniable that Human Resources can fully assist the company's success

process, especially in the food industry company. (Suryadana & Sidharta, 2019; Ogbonnaya & Messersmith, 2019; Tweedie, Wild, Rhodes & Martinov-Bennie, 2019).

The food industry is one of the business sectors that continues to experience growth. (Carmela Annosi, Brunetta, Capo & Heideveld, 2020). Along with the population growth in Indonesia, the need for food is increasing rapidly. The

tendency of people in Indonesia to always want to be practical and fast has led to the emergence of many companies that produce fast food. The food industry sector currently has excellent prospects in Indonesia. Apart from using sophisticated technology, this industry also uses human resources on a large scale to carry out the entire production process. (Rabadán, González-Moreno & Sáez-Martínez, 2019). Companies are always required to be able to manage their Human Resources in achieving company targets. (Chukwu, 2019).

Employee performance is the result of the work performance of employees, which asses in terms of quality and quantity based on work standards determined by the organization. (Suryadana & Sidharta, 2019). Good performance is optimal performance, which is following organizational standards and supporting achieving organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources because this is a critical factor for improving employee performance. Therefore, it is necessary to pay special attention to maximize employee performance. (Diamantidis & Chatzoglou, 2019). Improving employee performance will bring progress for the company to survive in an unstable business competition. Thus, efforts to improve employee performance are the most severe management challenges because success in achieving goals and the company's survival depends on the human resources' performance. (Atatsi, Stoffers & Kil, 2019).

Empirical data shows that the performance of employees in the production division in one of the companies in the food and beverage sector in

Bandung could be better. Data on employee performance achievement targets shows that the company's monthly targets are decreasing. Many factors affect employee performance, including work environment, communication, loyalty, work discipline, leadership, and work motivation. (Diamantidis & Chatzoglou, 2019). To realize effective and efficient performance, one company in the field of food and beverage in the city of Bandung sets employee performance standards in the excellent or outstanding category with a score of between 81-90 each month. To learn more about employee performance measurement and transformational leadership at a food and beverage company in Bandung, researchers distributed pre-survey questionnaires to 75 randomly selected employees regarding employee performance appraisal. The result is that the dimensions of employee performance could be more optimal, where the average score is 3.1 or still in the pretty good category. Companies need potential human resource factors, both leaders and employees, in the pattern of tasks and supervision, which is a determinant of achieving company goals.

In addition to leadership factors, employee performance is influenced by motivational factors. (Hersona & Sidharta, 2017). Employees who have high motivation will always work better. Therefore, one indicator of human resources' quality is their work motivation. Therefore, companies must motivate each employee so that employees are willing to devote all their energy and thoughts to work (Manik & Sidharta, 2017).

The results of the pre-survey questionnaire on motivational variables that affect employee

performance in one of the companies in the field of food and beverage in the city of Bandung show that there are still many things that need to be improved with motivation. The lowest dimension is (NACH), which is indicated by the need for more appreciation for work performance, so employees are not motivated to achieve targets. The next lowest dimension is (NAFF) which is signaled by a lack of desire to have good relationships with superiors or co-workers.

Based on the problem's background, the research problem's formulation is how much influence transformational leadership and work motivation have on employee performance. At the same time, this study aims to determine the magnitude of the influence of transformational leadership and work motivation on employee performance.

METHOD

In this study, the authors used a descriptive method with a quantitative research approach; this research method aims to describe and explain the existing conditions at the company based on facts and the characteristics of the population based on the data collected and then arranged systematically and then analyzed to conclude.

Furthermore, quantitative research, based on the philosophy of positivism, is used to examine specific populations or samples, collect data using research instruments, and analyze quantitative or statistical data to test the hypotheses set. In this study sample is 75 employees who work in the company.

In this study, it is necessary to provide boundaries and determine indicators to test the hypothesis of the variables to be studied. So what will be analyzed is the relationship between the

independent variable and the dependent variable, respectively, as follows: Independent Variable, the independent variable is the variable that causes or causes the dependent variable. The independent variables in this study are Transformational Leadership (X1) and work motivation (X2). Dependent Variable, the dependent variable is the variable that is affected or which is the result because of the independent variables. In this study, the dependent variable is employee performance (Y).

The verification approach is basically to test the theory by testing the hypothesis. Hypothesis testing uses statistical calculations to test variable X1 and variable X2 on variable Y under study. Verification means testing a theory by testing a hypothesis, whether accepted or rejected.

RESULTS AND DISCUSSION

Characteristics of the respondents, it appears that the majority of the male sex dominates with a total of 63 people with a percentage of 84%. In comparison, the female sex amounts to 12 people with a percentage of 16%. So male employees dominated the respondents in this study.

Based on the results of the validity test of transformational leadership and motivational variables, the questionnaire is said to be valid if the r count is greater than the critical r , namely 0.300, which can be fulfilled, so it concluded that the questionnaire is said to be valid. Therefore, all statements are indicators of motivation. However, for the results of the validity test of the employee performance variable, the questionnaire is said to be valid if the r count is greater than the critical r , namely 0.300, which can be fulfilled, so it can be concluded that the

questionnaire is said to be valid. Therefore, all statements are indicators of employee performance.

Based on the recapitulation of the respondents' responses to the transformational leadership variable, the responses to 15 statements regarding respondents' responses per dimension of the Transformational Leadership variable show an average score of 2.82 with a reasonably good category. Conversely, the Individualized Consideration dimension has the lowest score, namely an average score of 2.74 with a pretty good category, Inspirational Motivation gets an average score of 2.78, and Idealized Influence gets an average score of 2.80 with a pretty good category. Finally, the Intellectual Stimulation dimension gets an average score of 2.94 in a reasonably good category.

For the recapitulation of respondents' responses to work motivation variables, it can be seen that respondents' responses to 15 statements regarding respondents' responses per dimension of work motivation variables show that work motivation in one of the companies engaged in the food and beverage sector in the city of Bandung shows that the smallest value by the first dimension Need for Achievement (nAch) with an average score of 2.75. Furthermore, the Need for Affiliation (nAff) dimension has an average score of 2.85, and the Need for Affiliation (nAff) has an average score of 2.96. Thus all values have an average score of 2.86 with a reasonably good category.

As for the recapitulation of respondents' responses to employee performance variables, it can be seen that respondents' responses to 15 statements regarding respondent responses per

dimension of employee performance variables show that employee performance in one of the companies engaged in the food and beverage sector in the city of Bandung, the quality dimension has a minor average score, namely 2.66, and the quantity dimension gets an average score of 2.68. Thus, all employee performance variables get an average score of 2.67 with a reasonably good category.

There can be a positive relationship between independent variables. To make it easier to know this relationship, it is shown in the following Figure 1:

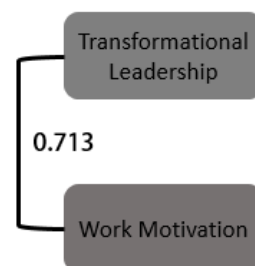


Figure 1. The correlation of Research Variables
In Figure 1 above, the relationship between the variables Transformational Leadership and Work Motivation from the results of SPSS version 25 calculations, the results of the correlation between variables X1 and X2 are 0.713 so that it can be concluded that the relationship between the variables Transformational Leadership and Work Motivation is at a substantial level because it is in the range 0.60-0.799.

Based on the results of direct and indirect influences, it appears that the direct effect of Transformational Leadership (X1) on employee performance (Y) is equal to the square of the regression coefficient, namely $(0.4242)^2 = 0.180$, the indirect effect of Transformational Leadership through Work Motivation on

employee performance (Y) is $(0.424) \times (0.713) \times 0.439 = 0.133$.

Furthermore, the direct effect of work motivation on employee performance is the square of the regression coefficient, namely $(0.439)^2 = 0.193$, the indirect effect of work motivation through transformational leadership on employee performance is $(0.439) \times (0.713) \times (0.424) = 0.133$.

Then, the total effect of transformational leadership both directly and indirectly on employee performance is 0.312, the total effect of work motivation on employee performance is 0.325 and the total effect of transformational leadership and work motivation both directly and indirectly on employee performance of 0.637. So, the total influence of transformational leadership and work motivation on employee performance (Y) is 63.7%.

It can conclude that the magnitude of the influence of transformational leadership and work motivation on employee performance is 63.7%, and the remaining 36.3% is epsilon or the residual influence of other independent variables that affect Employee Performance not examined, such as the influence of the work environment, communication, loyalty, and work discipline.

Based on the research and data processing results, the Transformational Leadership variable an average value of 2.82 and is in the pretty good category. The highest average score is in the statement: "The leader encourages me to use creativity in completing work." Moreover, "Leaders encourage me to solve work problems rationally/logically." with an average value of 3.12. It can see that leaders always encourage their employees to work creatively and solve

problems rationally, such as when a company has a machine breakdown. However, targets still have to be completed on the same day. In this case, the leader takes part in solving the problem so that the problem can be solved correctly and the target employees are still working even though parts of the machine need repair. Meanwhile, the lowest average score in the statement: "Leaders motivate to work better." with an average score of 2.61 and in a reasonably good category, where employees still feel they are not getting enough motivation from the leadership to work even better. As in the case when an employee is lazy at work, the leader does not rebuke him and seems to ignore him.

Based on the research and data processing results, the variable Work motivation an average value of 2.86 and is in a pretty good category. The highest average score in the statement: "I have a close relationship with my superiors," with an average value of 3.15, is in the pretty good category, where employees feel close to their superiors. Judging from the situation in the office when the leadership gathered, they did not hesitate to joke with the employees. Meanwhile, the lowest average score in several statements, including the first, is "The company provides promotion for outstanding employees," with an average value of 2.56, and is in a reasonably good category, where a company does not provide promotion opportunities for outstanding employees. Nevertheless, only special treatment, such as frequently asked questions, are often invited to chat and discuss.

Transformational leadership style is one of the determinants of employee performance. That is, Transformational Leadership is one-factor

affecting employee performance. Leadership is a very vital thing in a company where leadership greatly influences the employees under it. A leader should be a role model for employees. If all employees have made their leaders good role models, then it is certain that the performance of the employees will increase because they feel comfortable with the leadership style applied by their leaders. Therefore, the transformational Leadership is the most appropriate one applied to the company.

Motivation is a concept that describes the forces that exist within an employee that initiates and can direct the person's behavior at real work. The emergence of high motivation in employees will automatically make the employee's performance increase. Therefore, work motivation maintains appropriately to minimize poor performance in the company. (Manik & Sidharta, 2017; Diamantidis & Chatzoglou, 2019)

There is a very close correlation between transformational leadership, motivation, and performance. This research shows the effect of transformational leadership and motivation on company performance and follow the study of Buil, Martínez & Matute (2019); Linge & Sikalieh, (2019) and Top, Abdullah & Faraj (2020). Transformational leadership that is well applied to a company must be encouraged by the high motivation of employees. So the sustainability of these two variables will support the improvement of employee performance at the company. From the results of these calculations and supported by expert statements, transformational leadership and work motivation are essential for companies to pay attention to in

order to create good performance within the company.

CONCLUSION

The hypothesis in this study can be proven, namely that Transformational Leadership and Work Motivation have a positive and significant effect on employee performance in one of the companies engaged in the food and beverage sector in Bandung. This result follows previous research that Transformational Leadership and work motivation positively affect both partially and simultaneously employee performance.

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