



Transformational Leadership on Employee Performance at PT. Sarana Sinar Sulawesi

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Abstract. *The purpose of this study is to ascertain the impact of work motivation (X2), performance (Y), and transformational leadership (X1) on the quality of corporate performance. This study uses quantitative methods. Information sources from primary and secondary data were obtained using a straightforward probability sampling technique. Multiple linear regression, hypothesis testing, coefficient of determination, and classical assumption tests were employed in the data analysis. The software SPSS Version 22 was used for this. Information was gathered by means of surveys given to fifty-two individuals at PT. Sarana Sinar Sulawesi, situated in Tamalanrea, Makassar City. The study's findings indicate that the transformational leadership variable significantly affects worker performance, with $t = 8.375$ and a p -value of $0.000 < 0.05$.*

Keyword: *Transformational leadership; Physical Work Environment; Work motivation; Employee performance*

INTRODUCTION

In essence, the goal of every business establishment is to achieve success and carry on with operations. To preserve progress, businesses must continue to develop all of their current resources. This covers machine technology, natural resource management, capital (material) resource management, and above all human resource management. When it comes to growing and expanding a firm, human resources are key. Performance evaluations are frequently used by leaders to evaluate teams or individuals; thus, it is important to work toward raising performance. Performance can also be described as the caliber, volume, or team of individuals collaborating to accomplish specific objectives. Kushendar (2022) defines performance as the caliber of work products that an employee produces when performing their jobs in accordance with their responsibilities.

High staff performance is one of the company's requirements, and the leadership style achieves this. Maintaining a genuine relationship between leadership and its members is essential to achieving harmony in work and communication. Members' enthusiasm for their work may rise as a result.

The performance of a company's employees can be used to determine its level of success. Furthermore, performance is a metric used to assess how successfully a worker performs their duties. A multitude of elements both influence and assist performance, as adequate support is necessary to attain optimal and high-quality performance. Transformational leaders prioritize the objectives of the organization, boost worker performance, and offer moral

support. They motivate, inspire, and push others who follow them to accomplish their objectives. A leader's behavior pattern and tactics used to persuade subordinates to accomplish organizational objectives are referred to as their leadership style (Saepudin et al., 2023).

REVIEW OF THE LITERATURE

An effective leader may organize and assist individuals or organizations in achieving their objectives. Every person needs to have leadership qualities because they will enable them to be self-assured and confident in their ability to fulfill all of their responsibilities, duties, and obligations, as well as take advantage of other opportunities. These qualities will also serve as an inspiration to many others, encouraging them to strive for excellence and accomplish their goals. The workplace environment is the next factor that affects performance after transformative leadership.

Optimal performance is guaranteed when workers are at ease in their work environment. This is because they will feel safe and at ease doing their tasks, which will lead to an enthusiastic attitude toward their work. On the flip side, poor work environments can lower productivity among employees. Motivation is the next element that affects worker performance. A person's motivation propels them to take activities that enable them to accomplish task effectiveness in a way that can motivate others to work with them; employees who possess the drive to outperform their peers can enhance employee performance. This is due to the fact that highly motivated workers will be driven to finish projects promptly and in accordance with deadlines, which will improve performance and advance the business. Performance will rise in proportion to an employee's level of work motivation; on the other hand, performance will fall in proportion to an employee's level of motivation. PT. Sarana Sinar Sulawesi is a Tamalanrea Makassar-based firm that works in the food and drink industry. When it was established in 1992, there were 410 workers at this company.

Factors influencing PT staff poor performance. One of Sinar Sulawesi's advantages is the way its leadership handles employee grievances. It is believed that leaders are unable of inspiring their staff to work more ardently and enthusiastically toward long-term objectives. In addition, leaders are not able to give their subordinates the attention they need. Instead, they should be able to counsel, train, and treat each employee personally in order to motivate them to work harder and deliver higher-quality work. In light of this, style Employee performance is impacted when employees do not receive the transformational leadership they anticipate. According to the findings of interviews conducted with a number of PT. Sarana Sinar Sulawesi

employees, there were hints that workers' accountability for their work remained poor, and some of them failed to finish tasks by the deadline. The data on employee absence that follows indicates a decline in staff performance.

Table 1. Sarana Sinar Sulawesi employee attendance data in

Month	Year	Employee Enter	Employee Roll call	Total Employee
January	2023	403	7	410
February	2023	401	9	410
March	2023	399	11	410
April	2023	397	13	410
May	2023	400	10	410
June	2023	404	6	410
July	2023	405	5	410

MECHANISM

This study employs a quantitative research design. The 52 workers in the Operator Division of PT. Sarana Sinar Sulawesi make up the research population. The 52 individuals who made up the study's sample were chosen using a saturated sample or census approach, in which all of the respondents were included in the sample.

According to the study, the whole number of production personnel at PT. Sarana Sinar Sulawesi was used as a sample without taking into account the strata in this population because the population consisted of no more than 200 respondents. Online searches, literature reviews, questionnaires, and observation were the methods of data collection that were employed. The data analysis techniques used include multiple linear regression analysis, which ascertains the direction of the relationship between the independent variable and the dependent variable, whether each independent variable has a positive or negative relationship in predicting whether the value of the independent variable will increase or decrease, and hypothesis testing, which consists of the T test (partial test) aimed at testing the influence of the independent variables (variables X1 and the model simultaneously or together) on the dependent variable. The coefficient of determination test (R²) aims to estimate the extent of the model's ability to prove variations in the dependent variable. However, a validity test, a reliability test, and the classical assumption test which consists of the multicollinearity, heteroscedasticity, and normalcy tests must be completed before conducting a hypothesis test.

FINAL RESULTS AND TALK

Test of Validity and Reliability

Table 2: Validity and Reliability Test Results

Variable	Validity test	Reliability Test
Leadershiptransformational	Valid	Reliable
Work motivation	Valid	Reliable
Employee performance	Valid	Reliable

All of the elements in each variable are deemed legitimate according to the calculation requirements used in SPSS since they result in a calculated r value $> r$ table (0.243), which falls between 0.541 and 0.708. It follows that the variables employed in this study transformational leadership (X1), work motivation (X2), and employee performance (Y) all fall into the legitimate category.

Test of Multiple Linear Regression

Using the SPSS for Windows Version 26 computer program, extensive statistical computations and multiple line regression analysis are performed. The following is an overview of the outcomes of data processing with the SPSS software:

Table 3. Multiple Linear Regression Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	10,006	4,535		2,206	.031		
1 LeadershipTransformational	,084	,157	,079	,535	,594	,242	4,129
Motivation	,634	,144	,524	4,392	,000	,374	2,677

Dependent Variable: Employee Performance

Based on Table 4, the following regression equation is obtained:

The constant value $a = 10.006$ means that variables X1, X2 and X3 have positive values.

The Transformational Leadership regression coefficient (X1) of 0.084 indicates that Transformational Leadership (X1) has a positive effect on Employee Performance (Y).

The Work Environment regression coefficient (X2) 0.642 indicates that the Work Environment (X2) has a positive effect on Employee Performance (Y)

The regression coefficient for Motivation (X3) is 0.634, indicating that Motivation (X3) has a positive effect on Employee Performance (Y).

Hypothesis testing

t Test (Partial)

Table 4. T Test Results for Education Level and Performance variables

		Coefficients ^a			
Model		Unstandardized Coefficients	Standardized Coefficients	Q	Sig.
		B	Beta		
		EStd. Error			
1	(Constant)	12,238	5,253	2,330	.023
	Leadership Transformational	,783	,093	,741	,000
	(Constant)	13,153	5,215	2,522	.014
Work motivation	(Constant)	20,410	3,572	5,655	,000
		,969	,096	,799	,000

a. Dependent Variable: Employee Performance

Employee performance is the dependent variable. Transformational leadership is the hypothesis test variable (X1). based on the transformational leadership variable's partial test results Given that the t value is $8.397 > t$ table 2.003 and the sig value for the influence of X on Y is $0.000 < 0.05$, H_0 is rejected and H_a is accepted. This indicates that employee performance is positively and significantly impacted by the motivation component.

T test, variable hypothesis testing Motivation at Work (X3) The sig score for the influence of the work motivation variable indicates that, according to the findings of the partial test, the variable has a positive and substantial impact on employee performance.

Test for the Coefficient of Determination

In essence, the coefficient of determination test (R²) assesses how well the model can account for fluctuations in the dependent variable. The following graphic displays the coefficient of determination (R²) value:

Table 5. Coefficient of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727a	.701	.578	2.58627

a. Predictors: (Constant), Motivation, Work

Environment, Transformational Leadership

Based on computations conducted with the SPSS version 26 software, the R square coefficient of determination value was 0.701, indicating a 71.5% simultaneous contribution of motivation (X2) and transformational leadership (X1) to employee performance (Y).

F exam

Table 6: F Test Outcomes

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	963,908	3	321.303	44.134	,000b
	Residual	407,692	56	7,280		
	Total	1371.520	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation, Work Environment, Transformational Leadership						

Table 6 above indicates that the F test yielded $\text{sig} = 0.000$ and computed $f = 44.134$; however, the f table is 2.77. H_a is acceptable since the sig value is less than 0.05 and the f calculated is greater than the f table, indicating a significant impact of the three factors on variable Y.

CONVERSATION

It can be explained in the following discussion based on the outcomes of the instrument testing, the data analysis results mentioned above, and the results of the observations made:

The results of the hypothesis test for The Impact of Transformational Leadership on Employee Performance were $t = 8.397$ and $\text{sig value} = 0.000$. H_a is acceptable since the sig value is 0.005 and the t count $>$ t table indicates that variable X1 significantly influences variable Y. Thus, it has been established beyond dispute that transformational leadership significantly affects employee performance.

Kushendar's (2023) earlier study, "The Influence of Transformational Leadership and Organizational Culture on Employee Performance," lends credence to the findings of this investigation. The research's findings demonstrate that transformative leadership significantly and partially improves worker performance.

The results of the hypothesis test for The Effect of Motivation on Employee Performance were $t = 10.135$ and $\text{sig value} = 0.000$. H_a is acceptable since the sig value is 0.005 and the t count $>$ t table indicates that variable X3 significantly influences variable Y. Thus, it has been demonstrated that the hypothesized motivation research has a major impact on worker performance.

The Impact of Motivation and Transformational Leadership on Worker Performance

Through hypothesis testing, $f = 44.134$ was computed, and a sig value of 0.000 was found. Given that the $f >$ f table and the sig value of 0.005 indicate that there is a simultaneous and significant influence of the three variables on variable Y, H_a is accepted. Therefore, it has been established that transformational leadership, work environment, and motivation have a major impact on employee performance. Seventy-one percent of the data from the simultaneous test of the three variables transformational leadership, motivation, and employee performance

were influenced by other factors, according to the results of the determination coefficient analysis.

CONCLUSIONS

Drawing on the framing of the problem and the outcomes of the data analysis, the author makes the following deductions:

1. The H_a hypothesis was tested, and the results demonstrated that transformational leadership has an impact on worker performance and that significance testing was met, indicating a significant and beneficial impact of transformational leadership on worker performance. Effectively addressing a transformational leadership style will boost worker performance.
2. The significance test has been passed, indicating that motivation has a positive and significant impact on employee performance. The H_a hypothesis testing results have demonstrated the influence of motivation on employee performance. Employees who are highly motivated will exhibit good performance.
3. The three variables transformational leadership, motivation, and employee performance have an impact on worker performance, as demonstrated by the results of simultaneous hypothesis testing. Moreover, significance testing has been satisfied, indicating that the three variables have a substantial and favorable impact on worker performance

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