

DOI: <https://doi.org/10.38035/dijemss.v7i6><https://creativecommons.org/licenses/by/0/>

Analysis of The Impact of Transformational Leadership Implementation and Work Motivation on Employee Commitment and Performance

Nuning Nurna Dewi¹

¹Universitas Muhammadiyah Lamongan, Lamongan, Indonesia, nurnadewis@umla.ac.id

Corresponding Author: nurnadewis@umla.ac.id¹

Abstract: Quality human resources is the most valuable asset in a company. Quality human resources are the main capital to achieve company goals. In this study, employee performance was examined by 2 variables, namely transformational leadership and work motivation through work commitment as a connecting variable. The population in this study amounted to 40 employees consisting of all employees of PT. Ometraco Arya Samanta Surabaya. In the study, the census method was used by giving questionnaires to all populations with a total of 40 employees. Data analysis techniques in this study used PLS (Partial Least Squares) analysis. The results of the Transformational Leadership research have a significant influence on Work Commitment, while the Transformational Leadership Style has no significant effect on Performance; Work Motivation has a significant effect on Work Commitment and Employee Performance; the Work Commitment variable influences Employee Performance.

Keywords: Human Resources, Transformational Leadership Style, Work Motivation, Work Commitment, Employee Performance.

INTRODUCTION

In a company, the most influential resource is human resources, namely employees, which constitute the most important element in any form of organization or business. Employees who are well managed by the company will provide positive impacts and benefits, such as achieving the company's predetermined vision and mission, gaining both financial and non-financial advantages, and enhancing the company's image compared to its competitors. Conversely, if a company fails to manage its human resources properly, it may lead to decreased employee satisfaction and performance, which in turn will negatively affect the company's overall outcomes.

The success of a company or organization cannot be separated from the leadership style of its leaders. A leader must possess charisma and appeal to become a role model and a source of inspiration for employees. Therefore, leaders must have the ability to understand employee characteristics so that they can provide guidance and direction, as well as motivate all members to achieve the goals set and expected by the company. Leaders must also be able to establish good relationships between superiors and subordinates within the organization.

In creating harmonious relationships between employees and leaders, motivation plays a crucial role. Work motivation is an encouragement that drives employees to perform their tasks better (Bangun, 2012). According to Kadarisman (2012), work motivation is a driving force within an employee that encourages positive behavior and willingness to work diligently in accordance with assigned responsibilities.

High levels of motivation provided by leaders to subordinates will foster strong commitment in carrying out responsibilities and completing assigned tasks. Every employee working in a company or organization must possess a strong sense of commitment, because without it, organizational goals cannot be achieved.

PT Ometraco Arya Samanta Surabaya is a construction company engaged in building projects, with a mission to deliver high-quality construction services, ensure timely completion, and prioritize customer satisfaction and positive client relationships. To achieve these objectives, effective leadership and strong employee motivation are essential. Employees are expected to possess high motivation and enthusiasm to perform their tasks efficiently and effectively, demonstrating strong commitment and performance in realizing the company's vision and mission. Therefore, this study aims to examine the impact of transformational leadership style implementation and work motivation on employee commitment and performance at PT Ometraco Arya Samanta Surabaya.

Literature Review

1. Human Resource Management

Human Resource Management (HRM) is a field within general management, which encompasses processes including planning, organizing, implementation, and control. These processes are applied in production, marketing, finance, and personnel functions.

2. Transformational Leadership Style

According to Robbins and Judge (2008:90), transformational leaders are those who inspire followers to transcend their personal interests for the good of the organization and exert extraordinary influence on their followers. Based on this definition, transformational leadership can be concluded as leadership characterized by charisma, central roles, and strategic capabilities in guiding organizations toward achieving their objectives.

Indicators of transformational leadership style according to Robbins (2010:263) include:

- a) Charisma
- b) Inspirational Motivation
- c) Intellectual Stimulation
- d) Individualized Consideration

3. Work Motivation

According to Hasibuan (2016:141), motivation is a driving force that generates enthusiasm in employees, encouraging them to cooperate, work effectively, and integrate their efforts to achieve satisfaction. Based on this definition, motivation can be interpreted as an internal drive that directs and energizes individuals to work optimally toward achieving organizational goals.

Indicators of work motivation according to Hasibuan (2008:123) include:

1. Physiological Needs
2. Safety Needs
3. Social Needs
4. Esteem Needs
5. Self-Actualization Needs

4. Work Commitment

According to Hasibuan (2005), work commitment is an employee's ability to maintain values in striving to achieve organizational goals. Based on this definition, work commitment refers to an employee's decision to remain in an organization and maintain membership, without the intention of leaving.

Indicators of work commitment according to Meyer and Allen (1991, 1997) in Mas'ud (2002) include:

1. Affective Commitment
2. Normative Commitment
3. Continuance Commitment

5. Employee Performance

According to Hasibuan (2012:67), employee performance is the quality of work results achieved by an employee in carrying out assigned tasks, based on competence, experience, diligence, and time. Based on this definition, performance refers to the outcomes or achievements resulting from an employee's efforts in fulfilling organizational responsibilities.

Indicators of employee performance according to Darma (2003:355) include:

1. Work Quantity
2. Work Quality
3. Timeliness

6. Conceptual Framework

(To be developed according to the research model.)

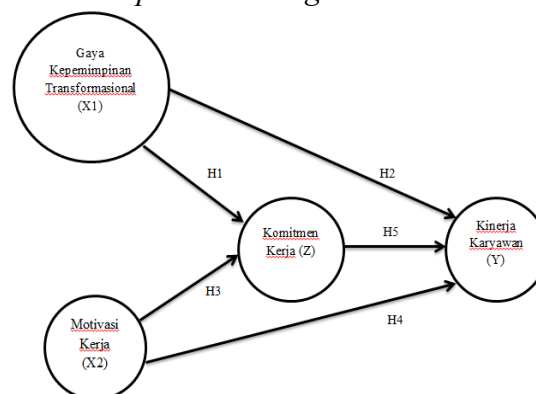


Figure 1. Conceptual Framework

The contextual framework depicts transformational leadership style (X1) and work motivation (X2), with one variable, work commitment (Z). These variables collectively influence employee performance at PT. Ometraco Arya Samanta Surabaya.

7. Research Hypothesis

This hypothesis is a tentative guess. Based on the background and problem formulation described above, the following hypotheses are formulated for this study:

- H1: Transformational Leadership influences Work Commitment
H2: Transformational Leadership influences Employee Performance
H3: Work Motivation influences Work Commitment
H4: Work Motivation influences Employee Performance
H5: Work Commitment influences Employee Performance

METHOD

Population and Sample

In this study, the population consisted of employees of PT. Ometraco Arya Samanta Surabaya, totaling 40 employees. The sampling technique used was non-probability sampling with a saturated sampling approach. All 40 employees of PT. Ometraco Arya Samanta Surabaya were included as the sample in this study.

Types and Methods of Data Collection

Primary data were obtained directly by the researcher. Data collection was conducted using a research instrument in the form of a questionnaire. The questionnaires were distributed to the employees who served as respondents in this study. Each question provided five alternative responses, using a scale of 1–5 to represent the respondents' opinions or answers. The response options given to respondents were as follows:

1. SS: Strongly Agree
2. S: Agree
3. KS: Somewhat Disagree
4. TS: Disagree
5. STS: Strongly Disagree

Data Analysis Technique

Structural Equation Modeling (SEM) can be based on covariance or variance. In this study, variance-based SEM was used, which applies variance in the iteration process or block variance among indicators or parameters estimated within a single latent variable, without correlating them with indicators in other latent variables within one research model. The variance-based iteration process ignores the effects of multicollinearity among indicators and latent variables and does not require rigid assumptions. This method is appropriate for predictive models that only measure causal effects at the level of latent variables. Therefore, the statistical technique used was Partial Least Squares (PLS) (Jogiyanto & Abdillah, 2009: 2–3).

Data Analysis Method

In this study, data analysis was conducted using descriptive analysis and inferential analysis.

RESULTS AND DISCUSSION

The following is a presentation of the research results.

Table 1. Distribution of questionnaires

Description	Amount	PerCcentage
The questionnaire was divided	40	100%
Questionnaire not returned	0	0%
Processed questionnaire	40	100%

Source: data processed by researchers

1. Respondents by Age

Table 2. Characteristics of Respondents' Answers by Age.

Description	Amount	PerCcentage
20-30 years	11	27,5%
31-40 years	10	25%
41-50 years	16	40%
>50 years	3	7,5%
Total	40	100%

Source: data processed by researchers

2. Respondents based on length of work

Tabel 3. Karakteristik jawaban responden berdasar lama kerja.

Description	Amount	Percentage
0-5 years	14	35%
6-10 years	13	32,5%
11-20 years	10	25%
>21 years	3	7,5%
Total	40	100%

Source: data processed by researchers

3. Respondents by Income

Table 4. Characteristics of Respondents' Answers by Income.

Description	Amount	Percentage
1-2 jt	1	2,5%
2-4 jt	25	62,5%
4-5 jt	8	20%
>5 jt	6	15%
Total	40	100%

Source: data processed by researchers

4. Respondents by Education

Table 5. Characteristics of Respondents' Answers by Education.

Description	Amount	Percentage
Junior High School	1	2,5%
Senior High School/Vocational High School	29	72,5%

Bachelor's Degree	10	25%
Total	40	100%

Source: data processed by researchers

5. Validity Test

Transformational Leadership Style

Transformational leadership style was measured using four questions. The following table shows the validity test results:

Table 6 Validity Test Results Transformational Leadership Style Variable

No	Indicator	Correlation	Sig	Ket
a. Charisma				
1.	GKT1.1	,800	,000	Valid
b. Inspirational Motivation				
2.	GKT1.2	,780	,000	Valid
c. Intellectual Stimulation				
3.	GKT1.3	,789	,000	Valid
d. Individual Considerations				
4.	GKT1.4	,736	,000	Valid

Source: data processed by researchers

Table 6 shows all the statements used to measure the Transformational Leadership Style variable, all statement items are declared valid.

6. Work Motivation

Work motivation was measured using five questions. The following table shows the validity test results:

Table 7 Validity Test Results Work Motivation Variable

No	Indicator	Correlation	Sig	Ket
a. Physical Needs				
1.	MK2.1	,783	,000	Valid
b. Safety Needs				
2.	MK2.2	,753	,000	Valid
c. Social Needs				
3.	MK2.3	,813	,000	Valid
d. Need for Appreciation				

4.	MK2.4	,670	,000	Valid
----	-------	------	------	-------

e. The Need for Self-Actualization

5.	MK2.5	,586	,000	Valid
----	-------	------	------	-------

Source: data processed by researchers

Table 7 shows that all statements used to measure the Work Motivation variable, all statement items are declared valid.

7. Work Commitment

Work Commitment was measured using three questions, and the following table shows the validity test results.

Table 8 Validity Test Results Work Commitment Variable

No	Indicator	Correlation	Sig	Ket
a. Affective Commitment				
1.	KK1	,993	,000	Valid
b. Normative Commitment				
2.	KK2	,891	,000	Valid
c. Ongoing Commitment				
3.	KK3	,880	,000	Valid

Source: data processed by researchers

Table 8 shows that all statements used to measure the Work Commitment variable were declared valid.

8. Employee Performance

Employee performance was measured using three questions, and the following table shows the validity test results.

Table 9 Validity Test Results Employee Performance Variable

No	Indicator	Correlation	Sig	Ket
a. Quantity				
1.	K1	,631	,000	Valid
b. Quality of Work				
2.	K2	,760	,000	Valid
c. Work Punctuality				
3.	K3	,717	,000	Valid

Table 9 shows that all statements used to measure the Employee Performance variable were declared valid.

9. Reliability Test

Table 10. Reliability Test Results

Variable	Cronbach Alpha	Information
Transformational Leadership Style (GKT)	,765	Reliabel
Work Motivation (MK)	,774	Reliabel
Work Commitment (KK)	,823	Reliabel
Employee Performance (K)	,844	Reliabel

Source: data processed by researcherse

Table 10 shows that the statements in the questionnaire are reliable, as they have a Cronbach's alpha value higher than 0.6. This indicates that each statement item used can obtain consistent data and, when used again, will produce nearly identical values.

10. Descriptive Analysis

To find the categorical values for all variables, the class interval method (Ferdinand, 2006) was used as cited in Firmansyah (2014). The following are the categorical rules.

Interval = $\frac{\text{highest value} - \text{lowest value}}{\text{Number of intervals}}$

Number of intervals

Description:

The highest value is 5, the lowest value is 1, and the number of classes is 5. The formula above yields the following class interval values:

$$\text{Class intervals} = \frac{5-1}{5} = 0,8$$

0.8 is the class interval for each category. Therefore, the following provisions apply to the result categories:

Table 11. Respondent Response Category Intervals

Intervals	Category
$4,20 < a \leq 5,00$	SS
$3,40 < a \leq 4,20$	S
$2,60 < a \leq 3,40$	N
$1,80 < a \leq 2,60$	TS
$1,00 < a \leq 1,80$	STS

Source: Simamora (2005:28) in Firmansyah (2014), processed by researchers.

The following is a summary of the respondents' responses to the variables in this study, based on the frequency of responses and the average value of the respondents' responses:

11. Transformational Leadership Style

Table 12
Descriptive Statistics for Transformational Leadership Style

No	Indicator	Mean	Kategori
	Indikator		
a. Charisma			
1.	GKT1.1	3,12	Netral
b. Inspirational Motivation			
2.	GKT1.2	3,17	Netral
c. Intellectual Stimulation			
3.	GKT1.3	2,62	Netral
d. Individual Considerations			
4.	GKT1.4	3,2	Netral

Source: processed by researchers

12. Work Motivation

Table 13
Descriptive Statistics of Work Motivation

No	Indicator	Mean	Category
	Indikator		
a. Physical Needs			
1.	MK1.1	3,8	Setuju
b. Safety Needs			
2.	MK1.2	4,2	Setuju
c. Social Needs			
3.	MK1.3	2,75	Netral
d. Need for Appreciation			
4.	MK1.4	2,35	Netral
e. The Need for Self-Actualization			
5.	MK1.5	4,15	Setuju

Source: processed by researchers

13. Work Commitment

Table 14
Descriptive Statistics of Work Commitment

No	Indicator	Mean	Category
	Indikator		
a. Affective Commitment			
1.	KK1	3,5	Setuju

b. Normative Commitment

2. KK2 3,4 Setuju

c. Ongoing Commitment

3. KK3 3,57 Setuju

Source: processed by researchers

14. Employee Performance

Table 15
Descriptive Statistics of Employee Performance

No	Indicator	Mean	Category
a. Work Quantity			
1.	K1	3,9	Setuju
b. Quality of Work			
2.	K2	4,3	Setuju
c. Work Punctuality			
3.	K3	4,7	Setuju

Source: processed by researchers

15. Inferential analysis with Partial Least Square (PLS)

The PLS diagram shows the flow of causal relationships between exogenous and endogenous variables, where the existing causal relationships are the justification of the theory and its concepts are then visualized as in Figure 2 below:

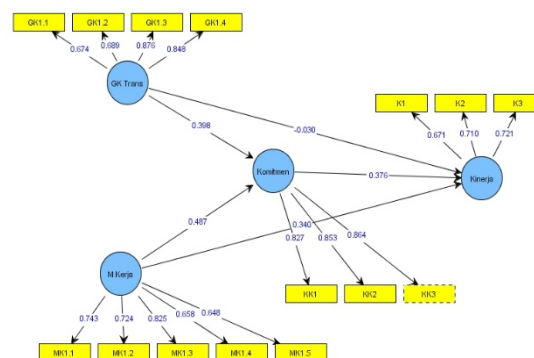


Figure 2 PLS Output

Figure 2 shows the causal relationship between exogenous and endogenous variables, namely between the indicators in each variable and the research variables, as well as the relationship between the variables Transformative Leadership Style and Work Motivation, with Employee Performance mediated by Work Commitment.

16. Causality Test

Table 16
Hypothesis Test Results

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic	Ket
GK Trans -> Commitment	0.398	0.400	0.116	3.431	Sig
M Work -> Commitment	0.487	0.492	0.105	4.639	Sig
GK Trans -> Performance	-0.030	0.012	0.144	0.208	No
M Work -> Performance	0.340	0.333	0.117	2.911	Sig
Commitment -> Performance	0.376	0.349	0.166	2.258	Sig

Source: PLS output

Discussion

The Effect of Transformational Leadership Style on Work Commitment

The results show that transformational leadership style has a significant effect on work commitment, as evidenced by a calculated t value of 3.431, which is higher than the t table value of 2.02619.

Leaders are able to motivate employees, serve as role models, and set clear goals to be achieved. Such leadership behavior is capable of increasing the work commitment of employees at PT. Ometraco Arya Samanta Surabaya. Therefore, leaders should maintain the transformational leadership style that has been implemented so far.

The Effect of Work Motivation on Work Commitment

The results indicate that work motivation has a significant effect on work commitment, as shown by a calculated t value of 4.639, which is higher than the t table value of 2.02619. The motivation provided to employees at PT. Ometraco Arya Samanta Surabaya is currently very good in fostering employee commitment. Therefore, leaders should continue to maintain the level of work motivation that has been implemented.

The Effect of Transformational Leadership Style on Employee Performance

The results show that transformational leadership style does not have a significant effect on employee performance, as indicated by a calculated t value of 0.208, which is lower than the t table value of 2.02619.

Leaders serve as role models for employees in carrying out their work. To improve employee performance at PT. Ometraco Arya Samanta Surabaya, it is necessary to further enhance the transformational leadership style so that employees can increase their productivity and performance.

The Effect of Work Motivation on Employee Performance

The results indicate that work motivation has a significant effect on employee performance, as evidenced by a calculated t value of 2.911, which is higher than the t table value of 2.02619.

To improve employee performance at PT. Ometraco Arya Samanta Surabaya, work motivation should be enhanced through appropriate salary payments that meet employees' needs. In addition, praise can also improve employee performance. Praise from supervisors motivates subordinates to work better, and recognition among colleagues also contributes to improved performance.

The Effect of Work Commitment on Employee Performance

The results show that work commitment has a significant effect on employee performance, as indicated by a calculated t value of 2.258, which is higher than the t table value of 2.02619.

Strong commitment from employees of PT. Ometraco Arya Samanta will lead to both higher quantity and quality of work and can enhance overall employee productivity.

CONCLUSION

1. Transformational Leadership Style has a significant effect on Work Commitment. This is proven by the research results showing a calculated t value of 3.431, which is higher than the t table value of 2.02619.
2. Transformational Leadership Style does not have a significant effect on Employee Performance. This is evidenced by a calculated t value of 0.208, which is lower than the t table value of 2.02619.
3. Work Motivation has a significant effect on Work Commitment. This is proven by a calculated t value of 4.639, which is higher than the t table value of 2.02619.
4. Work Motivation has a significant effect on Employee Performance. This is evidenced by a calculated t value of 2.911, which is higher than the t table value of 2.02619.
5. Work Commitment has a significant effect on Employee Performance. This is proven by a calculated t value of 2.258, which is higher than the t table value of 2.02619.

REFERENCE

- Bangun, W. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Darma, Agus. *Manajemen Supervisi*, Jakarta: PT. Raja Grafindo Perkasa.2003.
- Guterres, L.A. dan Supartha, W.G. (2016). *Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Guru*. E-Jurnal Ekonomi dan Bisnis Universitas Udayana, Vol. 5 No.3 : 429-454.
- Hasibuan, Melayu S.P.2016. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hasibuan, Melayu S.P.2012. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hasibuan, Melayu S.P.2008. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Kartini Kartono. 2011. *Pemimpinan dan Kepemimpinan*, Jakarta: PT. Rajawali Grafindo Persada.
- Kadarisman. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: PT. Raja Grafindo Persada.
- Robbins, & P, S. (2013). *Perilaku Organisasi, Konsep, Kontroversi, Aplikasi Alih Bahasa Hadyana Puja Admaka Dan Beyamin Molan*. Jakarta: Prenhallindo.

- Siagian, Sondang P. 2012 . *Manajemen Sumber Daya Manusia*, jakarta : Bumi Aksara.
- Siagian, Sondang P. 2016 . *Manajemen Sumber Daya Manusia*, jakarta : Bumi Aksara.
- Sugiyono. 2018. *Metode Penelitian Kuantitatif*. Bandung:Alfabeta.
- Thoha Miftah. (2012). *Kepemimpinan dalam Manajemen*, Jakarta: PT. Raja Grafindo Persada.
- Uno, Hamzah, B. (2012). *Teori Motivasi & Pengukurannya*, Jakarta: Bumi Aksara.
- Yamin, S., & Kurniawan, H. (2011). *Partial Least Square Path Modeling*. Jakarta: Salemba Infotek.