
The Influence of Transformational Leadership Style and Work Motivation on the Performance of PT Tara's Outsourced Employees in the Maintenance Work Unit of PT Bukit Asam Kertapati Pier Unit

Satria Oktariadi¹, Marlina Widiyanti², Muhammad Yusuf³, Agustina Hanafi⁴

¹Student of Master Management, Sriwijaya University, Palembang, Indonesia

^{2,3,4}Lecturer of Magister Management, Economic Faculty, Sriwijaya University, Palembang, Indonesia

Email : soktariadi@gmail.com, marlinawidiyanti@fe.unsri.ac.id, m.yusuf@polsri.ac.id, agustinahanafi@fe.unsri.ac.id

Abstract

This study was conducted to determine the influence of transformational leadership style and work motivation on the performance of PT Tara's outsourced employees in the PT Bukit Asam Dermaga Kertapati Unit maintenance work unit. The population and sample in this study are all PT Tara's outsourced employees in the PT Bukit Asam Kertapati Pier Unit maintenance work unit in 2023-2024, with as many as 33 employees using the census method. The results of multiple linear regression analysis show that transformational leadership style and work motivation have a positive and significant effect on employee performance. In a transformational leadership style, it is hoped that the role of the boss can provide opportunities for employees to provide opinions. Work motivation: it is hoped that the boss can provide fair input to employees so that fellow employees can establish good relationships.

Keywords: Transformational Leadership Style, Work Motivation, Employee Performance

Corresponding Author; Marlina Widiyanti
E-mail: marlinawidiyanti@fe.unsri.ac.id



INTRODUCTION

In this modern era, many companies compete to become superior. This makes their human resources their main focus. Qualified human resources or employees will be able to put the Company on a competitive path or can even become a *leader* in competition. The low level of employee performance in a company can be seen in the presence at the workplace caused by the lack of employee work discipline, and the ineffective use of time in carrying out work is also said to be a low level of employee performance (Yanti, 2022).

In this case, employee performance is a benchmark for organizations or companies to assess their abilities productivity, and provide useful information for matters related to employees. Employee performance is a very important thing in running an organization to achieve its goals. Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2017). The success or failure of the implementation of individual duties in an organization is determined by the performance it achieves in a certain time.

PT Bukit Asam, Tbk, is part of the MIND ID mining state-owned enterprise (BUMN) holding that is engaged in the field of coal mining. Until the end of 2022, the Company's business network consists of 5 managed areas and 3 ports. The Company's coal production

mining business license (IUP) has a total management area of 65,632 hectares with resources of 5.85 billion tons and reserves of 3.02 billion tons (<https://www.ptba.co.id/>).

PT Tara Anugerah Rizky Agung was established in 2008 and began commercial operations in 2008. The head office of PT Tara Anugerah Rizky Agung is located at Jl. Dr. Hakim No. 1125 D Kel. Sei Pangeran Kec. Ilir Timur I Palembang 30129 South Sumatra, Indonesia. PT Tara Anugerah Rizky Agung and is the Manpower Supply of PT Bukit Asam Tbk. Based on the Company's Articles of Association, the scope of the Company's activities includes the Provision of Services and Property. At this time, the business activities carried out by the Company are the Provision of General Control & Maintenance Services, Cleaning Services, Labor Supply, Pest Control and Garbage, Security, Parking, and Provision of Property (<https://www.taragroup.co.id/>).

The phenomenon that occurs based on the findings of the performance achievements of employees is still not optimal. The researcher subsequently gathered data from several employees and conducted a short interview; the results showed that employees felt that their motivation to work was reduced. This was due to a lack of appreciation for achievements so far, in addition to the role of leaders in providing encouragement, *coaching*, or direction, which is still relatively lacking, while this is very important in an effort to improve performance.

METODE

This study uses a qualitative method with a literature review approach. Literature review is a systematic, explicit and reproducible method to identify, evaluate and synthesize research results and thought results that have been produced by researchers and practitioners. The step in writing this review literature begins with the selection of topics. Search libraries or sources to gather relevant information from Google Scholar, CINAHL, Proquest, Ebsco, or National Library databases. Determine keywords or keywords for journal searches. After the data is collected, it is then processed, analyzed and conclusions are drawn.

RESULTS AND DISCUSSION

Results of the Correlation Coefficient (r) and Determination Coefficient (R²) Test Results

The value of the correlation coefficient (r) between the independent variable and the bound variable was 0.819 or 81.9%. This shows that the correlation or relationship between the independent variable and the bound variable has a very strong relationship level (in the range of 0.80 – 1.00), as can be seen in Table 3.4. The value of the determination coefficient (R²) of 0.670 shows that the independent variables, namely transformational leadership style (X1) and work motivation (X2), can explain the bound variable, namely employee performance (Y), by 67%, while the remaining 33% is explained by other factors that are not included in this study. R²

Test Results t

- 1) The value of the variable transformational leadership style (X1) is 4.664, and the significance value is 0.000, then the value of $t_{hitung} > t_{tabel}$ is (4.664 > 2.042), or the value (Sig.) is 0.000 < 0.05. This means that the transformational leadership style has a significant effect on the performance of employees at PT Tara in the Maintenance Work Unit of PT Bukit Asam Kertapati Pier Unit. This proves that the first hypothesis that transformational leadership style has a positive and significant influence is acceptable. $t_{hitung} > t_{tabel}$
- 2) The value of the work motivation variable (X2) is 3.209, and the significance value is 0.003, then the $t_{hitung} > t_{tabel}$ value is (3.209 > 2.042), or the value (Sig.) is 0.003 < 0.05. This means that work motivation has a significant effect on employee performance at PT Tara at the PT Bukit Asam Maintenance Work Unit Kertapati Pier Unit. This proves that the second hypothesis of work motivation has a positive and significant effect is acceptable. $t_{hitung} > t_{tabel}$

Discussion

The Influence of Transformational Leadership Style on the Performance of PT Tara's Outsourced Employees in the Maintenance Work Unit of PT Bukit Asam Kertapati Pier Unit

The results of the analysis obtained in this study show that transformational leadership style has a positive and significant effect on employee performance, so that the first hypothesis can be accepted. The results of this study are in line with the results of the research (Zgrzepski, 2022); (Kalsoom et al., 2022); (Arif & Akram, 2022); (Mutholib & Ammy, 2022); (Paais & Pattiruhu, 2020); (Shafi et al., 2020); (Lai & Tang, 2020); (Torlak & Kuzey, 2019); (Li et al., 2019); (Miao & Cao, 2019); (Wei & Subhan, 2019); (Harb & Sidani, 2019); (Paoluccia et al., 2018) showed that the transformational leadership style had a positive and significant effect on employee performance.

Based on the respondents' responses to the indicators, the boss gives employees the opportunity to give their opinions, showing the lowest score. Based on a direct interview conducted by the author with one of the employees, he said that the role of the boss at PT Tara in the maintenance work unit of PT Bukit Asam Kertapati Pier Unit has not been able to provide opportunities for employees to give their opinions. The boss only performs his duties and responsibilities in accordance with the procedures set by the Company. As employees, employees also want to be heard for their opinions related to work so that they can carry out their work more comfortably and in accordance with the provisions and rules set by the Company.

Respondents' responses to my indicators will show respect for my boss, who has the highest score. PT Tara employees in the PT Bukit Asam Pier Kertapati Unit maintenance work unit have been able to respect their superiors at work regardless of age. Even though the superior is younger than the employee, employees are able to place themselves in respect and accept all decisions of their superiors.

The Effect of Work Motivation on the Performance of PT Tara Outsourced Employees in the Maintenance Work Unit of PT Bukit Asam Kertapati Pier Unit

The results of the analysis obtained in this study show that work motivation has a positive and significant effect on employee performance, so the second hypothesis can be accepted. The results of this study are in line with the results of the research from (Pham et al., 2022); (Arianindita, 2021); (Tupti & Arif, 2021); (Jayaweera, 2020); (Shahzadi et al., 2020); (Parramatta & Astika, 2020); (Nzewi et al., 2020); (Paais & Pattiruhu, 2020); (Kiruja & Mukuru, 2020); (Cote, 2019); (Olusadum & Anulika, 2018); (Supriyanto & Mukzam, 2018); (Mfinanga, 2018) showed that work motivation had a positive and significant effect on employee performance.

Based on respondents' responses to the indicator of feeling comfortable with my coworkers, I showed the lowest score. This was said by one of the respondents, who is an employee of PT Tara at the PT Bukit Asam Pier Kertapati Unit maintenance work unit. The employee said that his current work team is still not harmoniously established. There is still competition, and some employees have ambition and lack the ability to blend with their colleagues. This also causes a lack of good working relationships between fellow employees.

Respondents' responses to my indicators will provide good work results for the Company, showing the highest value. PT Tara employees in the PT Bukit Asam Pier Unit Kertapati Maintenance Unit will always try to provide work results that are in accordance with the Company's expectations by providing good performance and working earnestly to provide what the Company wants.

CONCLUSION

The transformational leadership style has a positive and significant effect on the performance of PT Tara's outsourced employees in the PT Bukit Asam Dermaga Kertapati Maintenance Work Unit. Work motivation has a positive and significant effect on the performance of PT Tara's outsourced employees in the PT Bukit Asam Kertapati Pier Unit maintenance work unit.

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