

## The Influence of Transformational Leadership And Work Competence on Employee Performance With Work Motivation as A Mediating Variable: A Study of Pt. Perkebunan Nusantara VI

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### Abstract

The success of a company depends on the quality of human resources they have. Current research has been done by analyzing data collected from 152 employees working in the plantation sector to ascertain whether the responses differ significantly or not with regard to their perceptions of employee performance. The data for that purpose is gathered with the help of the relevant scale and analyzed by applying different statistical techniques. This study shows a significant difference in employee perceptions of employee performance across all exogenous and endogenous variables primarily related to work motivation.

**Key words:** transformational leadership, work competence, employee performance, work motivation

### Introduction

The success of a company depends on the quality of human resources they have. Increased research in this area and concentrated consideration on this issue contribute to concepts and meanings that help develop a broad employee performance outlook as an important concept.

Performance is the result achieved by employees optimally in their work according to certain criteria that apply to a job. Various ways taken by the company in improving the performance of its employees. employees performance is about one's success in performing tasks that have been charged to him according to the size applicable to the work in question. "Performance" can be considered in absolute terms and measured by instruments, but is "perceived" differently by individuals. All organizational theorists and researchers collectively agree that employee performance is critical to the achievement of organizational goals.

Employee performance consists of a combination of perceptions, attitudes, personality, and job satisfaction that affect work motivation, leadership and work competence in the work unit. The aging of labor and the projection of its economic and social consequences has led to increased interest among researchers and organizational practitioners on successful aging topics in the workplace, including ways to maintain and enhance older employees' motivation, performance, attitudes and wellbeing.

According Hasibuan (2001) performance is a result of work achieved by a person in carrying out his duties on the skills, business and opportunities. Keeps (in Rivai, 2005) argue that performance is a set of results achieved and refers to the action of achieving and performing the work requested.

While Rivai (2005) suggests that performance is the result or success rate of a person as a whole during a certain period in carrying out the task compared with various possibilities, such as standards of work, targets or targets or criteria that have been determined in advance and have been mutually agreed.

Mathis and Jackson (2008) reveal that performance is basically what employees do or do not do. According Rianto (2010) performance is the level of success achieved by employees in doing a work activity with reference to the task that must be done.

According to behavioral approaches in management, performance is the quantity or quality of something produced or services provided by someone who does the work (Luthans, 2011). According

to Nawawi (2012) performance as a result of job functions or activities of a person or group in an organization is influenced by various factors to achieve organizational goals within a certain period of time.

Magdalena Maria (2012): "*Transformational leadership influence on organizational performance through organizational learning and motivation*" states that transformational leadership and motivation have a significant effect on employee performance.

Safdar Bilal (2015): "*Impact of Employee Training and Motivation on Business Development in Banking Sector: Study Conducted in Pakistan*" found that motivation has a significant positive relationship to employee performance.

Sriekaningsih Ana (2015): "*The Effect of Competence and Motivation and Cultural Organization towards Organizational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia*". The competence and motivation have a significant positive relationship to the employee's performance.

Masbar Raja (2015): "*Influence of the Development of Core competence on Increase in the Performance of Islamic Financial Institutions*" which states that competence has a significant positive effect on competitive advantage in performance.

## Methods

In the current research data has been collected from 152 employees working at PT. Perkebunan Nusantara VI. Proportional Stratified Random Sampling method is used for selecting employees from each part for data collection.

To collect the same standard developed questionnaire data has been used for data collection for the same study. Data were collected through a structured questionnaire on the five-point Likert Scale as "Strongly Disagree" with "Strongly Agree" and the assessments were given 1 to 5. Collected data were analyzed by applying relevant statistical techniques ie descriptive analysis, normality test, Heterocidity Test, linearity test and path analysis. Path analysis has been used to ascertain whether the employee's performance against different aspects of study as mentioned in the research objectives differ significantly or not.

## Data Analysis And Interpretation

### Influence of education qualification on organizational climate

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3,699	3,110		-1,190	0,236
X1	0,154	0,051	0,234	3,029	0,003

a. Dependent Variable: Y

			Sum of Squares	df	Mean Square	F	Sig.
Y	*	Between Groups	(Combined) 1035,356	28	36,977	3,113	0,000
X1		Linearity	837,434	1	837,434	70,497	0,000
		Deviation from Linearity	197,921	27	7,330	0,617	0,927
		Within Groups	1461,111	123	11,879		
		Total	2496,467	151			

The coefficient of transformational leadership influence path to employee performance (Px1y) is 0,154 with significance value 0,003. If the significance value is compared with the significant level of

alpha ( $\alpha = 0.05$ ), it is proved that the significance value is less than the significant level used ( $0.003 < 0.05$ )

**Influence of work competence on employee performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,699	3,110		-1,190	0,236
	X2	0,083	0,031	0,173	2,673	0,008

			Sum of Squares	df	Mean Square	F	Sig.
Y *	Between Groups	(Combined)	1107,335	36	30,759	2,546	0,000
X2		Linearity	492,084	1	492,084	40,737	0,000
		Deviation from Linearity	615,252	35	17,579	1,455	0,072
	Within Groups		1389,132	115	12,079		
	Total		2496,467	151			

Coefficient of influence of job competence have significant effect to employee performance ( $P \times 2y$ ) is 0,083 with significance value 0,008. If the significance value is compared with the significant level of alpha ( $\alpha = 0.05$ ), then it is proved that the significance value is less than the significant level used ( $0.008 < 0.05$ ).

**Influence of transformational leadership on employee performance with work motivation as a mediating variable.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,313	4,338		2,608	0,010
	X1	0,522	0,058	0,571	8,945	0,000
	X2	0,151	0,043	0,226	3,540	0,001

a. Dependent Variable: X3

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2268,062	2	1134,031	66,055	,000 <sup>b</sup>
	Residual	2558,037	149	17,168		
	Total	4826,099	151			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Coefficient of transformational leadership influence path has significant effect on work motivation ( $P \times 3 \times 1$ ) is 0522 with significance value 0,000. If the significance value is compared with the significant level of alpha ( $\alpha = 0.05$ ), it is proved that the significance value is less than the significant level used ( $0,000 < 0.05$ ).

**Influence of work competence on employee performance with work motivation as mediator variable**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,699	3,110		-1,190	0,236
	X1	0,154	0,051	0,234	3,029	0,003
	X2	0,083	0,031	0,173	2,673	0,008
	X3	0,313	0,057	0,435	5,442	0,000

a. Dependent Variable: Y

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1247,801	3	415,934	49,299	,000 <sup>b</sup>
	Residual	1248,666	148	8,437		
	Total	2496,467	151			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

The path coefficient of 0.313 with the sig value of 0.000. This shows that job competence has a positive and significant influence on work motivation

**Influence of work motivation on employee performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,699	3,110		-1,190	0,236
	X3	0,313	0,057	0,435	5,442	0,000

a. Dependent Variable: Y

			Sum of Squares	df	Mean Square	F	Sig.
Y *	Between Groups	(Combined)	1394,614	26	53,639	6,085	0,000
X3	Groups	Linearity	1092,796	1	1092,796	123,973	0,000
		Deviation from Linearity	301,818	25	12,073	1,370	0,132
	Within Groups		1101,853	125	8,815		
	Total		2496,467	151			

Path coefficient value of 0.313 and the sig value. of 0.000, the value of sig. smaller than alpha 0.05 (0.0001 < 0.05). It is said to be significant because the employee's performance goes well if the motivation

**Results**

The main purpose of this study is to know that there is a significant influence between transformational leadership and work competence through work motivation with regard to employee performance.

The data obtained were analyzed based on the objectives and hypotheses proposed in this study. For this purpose ANOVA is done so that the comparison can be done. ANOVA's summary of transformational leadership and work competence through work motivation on employee performance has a significant influence. Therefore the null hypothesis that states no significant

influence between transformational leadership and work competence on employee performance through work motivation is rejected

## Conclusions

This goes beyond saying that employee performance reflects the company's viability. But employee perceptions of the same thing lead to diversity in the development of organizational success. Employee performance leads to organizational success, it is important to study employee performance and the various factors that directly or indirectly affect employee performance. The results of this study bring many interesting facts that can help future organizations in reshaping the performance of their employees. From the results obtained significant variations have emerged in the perception of overall employee performance based on the sector of the presentation of the public sector, the academic qualifications of respondents.

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