

## ***The Impact of Transformational Leadership and Work Motivation on Employee Performance in the Production Department of PT. TJ Forget Indonesia***

### **Dampak Kepemimpinan Transformasional dan Motivasi Kerja terhadap Kinerja Karyawan pada Departemen Produksi PT. TJ Forget Indonesia**

**Muhammad Endrian<sup>1\*</sup>, Asep Jamaludin<sup>2</sup>, Nandang<sup>3</sup>**

Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan Karawang <sup>1,2,3</sup>

[Mn18.muhammadendrian@mhs.ubpkarawang.ac.id](mailto:Mn18.muhammadendrian@mhs.ubpkarawang.ac.id)<sup>1</sup>,  
[asepjamaludin@ubpkarawang.ac.id](mailto:asepjamaludin@ubpkarawang.ac.id)<sup>2</sup>, [nandang@ubpkarawang.ac.id](mailto:nandang@ubpkarawang.ac.id)<sup>3</sup>

#### **ABSTRACT**

*The research was conducted to assess the effect of Transformational Leadership Style and Motivation on the performance of employees at PT TJ Forget Indonesia. A quantitative research method was applied through the use of a survey. The sample consisted of the entire employee population, totaling 100 individuals. Primary data was collected for the study, and the data analysis employed multiple regression techniques using SPSS 26.0 software. The study's results revealed that the employees at PT TJ Forget Indonesia rated the company's Transformational Leadership Style as very good. Employee motivation also achieved a very high rating, while overall employee performance was categorized as good. The analysis demonstrated that both Transformational Leadership Style and Motivation jointly have a significant effect on employee performance. On a separate analysis of each factor, it was found that Transformational Leadership Style alone significantly influences employee performance. Likewise, employee motivation was shown to have a positive and significant impact on performance when analyzed independently.*

**Keywords:** Transformational Leadership Style, Motivation, Employee Performance

#### **ABSTRAK**

Penelitian ini dilakukan untuk menilai pengaruh Gaya Kepemimpinan Transformasional dan Motivasi terhadap kinerja karyawan di PT TJ Forget Indonesia. Metode penelitian kuantitatif diterapkan melalui penggunaan survei. Sampel terdiri dari seluruh populasi karyawan yang berjumlah 100 orang. Data primer dikumpulkan untuk penelitian ini, dan analisis data menggunakan teknik regresi berganda dengan menggunakan perangkat lunak SPSS 26.0. Hasil penelitian menunjukkan bahwa karyawan di PT TJ Forget Indonesia menilai Gaya Kepemimpinan Transformasional perusahaan sangat baik. Motivasi karyawan juga mencapai nilai yang sangat tinggi, sementara kinerja karyawan secara keseluruhan dikategorikan baik. Hasil analisis menunjukkan bahwa Gaya Kepemimpinan Transformasional dan Motivasi secara bersama-sama berpengaruh signifikan terhadap kinerja karyawan. Pada analisis terpisah dari masing-masing faktor, ditemukan bahwa Gaya Kepemimpinan Transformasional saja secara signifikan mempengaruhi kinerja karyawan. Demikian juga, motivasi karyawan terbukti memiliki dampak positif dan signifikan terhadap kinerja ketika dianalisis secara independen...

**Kata Kunci:** Gaya Kepemimpinan Transformasional, Motivasi, Kinerja Karyawan.

## **1. Introduction**

In an increasingly competitive business world, companies are required to continuously improve employee performance in order to survive and thrive in the market. Tight business competition creates pressure for companies to make good products and services, so that customer needs can be met, and respond to market changes quickly and efficiently. In facing

increasingly complex business competition, companies must focus on improving employee performance through competency development, increasing work motivation, and effective human resource management. By maximizing employee potential, companies can create competitive advantages that are difficult for competitors to imitate and ensure long-term success in an increasingly competitive market (Rinawati, L, 2023).

Employee performance is one of the key factors in the success of a company, especially in production which relies heavily on technical skills, innovation, and teamwork. Good performance is not only influenced by employees' technical abilities, but also by various other factors such as leadership style and work motivation (Kristiawan, 2018).

Transformational leadership, which is often the focus of research, is considered effective in motivating work and inspiring employees to improve their performance. Leaders with this style provide vision, support, and challenges that motivate employees to exceed their expectations. In addition, transformational leadership creates a more positive work environment, where employees feel valued and encouraged to innovate (Rinawati, L, 2023).

In addition, work motivation is an important factor that influences employee enthusiasm and dedication at work. Work motivation can come from various sources, both intrinsic and extrinsic, such as rewards, recognition, and opportunities for growth. Work-motivated employees tend to be more proactive, committed, and have better performance (Morkevičiūtė, M, 2020).

PT TJ Forget Indonesia is a company engaged in the manufacturing industry sector, especially in the production section which plays an important role in the development and maintenance of technology and production processes. Along with the rapid development of the industry, the company faces challenges to continuously improve employee performance to remain competitive and able to meet productivity and quality targets.

Employee performance issues identified based on performance appraisal data typically reflect areas for improvement from both an individual and organizational perspective. Performance appraisals are used to evaluate how well employees are meeting company standards or expectations, and this data often reveals issues that can hinder employee productivity, work quality or job satisfaction.

Below is the performance data of PT TJ Forget Indonesia for the period 2019 - 2023 as follows:

**Table 1. Employee Performance of PT TJ Forget Indonesia 2019-2023**

Year	Production Target (Ton)	Production Achieved (Tons)	Attendance Rate (%)	Rijek Production (Ton)	Performance Assessment Score
2019	500	480	95%	2	85/100
2020	500	450	92%	4	78/100
2021	500	430	90%	6	70/100
2022	500	400	85%	8	65/100
2023	500	350	80%	10	60/100

Source: HRD PT.TJ Forget Indonesia, 2024

The problem that arises is the decline in performance in terms of not achieving the production unit from the specified target. This study aims to examine how transformational leadership style and work motivation affect employee performance at PT TJ Forget Indonesia, especially in the production department. By understanding the relationship between these two

variables and employee performance, companies can make better strategies so as to increase productivity and operational success.

## **2. Literature Review**

### **Transformational Leadership Style**

Bass & Riggio (2020) transformational leadership is a process in which leaders work with employees to identify needed changes, create a vision to guide those changes, and execute them together through inspiration and commitment. Transformational leaders increase employee motivation and morale through charismatic influence, inspirational work motivation, individualized consideration, and intellectual stimulation. Avolio & Yammarino (2020). Revealed that transformational leadership involves leaders who can motivate employee work by conveying a clear vision, supporting individual development, and changing the way employees think and behave to be more adaptive to changes in the business environment. This leader focuses attention on developing the potential of individual employees to achieve the best performance. Northouse (2020) defines transformational leadership as a leadership style that changes and motivates followers' work by increasing their awareness of the importance of results, stimulating the need for self-actualization, and developing stronger relationships between leaders and followers to achieve greater goals. Transformational leaders are able to create positive changes both in employees and in the organization. Tse & Chiu (2020) stated that the leadership style part of transformational leadership follows leaders who are able to motivate employee work by conveying a clear vision. which is focused on developing emotional involvement and deeper relationships with subordinates. Transformational leaders build loyalty and trust through strong influence, providing inspiration and challenge to improve employee performance achievement.

### **Work motivation**

Ryan & Deci (2020) work motivation is the process that directs an individual's energy, intensity, and perseverance to achieve a specific goal. They divide work motivation into two main types: intrinsic work motivation, which stems from personal pleasure or satisfaction in performing the activity, and extrinsic work motivation, which is driven by external factors such as rewards or recognition. Latham (2020) defines work motivation as an individual's internal state that influences behavioral choices and the direction of one's efforts to achieve goals. Work motivation is considered a major factor affecting work productivity and organizational performance, emphasizing the importance of clear goals to improve employee performance. Locke & Schattke (2019), work motivation is an internal drive that encourages a person to act and maintain certain behaviors in an effort to achieve goals. They also emphasize the importance of goal-setting theory, where employees tend to be more motivated to work when they have specific, clear, and challenging goals. Pinder (2019), defines work motivation as a set of internal and external forces that initiate work behavior, determining the form, direction, intensity, and duration of that behavior. Work motivation is strongly influenced by factors such as work environment, job satisfaction, and leadership. Heckhausen & Heckhausen (2019) argue that work motivation is a psychological condition that drives individuals to act to achieve desired goals. They highlight the concept of "achievement motivation," where individuals are motivated to work by the desire to achieve superior results and be rewarded for their achievements.

### **Employee Performance**

Robbins and Judge (2020) employee performance is the result produced by employees who are evaluated based on standards or criteria that have been determined by the organization. Performance involves the effectiveness and efficiency of employees in completing assigned tasks, and employees who perform well are those who are able to meet or exceed organizational expectations. Mathis & Jackson (2020) define employee performance as behavior or actions that are relevant to organizational goals, where the results of these behaviors can be measured and assessed to determine how effectively employees carry out their roles and responsibilities. Employee performance is influenced by factors such as ability, work motivation, and work environment. Dessler (2020) employee performance is how well an individual performs the tasks they are responsible for in the organization. Performance involves productivity, quality of work, and the ability of employees to achieve set targets. Dessler also emphasizes that employee performance is closely related to work motivation, job satisfaction, and interpersonal relationships in the workplace. Colquitt, Lepine, & Wesson (2020) state that employee performance is the behavior and contribution made by employees in carrying out their duties to achieve organizational goals. They emphasize that performance is not only about the end result, but also about the work process, initiative, creativity, and teamwork.

### **The Effect of Transformational Leadership Style on Employee Performance**

Bass & Riggio (2020) transformational leadership style has a significant positive influence on employee performance. Transformational leaders inspire and motivate employee work through a clear vision, intellectual challenge, and attention to individual needs. Such leaders are able to increase employee confidence and commitment, which in turn has a positive impact on improving performance. Avolio & Yammarino (2020) state that transformational leadership influences employee performance by building stronger emotional engagement between leaders and subordinates. Transformational leaders not only encourage high performance through external incentives, but also help employees to achieve their personal and professional goals. This increases employee loyalty and satisfaction, which contributes directly to increased productivity and work quality.

Northouse (2020) explains that transformational leaders help employees to develop their potential by providing new challenges, empowering, and encouraging innovation. These leaders are often an inspiration to employees, which then increases work motivation and enthusiasm at work. The effect is an increase in overall performance as employees feel more motivated to work to achieve higher standards. Tse & Chiu (2020) that transformational leadership contributes to improved team and individual performance through increased creativity, innovation and teamwork. By creating an environment that encourages learning and development, transformational leaders enable employees to work more effectively and deliver better results, both in terms of quantity and quality. Jung & Sosik (2020): stated that transformational leaders play an important role in improving performance by integrating individual employee goals with organizational goals. Through a clear vision and mission, these leaders encourage employees to work with passion and commitment, which ultimately improves performance both individually and organizationally.

### **The Effect of Work Motivation on Employee Performance**

Locke and Latham (2002) suggest that work motivation plays an important role in improving employee performance through goal setting. When employees have clear and challenging goals, they are more work motivated to achieve them, which in turn can improve performance. Specific and challenging goals encourage individuals to work harder and more focused. Deci and Ryan (2000)

state that intrinsic work motivation, which comes from personal satisfaction in doing work, has a significant positive impact on employee performance. Intrinsically motivated employees tend to be more creative, engaged and committed to their tasks, resulting in better performance compared to those who are only motivated by external factors.

Pinder (2014) describes work motivation as a set of forces that influence individual behavior in the context of work. He emphasized that high work motivation can increase job satisfaction, which leads to improved performance. Employees are valued and satisfied with their work this will provide maximum performance. Herzberg (1966) Herzberg's two-factor theory explains that motivator factors (such as achievement, recognition, responsibility) can improve employee performance, while hygiene factors (such as salary, working conditions) can hinder performance if they are inadequate. Therefore, fulfilling high work motivation needs is important to encourage optimal performance. Robinson & Judge (2019) argue that work motivation affects employee performance through increased commitment and loyalty. Employees who are work-motivated to achieve organizational goals tend to work harder, collaborate better with teams, and show resilience in the face of challenges, all of which have a positive impact on overall performance.

### 3. Methods

This research is a quantitative study that uses an explanatory method with a survey approach. The sample used in this study included the entire population of employees at PT TJ Forget Indonesia, with a total population of 100 employees, where the entire population was used as a sample. It is important to remember that if the sample size taken is too large or too small, it can cause problems in research. The analytical tools applied in this study include path analysis, correlation coefficient, F test, and t test (Sugiyono, 2020).

### 4. Results and Discussion

#### Validity and Reliability Test Results

**Table 2. Validity Test Results**

Indicator	X1	Indicator	X2	Indicator	Y
X1.1	,724**	X2.1	,670**	Y1	,828**
X1.2	,729**	X2.2	,611**	Y2	,751**
X1.3	,784**	X2.3	,888**	Y3	,775**
X1.4	,855**	X2.4	,836**	Y4	,777**
X1.5	,760**	X2.5	,684**	Y5	,727**
X1.6	,710**	X2.6	,868**	Y6	,759**
X1.7	,799**	X2.7	,670**	Y7	,828**
X1.8	,861**	X2.8	,611**	Y8	,748**
X1.9	,777**	X2.9	,888**	Y9	,749**
X1.10	,862**	X2.10	,836**	Y10	,760**

Source: Author's analysis, 2024

Based on the validity test results in Table 2, all indicators in variables X1 (transformational leadership style), X2 (work motivation), and Y (employee performance) show a significant

correlation value, which means that all indicators are valid because the correlation value is greater than 0.6. In variable X1, the correlation value ranges from 0.710 to 0.862, while for variable X2 the correlation value ranges from 0.611 to 0.888. Indicators on variable Y also have a fairly high correlation value ranging from 0.727 to 0.828. This shows that all indicators have good validity to measure the variables they represent.

**Table 3. Reliability test results**

<b>Reliability Statistics X1</b>	
Cronbach's Alpha	N of Items
0,932	10
<b>Reliability Statistics X2</b>	
Cronbach's Alpha	N of Items
0,920	10
<b>Reliability Statistics Y</b>	
Cronbach's Alpha	N of Items
0,921	10

Source: Author's analysis, 2024

Based on the reliability test results in Table 3, the Cronbach's Alpha value for variable X1 (transformational leadership style) is 0.932, for variable X2 (work motivation) is 0.920, and for variable Y (employee performance) is 0.921. The Cronbach's Alpha value which is greater than 0.7 indicates that all variables have a very high level of reliability. Thus the questionnaire used to measure each variable is considered consistent and reliable because the Cronbach's Alpha value is above the minimum threshold of 0.7 which indicates that this research instrument is reliable.

### Classical Assumption Test Results

#### 1. Normality Test

**Table 4. Normality Test Results**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardize d Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.88703258
Most Extreme Differences	Absolute	.066
	Positive	.060
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.097 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processing results, 2024

The normality test is used to determine whether the data being analyzed comes from a population that has a normal distribution or not. Before testing the hypothesis, a data normality test is first carried out (Ghozali, 2018: 122). Based on the processing results using SPSS version 26,

if the analyzed data looks spread far from the diagonal line or does not follow the diagonal line pattern on the graph, the regression model used is considered not to meet the normality assumption. However, if the value of Asymp. Sig. (2-tailed) value of  $0.097 > 0.05$ , this indicates that the data is normally distributed.

## 2. Multicollinearity Test

**Table 5. Normality Test Results**

Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Tolerance	VIF
1	(Constant)	11,341	3,490		3,250	0,002	4,415		
	X1	0,466	0,092	0,500	5,054	0,000	0,283	0,571	1,752
	X2	0,242	0,103	0,233	2,356	0,020	0,038	0,571	1,752

a. Dependent Variable: Y

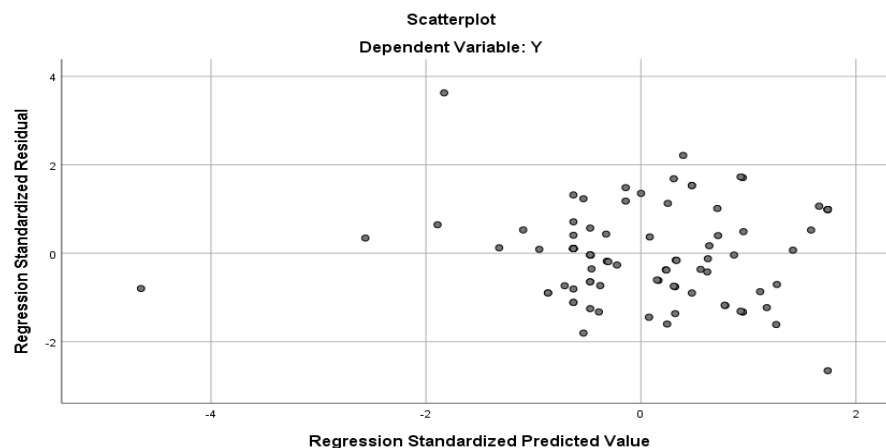
a. Dependent Variable: Y

Source: Data processing results, 2024

To detect the presence of multicollinearity, the method used is to observe the variable tolerance value and Variance Inflation Factor (VIF), which are compared with certain criteria (Ghozali, 2018). Based on the test results using SPSS version 26, the results in the tolerance column show that the Transformational Leadership Style variable has a value of 0.571, which is greater than 0.10 ( $0.571 > 0.10$ ), and work motivation also has a value of 0.571, which is greater than 0.10 ( $0.571 > 0.10$ ). In the VIF column, Transformational Leadership Style obtained a value of 1.752, which is smaller than 10 ( $1.752 < 10$ ), and Work motivation also has the same value, namely 1.752, which is also smaller than 10 ( $1.752 < 10$ ). Therefore, it can be concluded that there is no multicollinearity between the Transformational Leadership Style and Work motivation variables, so the multicollinearity test has been met.

## 3. Heteroscedasticity Test

**Table 6. Heteroscedasticity Test Results**



Source: Data processing results, 2024

The heteroscedasticity test basically aims to test whether the variance between members in a group is the same (Ghozali, 2018: 160). Based on the results of data analysis, it can be seen that the pattern and points spread above and below the number 0 on the Y axis. Therefore, it can be

concluded that there is no heteroscedasticity in the model, so the heteroscedasticity test has been fulfilled.

#### 4. Autocorrelation Test

**Table 7. Auto correlation test results**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,676 <sup>a</sup>	0,458	0,446	3,29111	0,458	40,908	2	97	0,000	1,984
a. Predictors: (Constant), X2, X1										
b. Dependent Variable: Y										

Source: Data processing results, 2024

The autocorrelation test aims to evaluate whether there is a multiple relationship among the independent variables. This is done by comparing the Durbin-Watson (DW) value. If the DW value is less than 2, then there is no autocorrelation; conversely, if DW is more than 2, then autocorrelation occurs (Priyatno, 2020: 8). Based on the results of data analysis, it is known that the Durbin-Watson value is 1.984, which is less than 2 ( $1.984 < 2$ ), so it can be concluded that there is no autocorrelation.

#### Transformational Leadership Style and Work Motivation Simultaneously to Employee Performance

**Table 7. Multiple Linear Regression**

Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order
1	(Constant)	11,341	3,490			0,002	4,415	18,267	
	X1	0,466	0,092	0,500	0,378	0,000	0,283	0,648	0,653
	X2	0,242	0,103	0,233	0,176	0,020	0,038	0,447	0,561
a. Dependent Variable: Y									

Source: Data processing results, 2024

Based on the output of SPSS 26 new version, the Multiple Linear Regression equation is obtained as follows:

$$Y = 11.341 + 0.466 X_1 + 0.242 X_2 + e$$

Interpretation:

1. The constant value of 11.341 shows that if there is no increase in the Transformational Leadership Style variable with work motivation, the Employee Performance is 11.341.
2. The regression coefficient of Transformational Leadership Style ( $X_1$ ) with a value of 0.466 means that if nail 1 unit of Transformational Leadership Style, it can increase Employee Performance by 0.466 units. If there is a decrease of 1 unit of Transformational Leadership Style, it will reduce Employee Performance by 0.466 units. Assuming work motivation remains.
3. The regression coefficient of work motivation ( $X_2$ ) of 0.242 means that every increase of 1 unit of work motivation will increase employee performance by 0.242 units. Conversely, every



decrease of 1 unit of work motivation will reduce employee performance by 0.242 units. Assuming the Transformational Leadership Style remains.

**Table 8. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Model Summary <sup>b</sup>				
					Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,676 <sup>a</sup>	0,458	0,446	3,29111	0,458	40,908	2	97	0,000
a. Predictors: (Constant), X2, X1									
b. Dependent Variable: Y									

Source: Data processing results, 2024

Based on the results of SPSS output, it is known that the simultaneous correlation between Transformational Leadership Style and Work Motivation with Employee Performance has a value of 0.676, which is included in the very strong category. This positive correlation value indicates that an increase in Transformational Leadership Style and Work motivation will contribute to an increase in Employee Performance. Conversely, a simultaneous decrease in both will also lead to a decrease in performance. In addition, the R-Square value from the SPSS output is 0.458 or 45.8%, which means that Transformational Leadership Style and Work motivation simultaneously have an influence of 45.8% on Employee Performance.

**Table 9. F test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	886,191	2	443,095	40,908	,000 <sup>b</sup>
	Residuals	1050,649	97	10,831		
	Total	1936,840	99			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Data processing results, 2024

Based on SPSS output, the sig F value of 0.000 < 0.05 means that H<sub>a</sub> is accepted H<sub>0</sub> is rejected so it can be concluded that Transformational Leadership Style and Work motivation simultaneously have a significant effect on Employee Performance. In fact, Transformational Leadership Style and work motivation are able to improve employee performance. Through a good Transformational Leadership Style will improve Employee Performance. Tse & Chiu (2020) found that when transformational leadership styles and work motivation function simultaneously, they can create a work environment that supports and facilitates the achievement of high performance. This combination not only increases productivity but also creates a positive work culture. Colquitt, Lepine, & Wesson (2020) emphasize that the interaction between effective leadership and employee work motivation results in better performance. Leaders who are able to inspire and motivate employee work create an optimal work atmosphere, where employees feel engaged and have control over performance.

### The Effect of Transformational Leadership Style Partially on Employee Performance

Based on the calculation results in table 7, the correlation coefficient between Transformational Leadership Style and Employee Performance is 0.378, which indicates a moderate relationship between the two variables. This positive correlation coefficient indicates that the more appropriate the application of Transformational Leadership Style, the more Employee Performance will increase. Partially, the effect of Transformational Leadership Style on Employee Performance is 14.28%, which is calculated by the formula  $K_d = (0.378)^2 \times 100\%$ .

To determine the significance of the effect of Transformational Leadership Style partially on Employee Performance, a comparison is made between the value of t table and t count. Based on the calculation results, the Transformational Leadership Style has a probability value of 0.000, which is smaller than the significance level  $\alpha 0.05$  ( $0.000 < 0.05$ ). Thus, the alternative hypothesis ( $H_a$ ) is accepted and the null hypothesis ( $H_0$ ) is rejected, so it can be concluded that the Transformational Leadership Style partially has a significant effect on Employee Performance. This means that in real terms, the application of Transformational Leadership Style can improve Employee Performance.

Bass (2018) explains that transformational leadership style directly affects employee performance by increasing their work motivation and commitment. Transformational leaders can motivate employees' work by providing a clear vision and facilitating self-development. When employees feel inspired and have trust from leaders, they tend to show better performance. Northouse (2018) transformational leaders build strong relationships with employees, which has an impact on improving individual performance. Through a caring approach and recognition of employee achievements, leaders are able to create a positive and supportive work environment, which further improves productivity and quality of performance. Kirkpatrick & Locke (2018) emphasized that transformational leader characteristics, such as the ability to inspire and empower employees, have a significant impact on performance. Leaders who are effective in applying this style can create an innovative and collaborative work atmosphere, which strongly supports the achievement of high performance. Judge & Piccolo (2018) that transformational leadership style focuses on employee development and ambitious goal setting. Leaders who use this style can increase job satisfaction and employee commitment, which in turn contributes to improved performance. Employees who feel cared for and empowered by their leaders tend to show better performance. Sosik & Jung (2018) found that transformational leadership style can have a significant influence on employee performance partially. When leaders apply this style well, they can increase employees' work motivation and work engagement, which has a direct impact on individual performance.

#### **Partial Effect of Work Motivation on Employee Performance**

Based on the calculation results in table 7, the correlation coefficient between work motivation and employee performance is 0.176, which indicates a positive relationship with a moderate level of strength. This means that an increase in work motivation will contribute to an increase in employee performance. Partially, the effect of work motivation on employee performance is 3.09%, which is obtained from the calculation of  $K_d = (0.176)^2 \times 100\%$ .

To determine the level of significance of the effect of work motivation partially on employee performance, it is seen by comparing the value of t count and t table. The results of the calculation of work motivation have a probability value of  $0.020 < \text{sig } \alpha 0.05$ . Thus  $H_a$  is accepted and  $H_0$  is rejected, it can be concluded that partially work motivation has a significant effect on employee performance. This means that in real terms work motivation is able to improve employee performance.

Deci and Ryan (2021): Deci and Ryan suggest that intrinsic work motivation, which comes from within the individual, has a strong influence on employee performance. When employees feel satisfied and engaged in their work, their performance tends to improve. They also emphasize that the fulfillment of basic needs, such as autonomy, competence, and social connectedness, is important for improving work motivation and performance.

Locke and Latham (2021) showed that setting clear and challenging goals can increase employees' work motivation, which in turn contributes to improved performance. They found that when employees have specific and difficult goals, they tend to try harder to achieve them, which leads to better performance. Gonzalez et al. (2021) that there is a positive relationship between work motivation and employee performance. Employees who have high levels of work motivation show better performance in their tasks, contributing to the achievement of organizational goals. Suleiman (2021) in his research revealed that work motivation plays an important role in improving employee performance in various industries. Strong work motivation leads to increased productivity, creativity, and job satisfaction, which overall improves performance.

#### 4. Conclusions

Based on the research and analysis, the findings indicate that the transformational leadership style at PT TJ Forget Indonesia is perceived as very good, work motivation is rated positively, and employee performance is also deemed very high. Both transformational leadership style and work motivation were found to have a significant, measurable impact on employee performance when examined simultaneously, highlighting the critical role of leadership and motivational factors in driving performance outcomes within the organization. When analyzed separately, transformational leadership and work motivation each independently and significantly contribute to enhancing employee performance at PT TJ Forget Indonesia, underscoring the effectiveness of this leadership style and the importance of maintaining strong work motivation to sustain high performance levels.

For future research, it is recommended to explore additional factors that may influence employee performance, such as organizational culture, employee engagement, or job satisfaction, to gain a more comprehensive understanding of performance determinants in similar production-focused environments. Additionally, longitudinal studies could help assess how sustained transformational leadership practices and motivation strategies impact employee performance over time, providing insights into the long-term efficacy of these approaches.

#### References :

- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of transformational leadership and work motivation on teachers' performance. *International Journal of Scientific & Technology Research*, 7(7), 19-29.
- Avolio, B. J., & Yammarino, F. J. (2020). *Transformational and charismatic leadership: The road ahead* (10th anniversary ed.). Emerald Group Publishing.
- Bass, B. M. (2018). *Transformational leadership* (3rd ed.). Routledge.
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2020). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw-Hill Education.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.

- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Endriulaitienė, A., & Morkevičiūtė, M. (2020). The unintended effect of perceived transformational leadership style on workaholism: The mediating role of work motivation. *Journal of Psychology: Interdisciplinary and Applied*, 154(6), 446-465. <https://doi.org/10.1080/00223980.2020.1776203>
- Ghozali, I. (2018). *Application of multivariate analysis with the IBM SPSS program* (25th ed.). Diponegoro University Publishing Agency.
- Gonzalez, R., et al. (2021). The role of motivation in employee performance. *International Journal of Business Management and Economic Research*, 12(3), 998-1005.
- Harno, R., Uly T., L. R. R., Hasibuan, P. S. N., & Rinawati, L. (2023). The influence of transformational leadership style and motivation on employee performance of PT Bintang Kadiri. *Ilomata International Journal of Management*, 4(4), 486-500. <https://doi.org/10.52728/ijjm.v4i4.809>
- Heckhausen, J., & Heckhausen, H. (2019). *Motivation and action* (3rd ed.). Springer.
- Judge, T. A., & Piccolo, R. F. (2018). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Jung, D. I., & Sosik, J. J. (2020). Leadership and organizational innovation: A transformational perspective. *Journal of Leadership & Organizational Studies*, 27(3), 216-228. <https://doi.org/10.1177/1548051819881539>
- Kirkpatrick, S. A., & Locke, E. A. (2018). Leadership: Do traits matter? *Academy of Management Perspectives*, 4(3), 48-60.
- Latham, G. P. (2020). *Motivation in the workplace: Theory, research, and application*. SAGE Publications.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.
- Mathis, R. L., & Jackson, J. H. (2020). *Human resource management: Essential perspectives* (8th ed.). Cengage Learning.
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). SAGE Publications.
- Pinder, C. C. (2014). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.
- Pinder, C. C. (2019). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.
- Priyatno, S. E. (2020). *Social statistical analysis of quantitative research series: Using SPSS* (J. Simarmata, Ed.). Yayasan Kita Tulis.
- Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Pearson.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67. [https://doi.org/10.1016/S0361-476X\(99\)00032-4](https://doi.org/10.1016/S0361-476X(99)00032-4)
- Sosik, J. J., & Jung, D. I. (2018). Transformational leadership and organizational learning: A multilevel perspective. *Leadership & Organization Development Journal*, 39(3), 346-360.
- Sugiyono. (2020). *Quantitative, qualitative and R&D research methods*. Alfabeta.
- Suleiman, N. (2021). The influence of motivation on employee performance: A case study of selected organizations. *Journal of Human Resource Management*, 9(1), 23-30.
- Tse, H. H. M., & Chiu, W. C. K. (2020). Transformational leadership and team innovation: A meta-analytic review. *Journal of Organizational Behavior*, 41(4), 450-472. <https://doi.org/10.1002/job.2405>
- Vroom, V. H. (2021). *Work and motivation*. Wiley.