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# The Influence of Transformational Leadership Style and Work Motivation on The Performance of PT Tara Outsourcing Employees In PT Bukit Asam Maintenance Work Unit Kertapati Dock Unit

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**Abstract---** This study was conducted to determine the effect of transformational leadership style and work motivation on the performance of outsourced employees of PT Tara in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit. The population and sample in this study were all outsourced employees of PT Tara in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit in 2023-2024 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. Transformational leadership style, it is expected that the role of superiors can provide opportunities for employees to give opinions. For work motivation, it is expected that superiors can provide fair input to employees so that fellow employees can establish good relationships.

**Keywords---** employee performance, relationships, transformational leadership style, work motivation.

## Introduction

In this modern era, many companies are competing to become a company that excels in competition. This makes their human resources their main focus. Qualified human resources or employees will be able to put the company on the path of competition or can even become a leader in the competition. The low level of employee performance in a company can be seen in attendance at work due to a lack of employee discipline and 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 organisations or companies to assess ability, productivity, and provide useful information for matters relating to employees. Employee performance is a very important thing in running a business in an organisation 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 tasks in an organisation is determined by the performance it achieves within a certain time.

PT Bukit Asam, Tbk is part of the MIND ID mining State-Owned Enterprises (BUMN) holding which is engaged in 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 permit (IUP) has a total management area of 65,632 hectares with resources of 5.85 billion tonnes and reserves of 3.02 billion tonnes (<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 Company's scope of activities includes the Provision of Services and Property. Currently, the business activities carried out by the Company are the Provision of General Control & Maintenance Services, Cleaning Services, Labour Supply, Pest Control and Garbage, Security, Parking, and Property Provision (<https://www.taragroup.co.id>).

The phenomenon that occurs based on the findings of the achievement of employee performance is still not optimal, the researcher sampled several employees and then conducted a brief interview, the results of the interview showed that employees feel reduced motivation at work, this is due to the lack of appreciation or appreciation for achievements so far, besides that the role of leaders in providing encouragement, coaching or direction is still relatively lacking, while this is very important in efforts to improve performance (Eliyana & Ma'arif, 2019; Sadikoglu & Zehir, 2010; Kuzu & Özilhan, 2014).

## Research Methods

The data collection method in this study is to use primary data collected by data collection methods through questionnaires distributed to all outsourced employees of PT Tara in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit in 2023-2024 as many as 33 employees. The questionnaire in this study is a statement related to the variables of transformational leadership style and work motivation on employee performance.

## Result and Discussion

### *Test Results of Correlation Coefficient (r) and Coefficient of Determination (R<sup>2</sup>)*

The correlation coefficient (r) between the independent variable and the dependent variable is 0.819 or 81.9%. This shows that the correlation or relationship between the independent variable and the dependent variable has a very strong level of relationship (included in the range of 0.80 - 1.00) which can be seen in Table 3.4. The coefficient of determination (R<sup>2</sup>) of 0.670 indicates that the independent variables, namely transformational leadership style (X1) and work motivation (X2) can explain the dependent variable, namely employee performance (Y) by 67%, while the remaining 33% is explained by other factors that are not included in this study.

### *Results of the t-test*

- 1) The calculated t value of the transformational leadership style variable (X1) is 4.664 and the significance value is 0.000, the calculated t value > t table, namely (4.664 > 2.042) or the value (Sig.) 0.000 < 0.05. This means that the transformational leadership style has a significant effect on employee performance at PT Tara in the Maintenance Work Unit of PT Bukit Asam Kertapati Dock Unit. This proves that the first hypothesis of transformational leadership style has a positive and significant effect can be accepted.
- 2) The t value of the work motivation variable (X2) is 3.209 and the significance value is 0.003, the value of t count > t table, namely (3.209 > 2.042) or the value (Sig.) 0.003 < 0.05. This means that work motivation has a significant effect on employee performance at PT Tara in the Maintenance Work Unit of PT Bukit Asam Kertapati Dock Unit. This proves that the second hypothesis of work motivation has a positive and significant effect can be accepted.

### *The Effect of Transformational Leadership Style on the Performance of PT Tara Outsourced Employees in the Maintenance Work Unit of PT Bukit Asam Kertapati Dock Unit*

The results of the analysis obtained in this study indicate that transformational leadership style has a positive and significant effect on employee performance so the first hypothesis can be accepted. The results of this study are in line with the results of research (Zgrzebski, 2022); (Kalsoom et al., 2023); (Paais & Pattiruhu, 2020); (Shafi et al., 2020); (Lai et al., 2020); (Torlak & Kuzey, 2019); (Li et al., 2019); (Miao & Cao, 2019); (Manzoor et al., 2019);

(Harb & Sidani, 2019); (Paolucci et al., 2018) shows the results that transformational leadership style has a positive and significant effect on employee performance.

Based on the responses of respondents on the indicator of superiors providing opportunities for employees to give opinions, it shows the lowest value. Based on direct interviews conducted by the author one of the employees said that the role of superiors at PT Tara in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit still could not provide opportunities for employees to provide opinions (Dwivedula & Bredillet, 2010; Stoeber et al., 2013). Superiors only carry out their duties and responsibilities following the procedures set by the company. As employees, employees also want to be heard for their work-related opinions to carry out work more comfortably and follow the provisions and rules set by the company (Nguyen et al., 2017; Keegan & Den Hartog, 2004; Patiar & Mia, 2009).

Respondents' responses on the indicator I will respect my superiors showed the highest score. PT Tara employees in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit have been able to place a position to be able to respect superiors in work regardless of age, where even though the superiors are below the age of the employees, employees have been able to place themselves to respect and accept all decisions of the superiors.

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

The analysis results obtained in this study indicate 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 research from (Thao et al., 2022); (Arianindita, 2018); (Tufti & Arif, 2020); (Jayaweera, 2020); (Shahzadi et al., 2014); (Paramarta & Astika, 2020); (Nzewi et al., 2018); (Paais & Pattiruhu, 2020); (Kiruja & Mukuru, 2013); (Cote, 2019); (Olusadum & Anulika, 2018); (Supriyanto & Mukzam, 2018); (Mfinanga, 2018) shows the results that work motivation has a positive and significant effect on employee performance.

Based on respondents' responses to the indicator I feel comfortable with my colleagues, it shows the lowest value. This was said by one of the respondents who was a PT Tara employee in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit, the employee said that his current work team was still not harmonious. There is still competition where some employees have ambition and lack of mingling with colleagues. This also causes a lack of good working relationships between fellow employees (Goffin et al., 2006; Ennew & Binks, 1999).

Respondents' responses to the indicator I will provide good work for the company show the highest value. PT Tara employees in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit will always try to provide work results following company expectations by providing good performance and working seriously to provide what the company wants (Pratame & Supartha, 2022).

#### **Conclusion**

- a. Transformational leadership style has a positive and significant effect on the performance of PT Tara's outsourced employees in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit.
- b. Work motivation has a positive and significant effect on the performance of PT Tara's outsourced employees in the maintenance work unit of PT Bukit Asam Kertapati Dock Unit.

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