



## Employee Performance Influenced by Transformational Leadership and Work Spirit

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**Abstarct:** Every organization always needs leaders who have the ability to set an example and inspire so that its members are able to produce good performance, and also followed by the enthusiasm of the employees. This research was conducted on civil servants of Siantar Simarimbun District, Pematang Siantar City with a total of 43 employees. And the results showed that the variables of the study showed valid and reliable results, with conditions that had normal distribution. The ability of transformational leadership variables and morale reached 67% and also had a strong correlation. The results of the multiple regression equation show that transformational leadership and morale have a positive direction coefficient with the value of transformational leadership greater the results compared to morale. The hypothetical results show the value that transformational leadership has a positive and significant effect on employee performance, as well as morale is able to provide positive and significant results on employee performance. This means that when leaders are able to motivate and inspire their employees and provide good morale for their employees, employee performance will indirectly be achieved.

**Keyword:** Transformational Leadership, Work Spirit, Employee Performance

### INTRODUCTION

The dynamics of organizational life cannot be separated from the organization's ability to manage such dynamic organizational life. And this dynamic organizational life cannot be separated from the ability to manage the performance of employees working in the organization, including employees who are in the government environment or often known as the State Civil Apparatus (ASN) or better known as Civil Servants, The ability to manage is expected to come from leaders who have the strength and ability to handle activities that are the wheels of the organization's life (Butarbutar et al., 2021), and this is also supported by the ability of morale to support public service reform policies which are the goal. main government organization. The concept of public service management reform from the state civil apparatus is a new paradigm for quality service from elements of government organizations to the community (Simatupang & Efendi, 2020). Civil servants today are required to be able to complete all their duties and responsibilities in an effort to achieve the goals of the institution that oversees them in managing their human resources, because the success of human resource management is an important means of improving performance (Wahyu et al., 2019).

The performance of civil servants can be the result of the work achieved by every civil servant in the organization/unit in accordance with the SKP and Work Behavior where this is stated in (Peraturan Pemerintah Nomor 30 Tentang Penilaian Kinerja Pegawai Negeri Sipil, 2019), therefore every government agency must realize excellent service (excellent), where these goals will not be achieved if they are not supported by maximum performance (Lumentah et al., 2015), performance refers to work results achieved by individuals or groups of people in an organization based on time units or certain measures (Rahmisyari, 2017). Individual performance assessment is very useful for the



dynamics of organizational growth as a whole, through this assessment, the actual conditions of how employees can be identified can be identified (Musriadi et al., 2018).

Several indicators that must be considered in the successful performance of civil servants are: 1) Professionalism: A good civil servant must have high professionalism in carrying out his duties and responsibilities. This includes discipline, expertise, ethics, and the ability to work in a team. 2) Productivity: A good civil servant must be able to achieve set performance targets and be able to make a real contribution to the institution or community served. 3) Innovation: A good civil servant must be able to create new ideas, innovate, and improve institutional performance. 4) Public Service: A good civil servant must be able to provide quality, fast and responsive public services to people in need. 5) Communication and collaboration: A good civil servant must have the ability to communicate and collaborate well with colleagues, superiors, and the community served. 6) Integrity: A good civil servant must have high integrity in carrying out his duties, including refusing offers of bribes or gratuities that could harm the institution or society. By upholding these indicators, civil servants can show good performance and make a positive contribution to the institutions and communities they serve. In order to properly measure employee performance, it is necessary to adhere to the principles: objective, measurable, accountable, participatory and transparent (Simatupang & Efendi, 2020)

In measuring the performance of civil servants, the Work Results Plan can be measured by the aspects of: quantity, quality, time or speed of completion of work results; and/or costs, as well as Employee Work Behavior with aspects: service orientation, commitment, work initiatives, cooperation and leadership (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 6 Tentang Pengelolaan Kinerja Pegawai Aparatur Sipil Negara, 2022) Even though in reality there is still a lot that needs to be fixed in the performance of civil servants, especially the performance of employees at the Siantar Marimbun District Office, Pematang Siantar City, which still needs to be improved, especially in terms of the use of time that has not utilized working time properly, especially on time to come to work, priority the work of employees who are still not fully running well, because employees delay data collection for every community that receives government assistance. Furthermore, the service orientation of employees who also still do not show the ability to serve well to the community, the impression is less friendly in serving, less adept at handling work which results in the management of public administration taking too long and not on time. Then the form of employee work initiatives is still not able to read the situation faced by co-workers to complete important files that have been given by the leadership.

Good performance can be supported by transformational leadership, in line with research (Priyatmo, 2018) that transformational leadership is able to positively influence performance both directly, where transformational leadership style can be said to be a good leadership style, namely where a leader prioritizes common interests compared to personal interests (Andini, 2022).. Organizations place leaders with all their decisions with the ability to determine the difference between the success and failure of an organization (Makambe & Moeng, 2020), leaders must have the ability and strength to lead and be able to influence other parties to be able to work in accordance with mutually beneficial agreements or goals (Silalahi et al., 2022), it was found that transformational leadership in terms of the characteristics of vision, influence, credibility, trust and service has similarities with servant leadership (Bass, 2000). The success of an organization is supported by the performance and motivation of leaders who are able to reward the employees of the organization.

To support transformational leadership abilities, we need a dimension that is used to measure transformational leadership with idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Alessa, 2021) However, in reality, transformational leadership has not shown success in carrying out its duties because leaders have not been able to provide motivation and solutions to employee work problems, often when there are protests from community members to employees, such as the length of time for completing community affairs, for example, KTP certificates and business cards. family, causing community protests against employees and causing public commotion with employees but leaders do not defend employees for the problems



they face. Then leaders have not been able to encourage their employees to do work creatively, this is often seen when long queues appear during administration, when leaders are unable to lead the organization, performance will decrease.

Employee performance can also be supported by the morale of the employee, good morale means high employee satisfaction (Laoyan, 2022), this is in line with the opinion (Hairudinor et al., 2020) that the more transformational leadership increases, the more employee performance will increase. Employees who have higher morale at work tend to be more productive, more satisfied with their work and more involved in work, morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale. high. To get morale, it is necessary to measure with certainty through attendance, cooperation, job satisfaction and discipline (Busro, 2018). The fact is that morale has not fully gone well due to the job satisfaction process where co-workers are often not responsible for errors in the public administration data process which results in emotional emergence and discomfort for other employees in the office, then employee discipline is still lacking because employees are still procrastinating work process and sometimes leave work for personal matters. Employees with low morale are more likely to be involved in conflicts and often start arguments to complain about small things, blame co-workers when something goes wrong or refuse to work as part of a team (Picincu, 2021).

## LITERATURE REVIEW

### Employee Performance

Employee performance is an important aspect of the company because it is good because employee performance has an important influence in achieving organizational goals (Ekhsan & Aziz, 2021). To increase employee awareness in improving performance must be fostered and needs attention and many things affect performance, such as leadership, integrity, competence, motivation, competency, work discipline, work environment, infrastructure, competition, conflict, work stress and so on (Marlinda & Hasan, 2021). Employees with high continuity commitment feel a strong obligation to do their work in such a way that they are identified with company goals (Diamantidis & Chatzoglou, 2019).

### Transformational leadership

Leaders must develop an environment of trust with the belief that employees will follow the vision and direction given to them (Kouzes & Posner, 2017) transformational leadership is a style of leadership that allows employees to develop themselves to empower their performance (Andreani & Petrik, 2016), transformational leadership can be a process of influencing employee behavior and their ways of thinking and building employee commitment to the company's vision and mission statement in order to achieve company goals (Gill et al., 2010) Furthermore (Stone, 2005) states that there are 3 (three) leadership transformation styles with characteristics that distinguish them from other leadership styles, namely: charismatic influence, inspirational motivation, intellectual stimulation, individualized consideration.

### Spirit at Work

Morale is employee loyalty to their workplace and into their group behavior and attitude towards their work and organization (Chitra & Madhavi, 2021). Employee enthusiasm at work is needed because of the long working time and work pressure, therefore the morale that must be carried out by employees includes mental (Oley et al., 2019, Managers must work to increase employee morale because high enthusiasm makes the work environment better, and it helps the organization to achieve its goals easily (Oley et al., 2019

## RESEARCH METHODS

This research was conducted using a quantitative method on civil servants who are in the work environment of Siantar Simarimbun District, Pematang Siantar City with a total of 43 employees.



Questionnaire items are tested for validity and reliability, where to test the validity of the correlation limit between items the acceptable value must be  $\geq 0.30$  (Oley et al., 2019 with instrument reliability (Taber, 2018) can be measured by Cronbach's Alpha characteristic value with  $\geq 0.70$  (Van Griethuijsen et al., 2015), normality test with a value greater than the 5% alpha level (sig. (2-tailed)  $> 0.050$  (Nasution et al., 2019), then test the coefficient of determination ( $R^2$ ) (Doulah, 2013), a simple regression test (Bevans., 2020) and also a multiple regression test  $Y = b_0 + b_1X_1 + b_2X_2 + e$  (Friedrich, 1982), as well as a hypothesis test in the form

1. H1: there is an influence of transformational leadership on employee performance
2. H2: there is an influence of morale on employee performance.

## RESULTS AND DISCUSSION

### RESULTS

#### Employee description

**Table 1: Description of the employees who are the respondents**

Employee Data	Description	Total	Percentage
Employee gender	Pria Male	29	67,4%
	Female	14	32,6%
Employee age	< 30 years	0	0%
	30-39 years	11	25,6%
	40-49 years	24	55,8%
	$\geq 50$ Tahun years	8	18,6%
Education of employees	Senior high school	18	41,8%
	Diploma	2	4,7%
	bachelor	21	48,8%
	Master	2	4,7%
employee tenure	$\leq 5$ years	1	2,3%
	6-10 years	11	25,6%
	11-15 years	24	55,8%
	> 15 years	7	16,3%

Source: data processing, 2023

The results of table 1 show the description of the respondents from 43 employees, for the sex of employees in the Siantar Simimbun District Sub-district Office, Pematang Siantar City which dominates the male sex with a total of 29 employees and 14 female employees, this is because work processes in the field are needed more male gender. For the age of employees, the most dominant age is 40-49 years old with a total of 24 employees, because there are usually more employees at the sub-district office than senior employees from the main office, for example the Mayor's Office. The education of most of the employees is at the Bachelor's degree level, with a total of 21 employees, due to statutory provisions in the recruitment of civil servants that the minimum education level is bachelor's degree (S-1). Then for the most dominant employee tenure at the 11-15 year level, this process occurs because usually the average sub-district office employee is an employee who has had sufficient work experience.

#### Validity test.

Validity test can be interpreted as an validity which means the extent to which the determination and accuracy of measuring instruments in carrying out their measurement functions (Sudaryono et al., 2019). The results of the validity in this study can be seen in table 2 below.

**Table 2: Validity Test**

Variable	$r_{count}$	Correlation $\geq 0,30$	Criteria
Transformational leadership	0,507	0,30	Valid
Work Spirit	0,521	0,30	Valid
Employee performance	0,522	0,30	Valid



Source: data processing, 2023

Table 2 shows the value for rcount to test the validity of the transformational leadership variable 0.507, the morale variable 0.521 and employee performance 0.522. While the correlation limit for the validity test  $\geq 0.30$  for all variables. Then the conclusion from the research results is that the criteria for validity testing have valid criteria, because rcount  $\geq 0.30$  correlation.

**Reliability Test**

The reliability of test scores is the degree to which they are consistent across different testing occasions, different test editions, or different raters assess test takers' responses (Livingston, 2018) The results of the reliability test in this study can be seen in the following table

**Table 3: Reliability Test**

Variable	r <sub>count</sub>	Cronbach's Alpha $\geq 0,70$	Kriteria Criteria
Transformational leadership	0,860	0,70	Reliable
Work Spirit	0,837	0,70	Reliable
Employee performance	0,858	0,70	Reliable

Source: data processing, 2023

Table 3 shows the results for the rcount of transformational leadership variables 0.860, morale 0.837 and employee performance 0.858, while the limit for Cronbach's alpha  $\geq 0.70$ . The conclusion that can be found is that the research criteria for the 3 (three) variables in the study have reliable criteria because rcount  $>$  Cronbach's alpha.

**Normality test**

The steps taken in data analysis were to test normality (Öztuna et al., 2006), the results of the normality test can be seen in the following table.

**Table 4: Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Transformational Leadership	Work Spirit	Employee Performance
N		43	43	43
Normal Parameters <sup>a,b</sup>	Mean	56,12	44,88	51,60
	Std. Deviation	7,700	5,439	6,355
Most Extreme Differences	Absolute	,088	,135	,145
	Positive	,055	,104	,087
	Negative	-,088	-,135	-,145
Kolmogorov-Smirnov Z		,579	,887	,948
<b>Asymp. Sig. (2-tailed)</b>		<b>,890</b>	<b>,411</b>	<b>,330</b>

a.. Test distribution is Normal.

b. Calculated from data.

Source: data processing, 2023

Table 4 shows the normality test result values for asymp. sig. (2-tailed) from the variable transformational leadership 0.890, work spirit 0.411 and employee performance 0.330. While the limit for normal values is  $\alpha > 0.05$ . These results indicate that the variables of transformational leadership, morale and employee performance have normal distribution results due to asymp. sig. (2-tailed)  $>$  probability 0.05.

**Deremination coefficient**





The coefficient of determination is the proportion of variation in the dependent variable that can be predicted from the independent variables, the results of the coefficient of determination test can be seen in the following table.

**Table 5: Test of the coefficient of determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 <sup>a</sup>	.607	.587	4,082

a. Predictors: (Constant), Transformational Leadership

b. Dependent Variable: Employee Performance

Source: data processing, 2023

Table 5 shows the results of the R Square research value of 0.607, this means that the ability of the variable transformational leadership and morale in explaining employee performance variables has a value of 67% while the remaining 33% is not a variable that is being discussed in this study, such as motivation, work discipline, work environment and others. Then the value of R (correlation) in this study shows that transformational leadership and morale have a strong relationship to employee performance.

**Regression equation**

Linear regression analysis is a model that can be used to make predictions or predictions, and regression is a way to find out the relationship between the variables used in research. For the regression equation in this study using simple regression and multiple regression.

**Simple regression.**

Simple regression analysis aims to examine patterns and measure statistical relationships between the independent and dependent variables and predict them using the regression equation. The results for the simple regression table of transformational leadership on employee performance can be seen in the following table.

**Table 6: Transformational leadership on employee performance Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,581	4,952		3,550	,001
Transformational Leadership	,606	,087	,735	6,934	,000

a. Dependent Variable: Employee Performance

Source: data processing, 2023

Table 6 shows the results of the simple regression equation  $Y = 17.581 + 0.606 X$ , meaning that when the value of the constant is 17.581 and the variable of transformational leadership is 0 (zero), then the employee performance results are 17.581, whereas when the model the coefficient of direction of transformational leadership is 0.606 it means that at the time of change from transformational leadership goes up one unit, then the results of employee performance will change 0.606, while the others are fixed. The results of this equation show the results of the positive direction coefficient of transformational leadership on employee performance. A simple regression table of morale on employee performance can be seen in the following table.

**Table 7: Work Spirit on employee performance Coefficients<sup>a</sup>**



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19,632	6,539		3,002	,005
Work Spirit	,712	,145	,610	4,925	,000

a. Dependent Variable: Employee Performance

Source: data processing, 2023 .

Table 7 shows the results of the simple regression equation  $Y = 19.632 + 0.712X$ , meaning that when the value of the constant is 19.632 and the variable of morale produces a value of 0 (zero), then the employee performance results are 19.632, then when the model of the direction coefficient of morale has a value of 0.712. In conclusion, when the change in morale rises to one unit, the result of employee performance will change 0.712, while the others are fixed or constant. The results of this equation show the value of the positive direction coefficient of morale on employee performance.

### Multiple regression

Multiple linear regression analysis was used to measure the effect of more than one predictor variable (independent variable) on the dependent variable. The multiple regression table can be seen in the following table.

**8: Multiple regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,040	5,664		1,596	,118
Transformational Leadership	,472	,096	,572	4,896	,000
Work Spirit	,358	,137	,306	2,620	,012

a. Dependent Variable: Employee Performance

Source: data processing, 2023

The results of Table 68 show the results of the multiple regression equation with the result  $Y = 9.040 + 0.472X_1 + 0.358X_2$ , the explanation when the values of the constants of transformational leadership and morale are considered zero (0), the employee performance result is 9.040. Furthermore, when the value of the direction coefficient of intellectual ability is 0.472 and morale is 0.358, meaning that when transformational leadership and work spirit increase by one (1) unit, the value of employee performance will change to 0.472 for transformational leadership and 0.358 for morale, and assuming everything else is fixed. The results of this equation show the results of the positive direction coefficient of the variable transformational leadership and morale on employee performance, and the highest coefficient value is found in transformational leadership, this shows that when leaders are able to provide comfort to employees, employees will also be enthusiastic in doing work, the impact of employee performance will be achieved.

### Hypothesis Test

**Table 9: H1: the effect of transformational leadership on employee performance**

Model	t	Sig.
1 (Constant)	3,550	,001
Transformational Leadership	6,934	,000

Dependent Variable: Employee Performance

Source: data processing, 2023



The results from table 9 show the results for the tcount for transformational leadership of 6.934 and sighting 0.000. Then to determine the results of the hypothesis are accepted, it is necessary to compare the results of thiting with trabels, where the results of thiting are 6.934 while for ttable it is determined by  $df (n-k): 43 - 3 = 40 - \alpha 0.05 = 2.021$ , so the conclusion is that  $tcount = 6.934 > ttable 2.021$ , then the calculated significance value is  $0.00 \leq \text{probability } 0.05$ , this means accepting H1 that there is a positive and significant influence of transformational leadership on employee performance.

**Table 10: H2: The effect of work spirit on employee performance**

Model	t	Sig.
1 (Constant)	3,002	,005
Work Spirit	4,925	,000

Dependent Variable: Employee Performance

Source: data processing, 2023

The hypothesis results for table 10 show the results for the tcount for morale of 4.925 and sighting of 0.000. Furthermore, to determine if the hypothesis results are accepted, it is necessary to compare the results of thiting with trabels, where the results of thiting are 4.925 and for ttable it is determined by  $df (n-k): 43 - 3 = 40 - \alpha 0.05 = 2.021$ , then the conclusion that can be given is that  $tcount = 4.925 > ttable 2.021$ , then the calculated significance value is  $0.00 \leq \text{probability } 0.05$ , this means accepting H2 that there is a positive and significant influence work spirit on employee performance.

## DISCUSSION

### The Influence Of Transformational Leadership On Employee Performance

Implementation of the vision of the organization is supported by strong leadership that enables change in every aspect of the organization (Atmojo, 2012). Employee performance is highly dependent on leadership programs (Arif, 2021), transformational leadership can directly affect employee performance as well (Piedade, 2021). Several studies have shown that transformational leadership has a positive effect on employee performance (Piedade, 2021) although this result is not supported by (Firmansyah & Purwandari, 2020) that transformational leadership has no effect on employee performance because employees only meet the needs material basis such as salaries and bonuses and employees believe that transformational leadership is that leaders will not take advantage of employees, but rather help develop employee capabilities to be used in the long term (Mottoh, 2015).

Effective leadership in organizational change can lead to increased employee performance (Maskurochman et al., 2020), it is very important for employee performance to be continuously assessed by their superiors or leaders to encourage maximization and efficiency goals in terms of financing for labor (Indriyani et al., 2021). Where the results of this influence are: 1) Increased motivation: transformational leadership can increase employee motivation by providing clear direction and motivating them to achieve larger organizational goals. This can encourage employees to work harder and produce better performance. 2) Increased creativity: transformational leadership can motivate employees to think creatively and innovatively in finding solutions to organizational problems. This can generate new ideas that can improve overall organizational performance. 3) Increased engagement: Transformational leadership can increase employee engagement by providing care and support to them. This can make employees feel valued and acknowledged, so they feel more involved and enthusiastic at work. 4) Increased trust: transformational leadership can build trust between leaders and employees, which can help strengthen work relationships and improve overall organizational performance. 5) Improved individual performance: transformational leadership can help develop individual skills and abilities by providing needed training and support. This can improve individual performance and result in a greater contribution to the organization.





Transformational leaders facilitate new understanding by increasing or changing awareness of impactful issues to foster inspiration and anticipation to go the extra mile to achieve them (Hariadi & Muafi, 2022). Overall, transformational leadership has a positive effect on employee performance by increasing motivation, creativity, engagement, trust, and individual performance. Therefore, organizations may consider adopting this leadership style to achieve better organizational goals, the existence of transformational leaders has effects both at the organizational level and at the individual level (Prabowo et al., 2018), it can be stated that organizational leaders must have the attributes transformational by getting well informed about their employees because transformational leaders can inspire employees to achieve anticipated or significant results (Khan et al., 2020).

### **The Effect Of Work Spirit On Employee Performance**

Having good morale is necessary to have self-esteem and have self-knowledge (Pal, 2021), if an employee has a positive spirit then his involvement and satisfaction will result in high productivity (Arun & Agalya, 2020), morale can have an impact which is significant on employee performance, in line with research (Suwandi & Setiawan, 2022) that work spirit has a positive and significant effect on employee performance, enthusiasm can be seen as a feeling of well-being that employees have in the workplace environment and is proven to have a significant effect on job satisfaction and work productivity (Kanimozhi & Vinothkumar, 2018). Employee morale can also decrease when their performance results are not appreciated by the organization and tend to be ignored, unhappy employees can cause reduced productivity, poor customer service, and problems with employee retention (Morgan, 2023), employees with low morale will show signs of signs that include: increased absenteeism, conflicts with co-workers, insubordination, decreased productivity, disorganized and unkempt work environment, routinely complaining about seemingly insignificant work-related problems (Rau-Foster, 1999)

High work spirit can increase the motivation, productivity and effectiveness of civil servants in carrying out their duties and responsibilities. The impact of morale on employee performance will lead to: 1) Higher motivation: high morale can provide a strong motivational boost for civil servants to complete tasks properly and effectively, 2) Increased productivity: civil servants who have high morale tends to be more productive in completing their tasks, thereby increasing individual and organizational performance, 3) Concern for work: high morale can help civil servants to better understand and care about the duties and responsibilities they carry out. This can help civil servants to be more enthusiastic in completing tasks with good quality, 4) Job satisfaction: civil servants who have high morale tend to be more satisfied with their jobs. This can help increase the loyalty and attachment of civil servants to the organization. The importance of morale can be seen as a fundamental part of management activities so that something can be aimed at the direction and strength of human potential to aim, deflect, increase the level of desire and togetherness in carrying out individual and organizational tasks (Jumaing et al., 2017), and should pay more attention the tasks given to employees so that employees do not feel too burdened or work under pressure so that they will be able to increase work enthusiasm (Sidartawan & Dewi, 2022), the enthusiasm of employees can be summed up as the overall view of employee attitudes during working hours which have an impact on overall performance overall (Wantania & Joyce Lapian, 2015) However, it is also important to note that high morale is not always followed by good performance, where other factors such as skills, knowledge, experience, and organizational support can also affect employee performance.

### **CONCLUSIONS AND RECOMMENDATIONS**

The results of the study show that transformational leadership is able to have a positive and significant direction coefficient impact on employee performance, because with good implementation of transformational leadership it will be able to produce increased motivation, creativity, involvement, trust and individual performance. Then work enthusiasm is also able to produce good



performance for employees and these results will show high motivation, high productivity, concern for work and job satisfaction.

Organizational leaders must always pay attention to the needs of employees in achieving their needs for the organization and always support the desire of employees to progress and develop. Work morale also needs to be maintained and paid attention to so that employees feel they are always involved in every program for organizational progress.

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