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The Impact of Transformational Leadership and Work Motivation on the Performance of Outsourced Employees at PT Citra Insani Garda Semesta

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Abstract: The purpose of this study was compiled to answer the formulation of the problems that have been determined, namely To analyze the influence of transformational leadership on the performance of outsourcing employees, To analyze the influence of work motivation on the performance of outsourcing employees. To analyze the influence of transformational leadership and work motivation simultaneously on the performance of outsourcing employees at PT Citra Insani Garda Semesta . Transformational leadership has a significant influence on the performance of outsourcing employees. The results of the partial test (t-test) show that the calculated t value of 4.568 is greater than the t table of 1.992 , so the hypothesis is accepted, Work motivation has a significant effect on the performance of outsourcing employees. The results of the partial test show that the calculated t value of 4.308 is greater than the t table of 1.994. Transformational leadership and work motivation simultaneously have a significant influence on the performance of outsourcing employees. Based on the results of the simultaneous test (F test), the calculated F value was 63.643 , which was greater than the F table of 2.73 with a significance level of $0.000 < 0.05$. This indicates that transformational leadership and work motivation together have a significant influence on the performance of outsourcing employees at PT Citra Insani Garda Semesta.

Keyword: Transformational Leadership, Work Motivation And Outsourcing Employee Performance.

INTRODUCTION

Human resources are a key element in determining the success of any organization, including outsourcing companies. In the security services and outsourcing industry, companies are required to provide high-performing, disciplined, and highly motivated employees. As an outsourcing company, PT Citra Insani Garda Semesta is responsible for ensuring that every employee assigned to a client company is capable of providing the best service and performing their duties according to established operational standards.

One leadership approach believed to improve performance is transformational leadership. This leadership style emphasizes the leader's ability to inspire, develop a clear vision, encourage creativity, and provide individual attention to employees. When leaders are able to inspire enthusiasm and lead by example, employees tend to demonstrate better commitment and work performance.

In this context, transformational leadership is one leadership approach believed to improve performance. Transformational leaders are able to provide a clear vision, generate intrinsic motivation, provide individual attention to subordinates, and encourage employees to exceed standards. When this leadership style is consistently applied, employees will feel valued, empowered, and driven to perform at their best.

Furthermore, work motivation is a crucial factor in determining the productivity of outsourced employees. Motivation is not only related to financial rewards, but also the need for recognition, a sense of security, a comfortable work environment, and career certainty. Outsourced employees who lack motivational support tend to exhibit negative behaviors such as laziness, lack of discipline, increased absenteeism, and even turnover. In the long term, this can be detrimental to the company due to decreased service quality to clients and increased re-hiring costs.

The phenomena in the table indicate a significant downward trend in performance. High absenteeism, increasing client complaints, and declining job satisfaction indicate that employees need more inspiring leadership support and stronger work motivation. Transformational leadership is believed to increase employee confidence, create more positive working relationships, and encourage employees to achieve optimal performance. Strong work motivation is also necessary to build loyalty and increase employee responsibility, especially for outsourced workers who face significant workloads and risks. With good motivation, employees will be more productive, disciplined, and service-quality oriented.

By looking at these various phenomena, it can be concluded that transformational leadership and work motivation have an important role in determining the high or low performance of outsourcing employees. at PT Citra Insani Garda Semesta. Therefore, this research needs to be conducted to scientifically examine the relationship and influence of these two variables on employee performance, so that it can provide appropriate recommendations for the company in improving the quality of its human resources.

In accordance with the problems that exist at PT Citra Insani Garda Semesta regarding transformational leadership and motivation on performance, the author conducted research on: "The Impact of Transformational Leadership and Motivation on Performance at PT. Citra Insani Garda Semesta

Human Resource Management .

Human Resource Management (HRM) is a field of management that focuses on managing individuals within an organization so that they can provide optimal contributions to company goals. HRM is related to the activities of planning, procurement, development, performance management, compensation, and so on. In general, HRM can be understood as a series of processes that ensure that an organization is able to acquire, maintain, and develop a competent workforce. In this perspective, humans are seen as strategic assets that influence the success of the organization, systematic and structured termination of employment. Management is an organizational activity, as an effort of a group of people who work together in order to achieve certain goals that they adhere to in such a way that the expected results will be achieved perfectly, namely effectively and efficiently" (Salam, 2019: 12).

Noe (2020:5), "Human resource management refers to the policies, practices, and systems that influence employee behavior, attitudes, and performance." Byars and Rue (2017:4) "Human resource management is an activity designed to provide and coordinate an organization's human resources."

According to Rangkuti , Human Resource Management is part of the internal strategic factors that act as an organization's strengths or weaknesses . Human Resource Management must be carried out in a planned manner to enable the organization to compete, capitalize on opportunities, and overcome threats in the business environment.

According to T. Hani Handoko (2021:3) "Human resource management is the planning, organizing, directing and supervising of procurement activities, development, providing a work environment, integrating, maintaining and releasing human resources in order to achieve various individual, organizational and societal goals."

Based on these various opinions, it can be concluded that Human Resource Management (HRM) is a strategic process in managing the workforce through various activities such as recruitment, development, motivation, compensation, and performance evaluation to achieve organizational goals effectively. HRM is not only managing administrative work, but also a strategic function to increase organizational competitiveness by strengthening the quality of the people involved.

Leadership Transformational

Transformational leadership is a leadership style in which leaders are able to inspire and motivate followers to transcend personal interests for the benefit of the organization. Transformational leaders not only direct from above but also build a shared vision and empower their followers (Purwoko & Fikri, 2023).

The definition of "leadership" according to Harries Madiistriyatno defines leaders and leadership in the context of organizations/groups. Based on the thoughts of Harries Madiistriyatno (2024) Leadership is the ability of an individual (leader) to influence, guide, and direct people or groups (followers) to cooperate and act according to directions with the aim of achieving common goals in the organization. In other words: leadership is not only about formal positions, but also about the power of influence/ability to lead - namely the art and ability to influence others to be willing to follow, cooperate, and move towards common goals .

Leadership is the ability to influence others to carry out a task according to one's wishes. In other words, leadership is the ability to command and influence others to carry out a task so that predetermined goals can be achieved .

Armansyah (2022:3) states that transformational leadership is a leadership model that clearly communicates the organization's vision and goals so that subordinates can identify and tend to have a strong influence on followers, providing motivation to subordinates and stimulating creativity to work better to achieve organizational goals. Wardani (2020:27) suggests that transformational leaders are leaders who provide individualized consideration and intellectual stimulation to subordinates or followers. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than was initially expected of them .

From the description of the leadership style above, the researcher concludes that transformational leadership style is a leadership style used by a superior to influence the performance of his employees by motivating his employees to work better and generating positive energy within the company so that the company's goals can be achieved well. With the concept of transformational leadership, subordinates will feel trust, admiration, pride, loyalty, and respect for their superiors and be motivated to do work with results that exceed the targets that have been set together.

Motivation

Motivation is a drive that causes people to act or behave in ways that are motivated by the causes of a behavior, such as the factors that drive someone to do or not do something. Motivation can be defined as the desire to achieve higher status, power, and recognition for

each individual. Motivation can actually be seen as the basis for achieving success in various aspects of life through increasing ability and will.

Based on the description in Harries Madiistriyatno's (2024) books on leadership, human behavior, and performance management (e.g. *Leaders and Leading*, *Human Resource Management*, and *Staff Development to Improve Performance*), Harries' concept of motivation can be summarized as follows: Motivation is an internal and external drive that drives a person to act, work, and strive to achieve organizational goals and personal goals. Motivation arises from needs, expectations, incentives, and environmental conditions that can stimulate a person's desire to achieve.

Motivation is the energy that drives a person to carry out work tasks and achieve predetermined goals. Another opinion, as expressed by Swansburg in Ismail (2021), is that motivation is an emotional and psychological process, not a logical one. Motivation is essentially an unconscious process, so the need for motivation varies from person to person. The key lies in which need is most dominant at that time.

According to Rivai (2021:837), motivation is a series of attitudes and values that influence individuals to achieve specific goals. Meanwhile, Wibowo (2019:323) states that motivation is the drive towards a series of human behavioral processes in achieving goals. Motivation aims to increase enthusiasm in working so that work productivity is achieved. According to Usman (2019:276), motivation is the drive a person has to do something, while a motive is a need, desire, urge (desire), or impulse. Motivation is the drive an individual has that can stimulate them to carry out actions or something that becomes the basis or reason for someone to behave or do something.

Work motivation is a condition that influences the arousal, direction, and maintenance of behavior related to the work environment (Nursalam, 2022).

According to Kadarisma (2022:278), work motivation is a driving force or motivator within a person to want to behave and work diligently and well in accordance with the tasks and obligations that have been given to him. From the above, the author synthesizes that work motivation is a drive that grows within a person, both from within and outside himself to do a job with high enthusiasm using all the abilities and skills he has with the aim of getting work results so as to achieve satisfaction according to his wishes.

METHOD

Types of research

This type of research is quantitative descriptive research, namely research that collects and presents data in the form of numbers, although it also uses qualitative data as support, such as words or sentences arranged in a questionnaire, as well as the results of consultations or interviews between researchers and informants. This research is a quantitative research with the type of explanatory research. This study aims to explain the causal relationship between transformational leadership variables and work motivation on the performance of outsourcing employees at PT Citra Insani Garda Semesta. This research is associative causal in nature to see the influence of transformational leadership (X1) and work motivation (X2) on employee performance (Y). Data collection was conducted cross-sectionally, that is, only once in a certain period of time.

Sample population

Population according to Sugiyono (2020:80) states that population is a generalized area of objects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Population can provide useful information or data for a study. From this definition, the population in this study is the employees of PT Citra Insani Garda Semesta, as many as 300 people, the sample size was carried out using the Slovin technique.

From this calculation, the number of samples studied was 75 employees at PT Citra Insani Garda Semesta .

Method of collecting data

techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020:37), there are two main factors that influence the quality of research data: the quality of the research instrument and the quality of the results. In this study, The data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents .

The data collection techniques used in this study are as follows:

Questionnaire

In this study, the author used a closed questionnaire (statements that were already available), where the author provided respondents with a choice of each statement submitted, so that respondents only had to mark (X) or mark (√) on each statement option they wanted . Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is: a) Strongly Agree Score 5. b) Agree Score 4. c) Quite Agree Score 3. d) Disagree Score 2. e) Strongly Disagree Score 1. Likert scale . The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

Research Instruments

research instrument for transformational leadership variables (X1), work motivation (X2) and employee performance (Y) is a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) .

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

$$r_{xy} = \frac{n (\sum XY) - (\sum X)(\sum Y)}{\sqrt{n (\sum X^2) - (\sum X)^2} \cdot \sqrt{n (\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a.If the r value is positive and the r result is > r table , then the item or variable is valid.
- b.If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table, then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁, and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29. The test statistics used are:

F test

The F test statistic is used to determine simultaneously (multiple) the influence between Transformational Leadership (X₁), Motivation variables (X₂) and employee performance (Y), with the test decision being: 1) H₀ is accepted if F count < F table 2) H₀ is rejected if F count > F table.

T-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:

- 1) H₀ is accepted if t count < t table
- 2) H₀ is rejected if t count > t table.

1) Then to find out the extent of transformational leadership (X₁), Motivation variables (X₂) and employee performance (Y) using the partial coefficient of determination (r²). If the r² for each independent variable is greater, the greater its contribution to the dependent variable

and if there is a dependent variable with the largest r^2 number, the smallest probability and the highest calculated r , then the dependent variable has a large relationship to the independent variable.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R^2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table, then H_0 is accepted. 2) If F count > F table, then H_0 is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r^2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1" and "X 2" with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X 1 (Transformational Leadership), variable X 2 (Motivation) and variable Y (Employee Performance) and is analyzed using parametric statistics with the program SPSS Release 29.00 For Windows , namely to find out whether each variable studied has a positive influence on Work Effectiveness or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu . The values in each SPSS output are described as follows:

Multiple Linear Regression Test

The influence of transformational leadership (X 1) on the performance of outsourcing employees (Y) .

Coefficients table , the calculated t-value for the transformational leadership variable (X1) is 4.568, while the t- table value for N = 75 is 1.992 . So $4.568 > 1.992$, then H_0 is rejected and H_a is accepted, it can be stated that transformational leadership (X1) has a significant influence on the performance of outsourcing employees (Y).

Influence Work motivation (X 2) on outsourcing employee performance (Y) .

Calculated t value of the variable work motivation is 7.510, while the ttable value for N = 75 is 1.994. So $7.510 > 1.994$, it can be concluded that partially the work motivation variable (X2) has an effect on the performance of outsourcing employees (Y) .

F test

From the analysis results in the table below above is the test ANOVA obtained the calculated F value of 63,643 which is greater than the F table of 2.73 or $63,643 > 2.73$ with a significance level of 0.000 because $0.000 < 0.05$, it can be said that the Leadership Style (X 1) and Work Environment (X 2) together or simultaneously have a positive influence. outsourcing employee performance variable (Y)

Coefficient of Determination

Based on the Model Summary table, the R Square value is 0.639 . This shows that 63.9 % of transformational leadership (X1) and work motivation (X2) together influence the performance of outsourcing employees (Y), while the remaining 36.1 % is influenced by other factors not examined in this study.

CONCLUSION

Transformational leadership has a significant influence on the performance of outsourcing employees. The partial test results (t-test) show that the calculated t value of 4.568 is greater than the t-table of 1.992 , so the hypothesis is accepted. This proves that transformational leadership demonstrated through providing a clear vision, work inspiration, individual attention, and intellectual encouragement can improve the performance of outsourced employees .

Work motivation has a significant effect on the performance of outsourcing employees. The partial test results show a calculated t value of 4.308 which is greater than the t table of 1.994 , so it can be concluded that work motivation has a positive and significant effect on the performance of outsourcing employees. Transformational leadership and work motivation simultaneously have a significant influence on the performance of outsourcing employees. Based on the results of the simultaneous test (F test), the calculated F value was 63.643 , which is greater than the F table of 2.73 with a significance level of $0.000 < 0.05$. This indicates

that transformational leadership and work motivation together have a significant influence on the performance of outsourcing employees at PT Citra Insani Garda Semesta.

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