Does Transformational Leadership and Work Motivation Still Affect Employee Performance? Evidence from an Indonesian Electrical State Owned Company

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This paper aimed to examine and analyse the consequence of transformational leadership and motivation on work performance at PT PLN UWP IV Electric Maintenance Center Bandung, West Java, Indonesia. The novelty of this research is by testing the conceptual framework for the consequence of transformational leadership and motivation (need for achievement) on work performance in a different context, scope, and population than existing research. This research uses quantitative research methods with detailed causality research. The sampling technique in this study was saturated sampling, which was 40 employees at PT PLN UWP IV Electric Maintenance Center. The data investigation approach used is multiple linear regression. The consequence of this study confirms the influence of transformational leadership and work motivation on performance, both partially and simultaneously. The results of this paper are persistent with the theory of transformational leadership and the theory of motivation for achievement. This research contributes scientifically to the consequence of transformational leadership, and work motivation on work performance also change management.

Keywords: *Transformational leadership, Work motivation, Work performance*

Introduction

The organisation defined as *"An organization that is coordinate and which always works to fulfill shared goals"* (Robbins, 1990; Pangarso, 2014; 2016). Organisational performance is still an exciting topic to study because performance is an essential output of an organisation. The measure of success of an organisation can be seen from its performance.

The performance of an organisation is also strongly influenced by the management of its human resources, Saragih et al. (2017) state that human resources are the most critical organisational assets and make other organisational resources work. So that corporate performance in this study will be more precisely investigated for human resource performance or employee performance.

From previous studies, performance is impacted by transformational leadership and work motivation (Riyadi, 2011; Syafii, 2015; Yuliaarnita & Sipayung, 2014). The theory underlying the effect of leadership on work performance is the transformational leadership theory (Burns, 1978; Bass, 1985; 1990). The success of achieving company goals or performance is also very dependent on the role of the leader (Amalia et al., 2016).

Leadership is the behaviour or method chosen and used by leaders in influencing the thoughts, feelings, attitudes, and behaviour of members of subordinate organisations (Tampi, 2014). If the situation and conditions apply the leadership style, it will encourage employees to work optimally. Transformational leaders are more effective because they are creative; besides that, they encourage their followers to be creative too (Robbins, 1990). By implementing subordinate transformational leadership, they will feel trusted, valued, loyal, and responsive to their leaders; this is where the vital role of transformational leadership is.

Previous research on the effect of transformational leadership style on performance for 25 years has been exciting. It has been widely investigated (Wang et al., 2011) and although the results show a lot of positivity and significance but still open a process gap that is still unclear in the relationship of influence. In addition, previous studies from Buil, Martinez, Matute (2019), Tania (2017), Pangarso et al. (2016), Gita and Yuniawan (2016), Baskoro, Yudi and Irwansyah (2016), Magfirah (2015), Wijonarko (2014), Caillier (2014), Rasyid et al. (2013), Zohar and Tenne-Gazit (2008), and Anikmah (2008) showed positive and significant results of transformational leadership style on employee performance.

There is a research gap from the influence of leadership style on employee performance, namely in the research of Razak, Sarpan and Ramlan (2018) which states that transformational leadership style and work motivation partially do not significantly influence employee performance. Luo et al. (2019) which says that transformational leadership has a

negative and not significant effect on work performance, this is not consistent with the theory of transformational leadership and previous studies so that this gap is the basis for the re-testing of the effect of transformational leadership style on employee performance.

The theory underlying the effect of work motivation on employee performance is the theory of motivation for achievement. In addition to leadership, the results of McClelland's research in Robbins (1990) concluded that there was a positive relationship between work motivation and performance achievement. Hasibuan (2013) states the importance of motivation because motivation is the thing that causes, channel, and supports human behaviour so that they want to work hard, and enthusiastically achieve optimal results.

Pongpearchan (2016) and Syaifuddin (2016) states that there is a positive and significant relationship between work motivation on work performance. There are still gaps related to the effect of work motivation on employee performance, namely in the research of Gita and Yuniawan (2016) which states that work motivation does not significantly influence employee performance. This is not consistent with the theory of motivation for achievement and previous studies so that this gap is the basis for the re-testing of the effect of transformational leadership style on employee performance.

The novelty of this research is that it has never been tested on conceptual models of the influence of transformational leadership style and work motivation (notably the need for achievement) on employee performance for the scope of the electrical owned state company. The novelty is essential because the results of this study contribute to the application and empirical generalisation of the theory of transformational leadership style and motivation for achievement.

This research is expected to provide input for the development of science, especially in the field of human resource management, especially regarding the influence of transformational leadership style and work motivation on employee performance.

After reviewing it from a conceptual or scientific point of view, the following issues are discussed empirically in the field. This research was conducted in the context of managing human resources in the scope of the electrical owned state company. The exciting thing about this electricity energy sector is that in this era of globalisation, the rapid development of technology and information has led to an increase in people's need for energy, especially electricity. There is a percentage increase in the Indonesia electrification ratio in 2015 of 88.3% and an increase in the rate of 2.86% in 2016 to 91.16% and the return ratio increased by 4.19% in 2017 to 95.35%.

Based on this phenomenon, PT PLN (Persero) Electricity Maintenance Center (PUSHARLIS) UWP IV as a supporting unit of PT PLN (Persero) to support the performance of PLN by carrying out its assigned tasks, namely implementing a quality control system for repair, reverse engineering, and equipment manufacturing electricity, meeting emergency repair and development of innovation work.

To ensure that these programs can run well, PT PLN PUSHARLIS UWP IV requires quality human resources as a driver and executor of organisational activities that help smooth the running of the company so that the company's goals can be carried out. Human resources are where there is a vital role for human resource governance to contribute to performance, especially in PT PLN PUSHARLIS UWP IV.

From the organisational performance value (NKO) of PT PLN PUSHARLIS UWP IV, it can be seen that corporate performance in 2016 and 2017 has not been able to reach the target set by the company, which is 100%. PT PLN PUSHARLIS UWP IV was only able to reach the company's goal of 87.73% in the first semester of 2016, then experienced an increase in semester 2 of 2016 by 99.01%, but again experienced a decline in Semester 1 and 2 of 2017 to 97.33% and 95.62%. So that from here, it can be seen that there are practical problems with the need to improve organisational performance, where the critical part of corporate performance is employee performance.

One's motivation can be seen through his presence, and Kasmir (2016) stated that the number of timely employee attendance would affect its performance. Employees are required to arrive on time and be able to complete their work correctly. If the performance of the employee is by established rules, then the return is calculated well or very well.

Of the total employees of PT PLN PUSHARLIS UWP IV, amounting to 40 employees, in August 2017 there was an increase in delay of 0.86%, and in November 2017 there was an increase in the backlog of 2.68%. The increase in the most significant delay occurred in November 2017. There are still practical problems related to employee motivation when viewed from data on employee delays.

Practically, this research is expected to provide an excellent contribution to PT PLN PUSHARLIS in terms of improving employee performance related to transformational leadership style and work.

Literature Review
Transformational Leadership

The definition of transformational leadership according to Bass (1985, 1990) in Northouse (2013) states that *"Transformational leadership motivates followers to do more than expected by increasing followers' level of understanding of the usefulness and value of detailed and ideal goals, making followers defeat their interests for team or organization, moving followers to meet the needs of a higher level"*. Transformational leadership provides a vision of mission and awareness of an industry or organisation that produces high-level capabilities and expertise. Also, leaders like this move employees to see and pay attention to their interests and make organisational performance improvement. Whereas according to Burns (1978) quoted in Darodjat (2015) that *"transformational leadership is a process by which leaders and followers raise themselves to each other at a level of morality and motivation higher"*. The dimensions of transformational leadership, according to Bass (1985) in Northouse (2013), are as follows:

1) Idealised Influence
2) Inspirational Motivation
3) Intellectual Stimulation
4) Individualised Consideration

Work Motivation

There are several notions of work motivation, among others, according to Robbins (1990) (Pangarso, 2014) (Maylasari et al., 2017) motivation is a process that explains the strength, direction, and perseverance of someone to achieve goals. Motivation is a factor whose presence can lead to job satisfaction and improve employee performance (Tampi, 2014).
The motivation theory used in this study is the theory of achievement —in Edison et al. (2016) Mc. Clelland put forward his theory, namely Mc. Clelland's Achievement Motivation Theory or Theory of Motivation Achievement Mc. Clelland. Mc. Clelland argues that someone will have high motivation if based on the need for achievement (need for achievement), the need for affiliation (need for affiliation), and the need for power (need for power). In this study explicitly using only the need for achievement because according to Jha (2010) it is evident that of the three types of motivation that have the highest coefficient of determination is the need for achievement.

Work Performance

Understanding employee performance, among others, Moeheriono (2014) argues that performance (performance) is a description of the level of attainment of the application of an

activity arrangement or policy in realising the objective of the organisation as outlined in the strategic planning of an organisation. Furthermore, Kaswan (2015), *"Employee performance reflects the behavior of employees in the workplace as the application of skills, abilities, and knowledge that contribute to or value the goals of the organization"*. Meanwhile, according to Sedarmayanti (2017) performance is the result of work achieved by a person/group of people in an organisation by their respective authority and responsibility to achieve the objectives of the organisation concerned, legally, not violating the law, and by morals and ethics.

Hypothesis Development

Based on the theory put forward by Bass (1985 & 1990) in Northouse (2013) states that *"transformational leadership can teach all levels in an organisation, and that it can positively influence company performance"*. From previous studies, according to Buil, Martinez, Matute (2019), Tania (2017), Pangarso et al. (2016), Gita and Yuniawan (2016), Baskoro, Yudi and Irwansyah (2016), Magfirah (2015), Wijonarko (2014), Caillier (2014), Rasyid et al. (2013), Zohar and Tenne-Gazit (2008) and Anikmah (2008) showed a positive and essential result of transformational leadership style on work performance. The above studies support that transformational leadership in organisations shows a strong relationship with employee performance.

Hypothesis 1: transformational leadership has a significant effect on performance

It was established on the results of the study by concluded that there is a positive relationship between achievement motivation and performance achievement. McClelland research means that leaders, managers, and employees who have high achievement motivation will achieve high performance and vice versa. A study conducted by Riyadi (2011), Rasyid et al. (2013), Mougbu (2013), Gopal and Chowdhury (2013), Wijonarko (2014), Syafii (2015), Magfirah (2015), Pongpearchan (2016), Syaifuddin (2016), Tania (2017) states that there is a positive and significant relationship of work motivation on work performance. Based on these studies, it can be seen that motivation shows an influence on employee performance.

**Hypothesis 2:** work motivation has a significant effect on employee performance
Research by Riyadi (2011), Rasyid et al. (2013), Wijonarko (2014), Syafii (2015), Magfirah (2015), Tania (2017) has examined the effect of transformational leadership and motivation partially on work performance. Furthermore, Zohar and Tenne-Gazit (2008), Anikmah (2008), Yuliaarnita and Sipayung (2014), Gita and Yuniawan (2016) have examined the consequence of transformational leadership and work motivation both partially and simultaneously on work performance. Gopal and Chowdhury (2013), in his research, stated

that proper leadership management and motivation helped develop cooperation and integration of individuals and groups to achieve common goals.

The following discusses the differences between previous studies with this study. There are positive and significant results of transformational leadership on work performance, among others, Zohar and Tenne-Gazit (2008), and Anikmah (2008). There are different conceptual frameworks do not examine the simultaneous effect of transformational leadership and motivation on work performance but only partially, differing operationalisation of variables and the underlying theory and research context, number of samples, probabilistic samples. Furthermore, according to Rasyid et al. (2013), the similarities in the partial and simultaneous influence of both the framework model and the different results in the number of samples, probabilistic sampling techniques, and population scope in the field of private telecommunications. From Wijonarko (2014), the similarity of partial and simultaneous influences of both the framework model and results, different in the number of samples, probabilistic sampling techniques and population scope in the field of private insurance services and smaller coefficient of determination, different theories used related to the operationalisation of research variables. Magfirah (2015) states that the similarity of partial and simultaneous effects of both the results and the framework model differ only the number of more research variables, change in the name of samples, and the population scope in the field of financial services, and the coefficient of determination are smaller, different theories are used related to the operationalisation of variables research. Baskoro, Yudi and Irwansyah (2016) differ in research models, population scope in the private education sector and number of samples, and probabilistic sampling techniques. Gita and Yuniawan (2016) suggest that different conceptual frameworks do not examine the simultaneous consequence of transformational leadership and motivation on work performance, different operationalisation of underlying variables and theories and research context, number of samples, and non-probabilistic sample techniques. Tania (2017) states that the similarity of the partial and simultaneous effects of both the results and the framework model only differed the number of more, different in the name of samples, and the scope of the population in the field of private management consultant services. Transformational leadership and motivation are variables that can change threats as an exciting challenge that can improve employee performance.

Hypothesis 3: transformational leadership and work motivation influence simultaneously and significantly on employee performance.

Figure 1. Conceptual framework
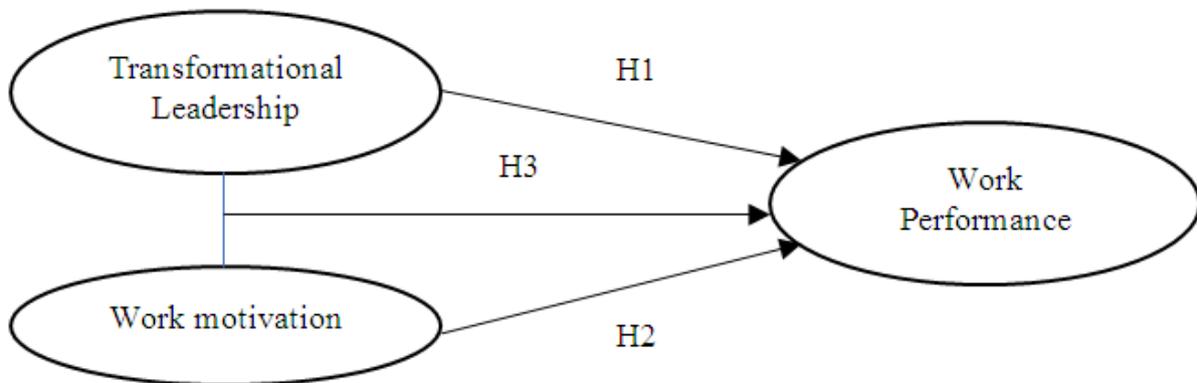
Methodology

This paper is using quantitative methods. This research uses descriptive and causal study through questionnaires with a Likert measurement scale with a score of 1 to 5 (from very strongly disagree to agree strongly).

The population is all employees of PT. PLN Maintenance and Electricity Center (PUSHARLIS) UWP IV Bandung, amounting to 40 people. The sampling technique used is non-probability sampling, which is a saturated sampling technique. The number of research samples to be taken in this study amounted to 40 respondents according to the total population of the study.

Measurement of variables in this paper is displayed in Table 1:

Table 1: Operationalisation of research variables

Research variable	Dimension	Indicator	Source
Work performance (Y)	Quality	• Accuracy of work objectives • Conformity of work results with work quality standards	Kasmir (2016)
	Quantity	• Achievement of targets • Timeliness in doing work	
	Time	• Level of employee attendance • The level of employee compliance with hours of	

		entry and return to work	
	Cost Emphasis	• Optimal use of work facilities • The results of the work are by the budget reference.	
	Supervision	• Supervision of employees in completing tasks according to standards • Control in employee activities	
	Relationships with employees	• Ability to cooperate with colleagues • Relationship of work with superiors/subordinates	
Transformational leadership (X1)	Idealised Influence	• Leaders as role models • Leaders can be relied upon • Behave ethically and morally high • Get respect from followers. • Give an understanding of vision and mission.	Bass (1985, 1990) in Northouse (2013)
	Inspirational Motivation	• Communicate high targets • Give motivation and enthusiasm to followers. • Stimulate creative attitudes at work	
	Intellectual Stimulation	• Stimulation to act innovatively in solving organisational problems. • Stimulation to increase employee insight	
	Individualised Consideration	• Receive aspirations from each follower • Give individual	

		attention	
		• Become a mentor or coach for each subordinate	
		• Spirit at work	
Work motivation (X2)	Need for Achievement	• Responsible for work	in Edison et al. (2016)
		• Award and work performance	

Results and Discussion

Before the questionnaire was distributed, validity and reliability were tested first. According to Sekaran and Bougie (2013) in Indrawati (2015), the validity test shows the extent to which a measuring device can measure what it wants to measure so that it can be said that the higher the validity of a measuring device, the more measuring device it consumes or shows what which should be measured.

With testing criteria if r count > r table then the statement is declared valid and vice versa if r count <r table then the statement is declared invalid. Determine the value of the r table by looking at the Pearson product-moment correlation table with N being 30 and a significant level of 5% (α = 0.05). The questionnaire is considered valid if the Pearson product-moment correlation counts (r count) over the Pearson product-moment correlation table (r_tabel) of 0.361. R count means that r is declared valid if r > 0.361.

In this study, the validity test was carried out with n = 40 and a significance level of 5% or α = 0.05 then r table was 0.304. The results of the validity of the research variables with a sample of 40 respondents can be seen in Table 2:

Table 2: Test the validity of research variables

Item	R calculation	R Table	Decision
Work performance 1	0.789	0.304	Valid
Work performance 2	0.757	0.304	Valid
Work performance 3	0.476	0.304	Valid
Work performance 4	0.430	0.304	Valid
Work performance 5	0.596	0.304	Valid
Work performance 6	0.706	0.304	Valid
Work performance 7	0.636	0.304	Valid
Work performance 8	0.749	0.304	Valid
Work performance 9	0.577	0.304	Valid

Work performance 10	0.668	0.304	Valid
Work performance 11	0.588	0.304	Valid
Work performance 12	0.688	0.304	Valid
Transformational leadership 1	0.639	0.304	Valid
Transformational leadership 2	0.785	0.304	Valid
Transformational leadership 3	0.597	0.304	Valid
Transformational leadership 4	0.756	0.304	Valid
Transformational leadership 5	0.722	0.304	Valid
Transformational leadership 6	0.670	0.304	Valid
Transformational leadership 7	0.736	0.304	Valid
Transformational leadership 8	0.727	0.304	Valid
Transformational leadership 9	0.703	0.304	Valid
Transformational leadership 10	0.702	0.304	Valid
Transformational leadership 11	0.815	0.304	Valid
Transformational leadership 12	0.811	0.304	Valid
Transformational leadership 13	0.720	0.304	Valid
Work motivation 1	0.792	0.304	Valid
Work motivation 2	0.758	0.304	Valid
Work motivation 3	0.502	0.304	Valid

Source: SPSS

Based on the table above, it can show that all statement items in the research variable are declared valid because each statement item has a calculated r-value higher than r-table. Indrawati (2015) states that reliability is concerned with the level of trustworthiness, reliability, consistency, or stability of the results of a measurement. The Cronbach Alpha coefficient: is a bad $r < 0.60$, $r > 0.70$ is acceptable and $r > 0.80$ is good.

Reliability test criteria:
a. If the value of $\alpha = 0.05$ is positive and $r \geq 0.6$, then the questions are reliable.
b. If the value of $\alpha = 0.05$ is positive and $r < 0.6$, then the question item is not reliable.

The research variable reliability test results with a sample of 40 respondents can be seen in Table 3, 4 and 5 below:

Table 3: Work performance reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.862	12

Source: SPSS

Table 4: Transformational leadership reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.923	13

Source: SPSS

Table 5: Work motivation reliability test

| Reliability Statistics	
Cronbach's Alpha	N of Items
.783	3

Source: SPSS

Based on the table above, it can be shown that each item stated in the research variable is said to be reliable because the researcher got the Cronbach's Alpha value, which was ≥ 0.6 overall. After the questionnaire data that is appropriately processed is collected and tested for reliability validity, it is first tested using SPSS to find out whether the data is feasible to be processed further using multiple linear regression or not. There are three types of tests, namely: data normality test, data normality test (P-plot), and multicollinearity test.

The normality test shows that the research data is usually dispersed. The normality test saw from the two figures below. Figure 2a the data distribution is bell-shaped and figure 2b spreads the points around the diagonal line and follows the direction of the diagonal line. All data is normally distributed so that it is suitable for processing.

Figure 2a. Data normality test (Histogram)
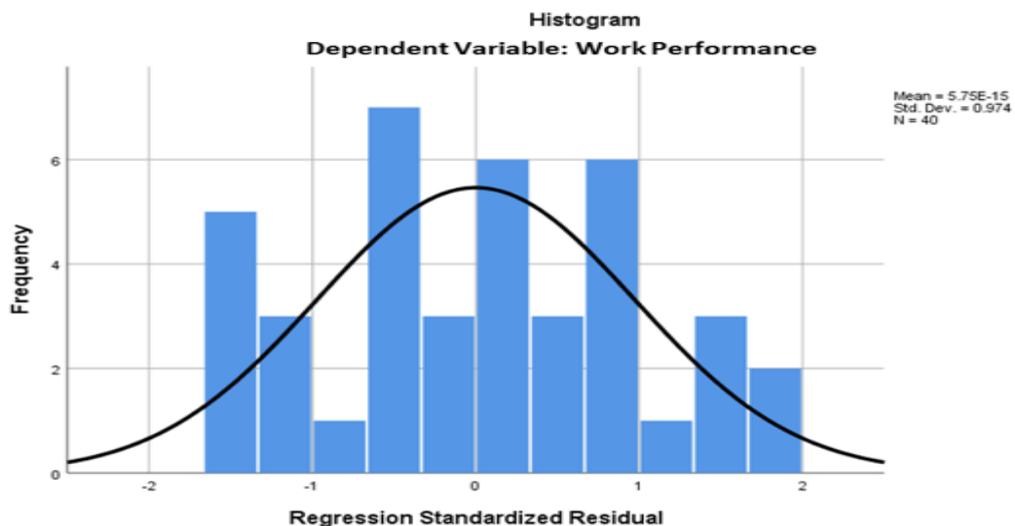
Source: SPSS

Figure 2b. Data normality test (P-plot)
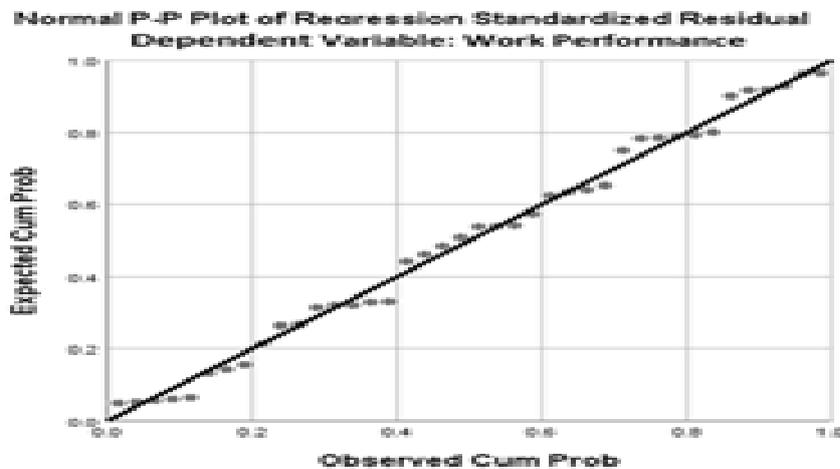
Source: SPSS

Furthermore, to detect the presence or absence of symptoms of multicollinearity in this multiple regression model is to look at the tolerance value and the value of Variance Inflation Factor (VIF). If the tolerance value is less than 0.1, and VIF is greater than 10 indicates a significant symptom of multicollinearity, as can be seen in Table 6 below.

Table 6: Multicollinearity test results

Coefficients								
	Unstandardised Coefficients		Standardised Coefficients				Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.447	.385		3.756	.001		
Transformational leadership	.159	.060	.302	2.643	.012	.900	1.111
Work motivation	.502	.096	.599	5.232	.000	.900	1.111

a. Dependent Variable: Work performance
Source: SPSS

Heteroscedasticity test is a test to see whether there are variable inequalities from the residual one examination to another examination. The best multiple regression is obtained if there are no specific patterns such as collecting in the middle, narrowing then widening or vice versa. The points do not form a particular model, so the regression did not experience heteroscedasticity problems in this study, as can be seen in Figure 3.

Figure 3. Heteroscedasticity test results

Scatterplot
Dependent Variable: Work Performance

Source: SPSS

After the normality test, multicollinearity and heteroscedasticity showed that the research data was feasible to be analysed for multiple linear regression, as shown in Table 7 below.

Table 7: Multiple linear regression
Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.447	.385		3.756	.001
Transformational leadership	.159	.060	.302	2.643	.012
Work motivation	.502	.096	.599	5.232	.000

a. Dependent Variable: Work performance
Source: SPSS

From the table above, we get the following multiple regression equation: $Y = 1.447 + 0.159X_1 + 0.502X_2$

This constant (a) = 1,447 shows a constant value, that is if the transformational leadership variable (X1) and work motivation (X2) = 0, then the employee performance is 1,447 in other words, if the transformational leadership variable (X1) and work motivation (X2) is increased by units so the employee's performance will increase by 1,447 + 0.159 + 0.502 = 2.108.

The coefficient of X1 (b1) = 0.159, this indicates that transformational leadership variables positively influence the performance of employees at PT PLN UWP IV Electric Maintenance

Center or in other words, if transformational leadership variables are increased by one unit, then employee performance will increase by 0.159.

The coefficient of X2 (b2) = 0.502, this indicates that the work motivation variable has a positive effect on the performance of employees at PT PLN UWP IV Electric Maintenance Center or in other words, if the work motivation is expanded by one unit, next employee performance will be expanded by 0.502.

After going through multiple linear regression data processing, the next hypothesis will be tested both partially and simultaneously. The t-test is a test method in statistics that is used to test the magnitude of the influence of independent variables partly on the dependent variable. The usefulness of this t-test is to test whether transformational leadership variables and work motivation partially influence employee performance. The hypothesis is submitted and proven as follows:

1) Ho: $\beta 1 = 0$, there is no important effect among transformational leadership influencing the performance of employees at PT PLN UWP IV Electric Maintenance Center.
2) H1: $\beta 1 \neq 0$, there is an important consequence among transformational leadership affecting the performance of employees at PT PLN UWP IV Electric Maintenance Center.
3) Ho: $\beta 2 = 0$, there is no significant influence between work motivation influencing the performance of employees at PT PLN UWP IV Electric Maintenance Center.
4) H1: $\beta 2 \neq 0$, there is a significant influence between work motivation influencing the performance of employees at PT PLN UWP IV Electric Maintenance Center.

To determine the table value is determined with a confidence level of 5% with degrees of freedom DF = (n-k-1) where n is the sum of respondents and k is the number of variables. Decision benchmark used by t count $\geq$ t table and significance value 0.05 then Ho is denied, and H1 approved. This shows that there is a significant effect of the independent variable on the dependent variable. T count <t table or significance value> 0.05 so Ho is denied, and H1 is approved. This shows that there is no consequence effect of the X variable on the Y variable.

To determine the value of t table, it is necessary to have a free degree with the formula:

Error rate (a) = 5% and degree of freedom (df) = n-k
n = number of samples, n = 40
k = number of variables used, k = 3
Free degree = n-k = 40-2 = 38
Then t table = 1,686

Transformational leadership variables have t count values higher than t table. Because the amount of t calculation (2.643) > t table (1.685) and the significance level of 0.012 <0.05, it can be complete that H0 is denied and Ha is obtained, which means that there is an important influence among transformational leadership variables on employee performance variables. The significant impact is by the transformational leadership theory and motivation theory for achievement and previous studies.

Transformational leadership variables have t count values greater than t table. Because the amount of t calculation (5,232) > t table (1,685) and the significance level of 0,000 <0.05. Then it can be achieved that H0 is denied and Ha is approved, which means there is a significant effect between work motivation variables on employee performance.

The usefulness of this F test is to test whether transformational leadership variables and work motivation together (simultaneous) affect the performance of employees at PT PLN UWP IV Electric Maintenance Center. In this study, the hypotheses that will be tested simultaneously are:

1) Ho: $\beta = 0$, There is no significant or simultaneous influence significantly between transformational leadership also work motivation on work performance at PT PLN UWP IV Electric Maintenance Center.
2) Ha: $\beta2 \neq 0$ There is a significant influence between transformational leadership and work motivation on employee performance at PT PLN UWP IV Electric Maintenance Center.

The simultaneous hypothesis test evaluation criteria are:
1) F count > f table and significance value less than 0.05 then Ho is denied, and Ha is approved. The result shows that there is a crucial effect of the X variables on the Y variable.
2) F count < f table and significance value more than 0.05 then Ho is approved, and Ha is supported. The result shows that there is no critical effect of the X variables on the Y variable.

To determine the value off the table, it is necessary to have a free degree of ignition and an open degree of the denominator, using the following formula:

df (numerator) = k-1
df (denominator) = n-k
n = number of research samples
k = variables

In this study, the number of samples (n) is 40, and the number of independent variables (k) is two so that they are obtained.

1) Error rate (a) = 5% and degree of freedom (df1) = k; (df2) = n-k-1
2) numerator free degree = k = 2
3) The free degree of the denominator = n-k-1 = 40-2-1 = 37
4) F table = 3,25

The results of simultaneous processing of hypothesis testing data (Test F) as shown in Table 8 below:

Table 8: F test results

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.728	2	.364	23.943	.000ᵇ
	Residual	.562	37	.015		
	Total	1.290	39			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Work motivation, Transformational leadership
Source: SPSS

In the table above, it can be seen that F_count is 23.964 with a significance level of 0.000. Therefore, the two calculations are F_count > F table (23.943> 3.25) and the significance level is 0,000 <0.05. The calculation shows that Ho is rejected and Ha is accepted, which means that the independent variables consisting of transformational leadership (X1) and work motivation (X2) simultaneously influence the performance of employees (Y) at PT PLN UWP IV Electric Maintenance Center. The calculation can be shown in Table 9.

Table 9: Determination test results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.751ª	.564	.541	.12326

a. Predictors: (Constant), Work motivation, Transformational leadership
b. Dependent Variable: Work performance
Source: SPSS

Based on the table above shows that the magnitude of transformational leadership and work motivation on performance at PLN Electric Maintenance Center IV UWP is indicated by the coefficient of determination of the value of R Square = 0.564 with the following formula.

$$KD = r^2 \text{ x } 100\%$$
$$= (0{,}751)^2 \text{ x } 100\%$$
$$= 56.4\%$$

The coefficient of determination (R Square) shows a value of 0.564 or 56.4%, which means that this means that transformational leadership and work motivation for achievement can have an influence on the dependent variable (employee performance) at PT PLN UWP IV Electric Maintenance Center with a contribution of 56.4%. While the resting 44.6% is affected by other variables not examined in this paper, this means that the gift of leadership and motivation for achievement is quite large on improving employee performance. Therefore it is necessary to know the most dominant antecedents of transformational research and motivation to excel for future research to find out more detailed parts of each independent variable.

Conclusion

Transformational leadership and work motivation partially and simultaneously have a significant effect on Employee Performance at PT PLN UWP IV Electric Maintenance Center. The relationship is following the transformational leadership theory.

The limitation of this study is that the population used is still in a scope that is not large enough to be able to generalise the conceptual framework. For future research, it is recommended that a population with a larger size of scope be used. Also, research is still needed on the antecedents of transformational leadership and their effects on other variables outside of performance in general and more specific performance variables (e.g., HPWS, high-performance work system).

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