

# The Influence of Transformational Leadership, Motivation, Physical Work Environment and Job Stress on Employee Performance at PT. Indonesian Trains (Persero) Daop 1 Jakarta Year 2019

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## ABSTRAK

This research aims to determine and analyze the influence of transformational leadership, motivation, physical work environment and work stress on employee performance at PT. Indonesian Railways (Persero) Daop 1 Jakarta. This research data uses primary data in the form of a questionnaire to 101 employees of PT. Indonesian Railways (Persero) Daop 1 Jakarta. The data analysis technique uses multiple linear regression analysis and uses the SPSS 23 program. The research results show that there is an influence between Transformational Leadership (X1) on Employee Performance (Y). Then there is the influence of the Motivation variable (X2) on Employee Performance (Y). Likewise, for the Physical Work Environment variable (X3) there is an influence on Employee Performance (Y). Then the Job Stress variable (X4) also has an impact on Employee Performance (Y). Partially or simultaneously, it has a strong influence among the four variables, the most significant of which is the Motivation variable. The results of this research hope that companies can improve good leadership styles and a comfortable work environment so that they can support employee performance.

Keywords: Transformational Leadership, Motivation, Physical Work Environment, And Work Stress, Employee Performance.

## INTRODUCTION

The era of globalization has brought many changes and progress, this can be felt in various sectors of life. Therefore, in order to face the challenges of globalization, there needs to be efforts to develop quality Human Resources (HR), HR who are ready to compete with global competition, scientifically tested and mature in expertise.

Every company always expects its employees to have achievements, because having employees who excel will provide optimal contributions to the company. Apart from that, by having employees who excel, the company can improve the company's performance. Human resources are the company's main asset and have a strategic role within the company, namely as thinkers, planners and controllers of company activities. Good human resource management will improve employee performance.

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According to Edison (2016: 190) performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. Performance in an organization is the answer to the success or failure of the organizational goals that have been set. Performance is an action, not an event. The performance action itself consists of many components and is not a result that can be seen immediately. Basically, performance is an individual thing, because each employee has a different level of ability in carrying out their duties. Performance depends on a combination of ability, effort and opportunities obtained.

The first factor that influences performance is Transformational Leadership. Leadership is an activity to influence the behavior of other people so that they are directed to achieve certain goals. An effective leadership style is a transformational leadership style. Robbins and Judge (2015), stated that Transformational Leaders are leaders who inspire their followers to

put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. They pay attention to the self-development needs of their followers, change their followers' awareness of existing issues by helping others see old problems in new ways, and are able to please and inspire their followers to work hard to achieve common goals.

The second factor that influences performance is motivation. Every activity carried out by a person is driven by a power within that person. This driving force is called motivation. Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want. An unsatisfied need will create tension that stimulates impulses within the individual. This drive gives rise to a disbursement behavior to find certain goals which, if achieved, will fulfill those needs and lead to a reduction in tension.

Hasibuan (2010: 141) defines "motivation is the provision of driving force that creates enthusiasm for someone's work, so that they are willing to work together productively to successfully achieve and realize predetermined goals."

Another factor that influences performance is the physical work environment. The physical work environment can also affect employee performance. The more pressure there is in the work space and the lack of a conducive space has a significant impact on employee work performance. A good physical work environment, adequate layout and atmosphere will support the implementation of employee work.

According to Sedarmayanti (2011:26) the physical work environment is all physical conditions found around the workplace which can affect employees either directly or indirectly.

According to Mohyi (2012: 157) work stress is a person's feeling of pressure or mental tension (psychology) related to their work which occurs due to the influence of personal situations or events from the environment, both work and outside work.

PT. Kereta Api Indonesia is a state-owned company that provides rail transportation services. To be able to carry out their duties well, employee development needs to be directed at improving the quality of human resources so that their performance is optimal. In performance, it is known as performance assessment which is used to measure performance.

Operation area 1 Jakarta or abbreviated as Daop 1 Jakarta PT. KAI (Persero) Indonesia is an Operational Area with an area stretching from Cikampek station in West Java across stations in the DKI Jakarta, Banten, Bogor, Depok City, Sukabumi, Tangerang and Karawang areas in West Java. Daop 1 Jakarta is the first operating area

that has received a Stainless Steel train, namely the Argo Parahyangan Additional Train, but this series of Stainless Steel trains is more numerous than other operating areas which serve various destinations from Jakarta to the west and to the east. Apart from that, Daop 1 Jakarta is the only Daop that serves Jabodetabek Commuter Train trips (which are operated by PT. KAI Commuter Indonesia) or more popularly known as KRL or Commuter Line.

Whether a company progresses or not depends on whether the performance of the employees in the company is good or not. For this reason, companies are expected to implement a performance appraisal system. This research aims to conduct an analysis of the influence of several variables on employee performance at PT. Indonesian Railways (Persero) Daop 1 Jakarta. The variables that are the focus of this research include transformational leadership, motivation, physical work environment, and work stress. By going deeper, this research aims to provide better insight into the extent to which each of these factors can influence employee performance in the company.

## RESEARCH METHOD

This research focuses on analyzing the influence of transformational leadership, motivation, physical work environment, and work stress on employee performance at PT. Indonesian Railways (Persero) Daop 1 Jakarta. Data sources were obtained from respondents through distributing closed questionnaires, with primary data taken directly from employees. The research population involved 136 employees, and a sample of 101 respondents was selected using simple random sampling techniques with probability methods. The data collection tool is a questionnaire with a Likert scale. The analytical methods used include descriptive analysis and inferential analysis, with a multiple linear regression approach to determine the effect of independent variables on the dependent variable. Instrument testing involves testing validity and reliability. Next, classical assumption tests, such as the normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test, are used to ensure the suitability of the model. The F test and coefficient of determination ( $R^2$ ) are used to see the extent to which the independent variables jointly influence the dependent variable. Finally, the t test is used to evaluate the influence of individual independent variables on the dependent variable.

## RESULTS AND DISCUSSION

### Validity Test Results

**Table 1. Validity Test Results**

Variable	Statement	Pearson Corelation	Information
<b>Leadership Style (X1)</b>	P1	0,622	Valid
	P2	0,633	Valid
	P3	0,664	Valid
	P4	0,722	Valid
	P5	0,663	Valid
	P6	0,628	Valid
	P7	0,739	Valid
	P8	0,720	Valid
	P1	0,622	Valid
	P2	0,633	Valid
	P3	0,664	Valid

	P4	0,722	Valid
	P5	0,663	Valid
	P6	0,628	Valid
<b>Motivasis (x2)</b>	P7	0,739	Valid
	P8	0,720	Valid

Source: SPSS 23 processed data

Validity test results the results of the validity test show that all statement items show a Pearson product moment correlation number (calculation) at a significant level above 0.05, so the critical value is considered valid and can be used in research.

**Table 2. Reliability Test Results**

<b>Variabel</b>	<b>Cronbach Alpha</b>	<b>Information</b>
Transformational leadership (X1)	0,739	Reliable
Motivation (X2)		Reliable
0,824		Reliable
Physical work environment (X3)		Reliable
0,829		Reliable
Job Stress (X4)		
0,879		
Employee performance (Y)		
0,760		

Source: SPSS 23 processed data

Table 2 shows that the average Cronbach alpha value is above 0.7 for the variables leadership style, work discipline, work environment and employee performance. This means that the instrument used to measure the fourth variable is considered reliable and can be used to measure each variable in this research.

**Classic assumption test**

**Normality test**

**Table 3. Kolmogorov-Smirnov test**

<b>Information</b>	<b>Asymp. Sig</b>
Regression Equation	0.200
Regression Equations	0.200

Source: SPSS 23 processed data

Based on Table 3, it shows that the normality test shows that the Kolmogorov-Smirnov value for all the regression equations above is 0.200 with significance (>0.05) as required. From these results it can be seen that the residual data in this study is normally distributed, or in other words the data in this study meets the assumption of normality.

**Table 4. Multicollinearity Test  
Collinearity Statistics**

Tolerance	VIF
.645	1.551
.713	1.403
.546	1.832
.779	1.284

Source: SPSS 23 processed data

Based on the results of the multicollinearity test presented in Table 4, it can be concluded that the data in this study does not experience multicollinearity problems. This can be seen from the tolerance value which is greater than the criteria ( $>0.1$ ) and the VIF value which is smaller than the criteria ( $<10$ ) for all variables.

**Table 5. Autocorrelation Test  
Model Summary<sup>b</sup>**

Model	Durbin-Watson
1	2.016

**Table 6. Heteroscedasticity Test  
Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.703	1.900		1.423	.158
	Kepemimpinan Transformasional	-.050	.058	-.106	-.857	.393
	Motivasi	.084	.054	.182	1.553	.124
	Lingkungan Kerja Fisik	-.085	.050	-.228	-1.697	.093
	Stres Kerja	.017	.031	.062	.548	.585

a. Dependent Variable: Abs\_RES  
Source: SPSS 23 processed data

Based on Table 6, it can be explained that the heteroscedasticity test using the Glejser method obtained a significance value greater than 0.05, so it can be said that the four variables above do not experience heteroscedasticity problems.

**Table 7. Simultaneous Test (F)  
ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	387.612	4	96.903	19.750	.000 <sup>b</sup>
	Residual	471.022	96	4.906		

Total	858.634	100
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- a. Dependent Variable: Employee Performance
  - b. Predictors: (Constant): Transformational Leadership, Motivation, Physical Work Environment, Job Stress
- Source: SPSS 23 processed data

Based on Table 7, it can be seen that the calculated F value is 19,750 with a significance probability of 0.000. It can be seen that the significance probability value is smaller than 0.05. This means that Ho is rejected and Ha is accepted. This means that the First Hypothesis which states that "Transformational Leadership, Motivation, Physical Work Environment, Work Stress together (simultaneously) influences Employee Performance" is proven/accepted. The conclusion is that the variables Transformational Leadership (X1), Motivation (X2), Physical Work Environment (X3) and Work Stress (X4) together (simultaneously) have a significant effect on Employee Performance (Y).

**Table 8. Partial Test (t) Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	8.699	3.031		2.870	.005
	Kepemimpinan Transformasional	.188	.092	.191	2.032	.045
	Motivasi	.293	.086	.305	3.408	.001
	Lingkungan Kerja Fisik	.161	.080	.206	2.015	.047
	Stres Kerja	.120	.050	.207	2.419	.017

- a. Dependent Variable: Kinerja
- Sumber: Data olahan SPSS 23

From the results of the analysis, it can be concluded that the regression coefficient values for Transformational Leadership, Motivation, Physical Work Environment, and Job Stress have a significance level of 0.045, 0.001, 0.047, and 0.017 respectively. All of these values are smaller than the significance level  $\alpha$  (0.05), indicating that partially, Transformational Leadership, Motivation, Physical Work Environment, and Job Stress have a significant effect on Employee Performance. Therefore, the research hypothesis which states that each independent variable partially influences employee performance can be accepted.

**CONCLUSION**

It can be concluded that Transformational Leadership, Motivation, Physical Work Environment, and Job Stress have a positive and significant effect both partially and simultaneously on Employee Performance (Y) at PT. Indonesian Railways (Persero) Daop 1 Jakarta. This indicates that each independent variable has a positive and meaningful contribution to improving employee performance. Therefore, implementing strategies or

programs that support the development and application of Transformational Leadership, Motivation, improving the Physical Work Environment, and managing Job Stress in the work environment can be considered as important factors for improving employee performance in the company.

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