
**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK
MOTIVATION ON EMPLOYEE PERFORMANCE AT PT SUSTRACO
ADIKREASI DURING THE 2021–2023 PERIOD**



Raihan Syahrul Ramadhan¹

Universitas Muhammadiyah Jakarta, Tangerang Selatan, Indonesia
raihanrmdhn3@gmail.com

Nur Asni Gani²

Universitas Muhammadiyah Jakarta, Tangerang Selatan, Indonesia
nurasnigani@gmail.com

Abstract

This study aims to determine the effect of transformational leadership and work motivation on employee performance at PT Sustraco Adikreasi for the 2021-2023 period. This type of research uses quantitative research, while the method used is the associative method. The population in this study was 64 employees of PT Sustraco Adikreasi. This research method uses non-probability sampling with 3 years of observation. The type of data used in this study is primary data. The data analysis method used in the study is an associative hypothesis with the help of IBM SPSS version 25

Keywords: Employee Performance, Transformational Leadership, Work Motivation

INTRODUCTION

Employee performance is a critical factor determining the success of an organization in achieving its goals effectively and efficiently. As an entity that integrates various resources—particularly human resources (HR)—an organization or company is highly dependent on both the quality and quantity of each individual's performance. Human resources serve as the primary drivers of organizational activity; therefore, the achievement of organizational objectives is heavily influenced by employee behavior and productivity (Rosmina, 2021). In this context, performance is not solely evaluated based on outcomes but also includes the processes and work behaviors demonstrated by individuals in fulfilling their duties and responsibilities (Mangkunegara, 2011; Luthans, 2015).

Employee performance is influenced by numerous factors, among which transformational leadership and work motivation are considered essential. Transformational leadership can inspire, motivate, and establish a clear vision within an organization. Leaders who adopt this style encourage innovation, support individual development, and cultivate strong relationships with employees, thereby fostering a conducive work environment for enhancing performance (Djuraidi & Laily, 2020). Several studies have demonstrated a significant impact of transformational leadership on employee performance (Sazly & Ardiani, 2019; Rivai, 2020; Fauzan et al., 2023).

In addition to leadership, work motivation plays a vital role in encouraging employees to contribute optimally. Strong motivation, whether intrinsic or extrinsic, fuels work enthusiasm, perseverance, and creativity in completing tasks. Motivation acts as an internal drive that compels individuals to pursue both personal and organizational goals (Ermita, 2019; Husnah et al., 2022). When motivation levels are high, employees tend to be more productive, demonstrate greater responsibility, and are more achievement-oriented (Gani et al., 2021). However, findings from previous studies regarding the influence of motivation on performance remain inconclusive, with some reporting significant effects, while others indicate otherwise (Adha et al., 2019; Hustia, 2020).

The problems observed in the field further underscore the relevance of this study. Preliminary interviews conducted at PT. Sustraco Adikreasi—a private company operating in the oil and gas sector—revealed indications of ineffective leadership, such as a lack of

clear task direction and weak communication between supervisors and subordinates. These issues have led to slow team coordination and a decline in overall performance. The company is structured into several divisions, each led by a respective supervisor, which makes effective leadership and employee motivation critical to supporting organizational performance.

Based on this background, this study aims to examine the influence of transformational leadership and work motivation on employee performance at PT. Sustraco Adikreasi. The findings are expected to contribute to the development of human resource management, particularly in enhancing leadership quality and optimizing work motivation to improve organizational performance.

REVIEW OF LITERATURE

Employee Performance

The Kamus Besar Bahasa Indonesia (KBBI) defines "performance" (*kinerja*) as a condition that must be improved, a service that must be delivered, or a method for restoring damage to assets. In a broader organizational context, performance refers to a strategic approach adopted by both profit and non-profit organizations that have been in operation for at least one week. According to Armstrong and Baron, performance can be understood as a form of public policy that integrates organizational strategy, stakeholder participation, and economic contribution (Asmike & Sari, 2022).

Leadership and Transformational Leadership

According to Robert G. Owens (1995), as cited in Alaslan et al. (2023), leadership is a dynamic interaction between the leader and the led, indicating that leadership is a continuously evolving process involving interpersonal relationships built upon shared goals. Similarly, Tead, Terry, and Hoyt, as cited in Cahyadi et al. (2022), assert that leadership involves influencing others to cooperate, based on the leader's ability to guide individuals toward the attainment of collective goals.

Transformational leadership, first introduced by Bass in 1985, differs fundamentally from transactional leadership. While transactional leadership focuses on exchanges or rewards for performance, transformational leadership seeks to inspire members to transcend their self-interest for the benefit of the organization. It significantly impacts followers by

fostering respect, admiration, and trust. Bass emphasized that transformational leaders exhibit idealized influence, provide individualized consideration, and inspire motivation among their followers (Suriagiri, 2020).

Work Motivation

Motivation encompasses a set of perspectives and principles that drive individuals to achieve objectives aligned with specific goals (Rivai & Sagala, 2013). According to Gering (2017), motivation refers to the internal drive and effort that compel individuals to attain their goals. Employees who are highly motivated tend to exhibit better performance. Motivation plays a pivotal role in the execution of tasks, acting as a driving force that encourages, stimulates, and propels individuals to engage in activities aimed at achieving desired outcomes. A motivated individual is likely to work with enthusiasm, thereby improving performance and accelerating the completion of responsibilities and tasks in the workplace (Gani, Jaharuddin, & Utama, 2021).

RESEARCH METHOD

Research Design

This study employs a descriptive quantitative research design with an associative approach, aiming to examine the relationships among transformational leadership, work motivation, and employee performance. A quantitative method was chosen based on the positivist paradigm, which emphasizes objectivity, numerical measurement, and statistical analysis to test hypotheses. The research was conducted at PT Sustraco Adikreasi, located at Jalan Tekno Widya Blok A2 No. 29, Kawasan Multi Guna Taman Tekno – BSD Sector XI, South Tangerang, Banten, during the period from September 2 to October 2, 2024.

The primary data used in this study were obtained directly from respondents through the distribution of questionnaires. Data collection involved structured interviews and closed-ended questionnaires, which were developed based on indicators relevant to each research variable. The entire population of PT Sustraco Adikreasi employees, totaling 64 individuals, was used as the research sample. This sampling utilized a non-probability technique known as saturated sampling, in which all members of the population were included due to the relatively small population size.

The type of data collected was quantitative in nature, consisting of scores derived from the questionnaire responses. These scores measured three main variables: transformational leadership (X_1), work motivation (X_2), and employee performance (Y). Each variable was measured using a five-point Likert scale based on theoretical indicators drawn from relevant literature.

Data Analysis Techniques

Data analysis was conducted using IBM SPSS version 25. The analysis process included several stages: instrument testing through validity and reliability tests to assess the quality of the measurement tools, followed by classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model met statistical assumptions. Multiple linear regression analysis was employed to examine both the simultaneous and partial effects of the independent variables on the dependent variable. Hypothesis testing was conducted using the t-test to assess partial effects, and the coefficient of determination (R^2) was used to evaluate the extent to which the independent variables explained variations in the dependent variable.

RESULTS AND DISCUSSION

Respondents' Gender Distribution

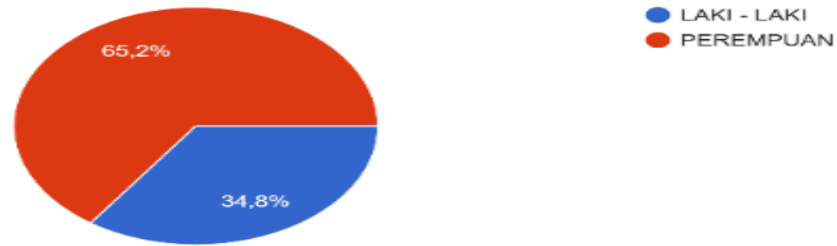
The composition of employees based on gender at PT Sustraco Adikreasi consists of 34.8% male and 65.2% female respondents, indicating that the majority of employees are women. The gender distribution of the workforce in the company is as follows:

Table 1.
Respondent Gender

No	Gender	Number of Respondents	Percentage
1	Laki-Laki	10	34,8%
2	Perempuan	36	65,2%
	Total	46	100%

Figure 1.
Respondent Gender Diagram

Jenis Kelamin
 46 jawaban



Age Distribution

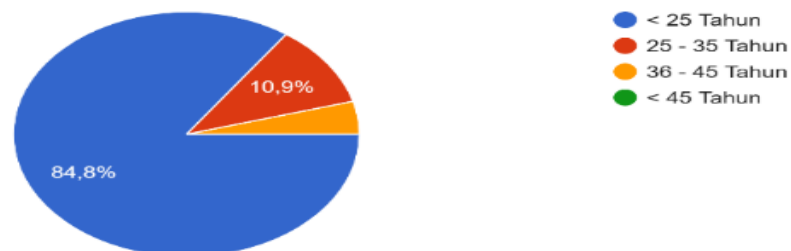
The age composition of employees at PT Sustraco Adikreasi is as follows: 0 employees are over the age of 45 (0%), 6 employees are between 36 and 45 years old (5.3%), 10 employees are between 25 and 35 years old (10.9%), and the majority, 30 employees (84.8%), are under the age of 25.

Table 2.
Respondent Age

No	Age Range	Number of Respondents	Percentage
1	< 25 Years	30	84,8%
2	25–35 Years	10	10,9%
3	36–45 Years	6	5,3%
4	> 45 Years	0	0%
	Total	46	100%

Figure 2.
Respondent Age Chart

Usia
 46 jawaban



Educational Background of Respondents

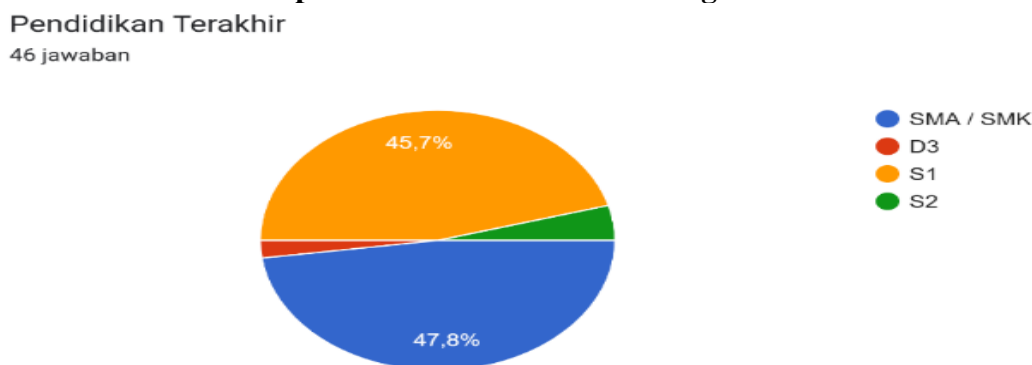
The following figure illustrates the educational attainment of employees at PT Sustraco Adikreasi: 10 employees hold a Master’s degree (4%), 13 employees hold a

Bachelor’s degree (45.7%), 6 employees have an Associate’s degree (2.5%), and 17 employees have completed high school or vocational school (47.8%).

Table 3.
Respondent's Education Level

No	Education Level	Number of Respondents	Percentage
1	SMA/SMK	17	47,8%
2	D3	6	13,0%
3	S1	13	28,3%
4	S2	10	21,7%
	Total	46	100%

Figure 3.
Respondent's Last Education Diagram



Work Tenure

The following data represents the length of service of employees at PT Sustraco Adikreasi: 6 employees have worked for 7–10 years (2.1%), 10 employees for 4–6 years (19.6%), 13 employees for 1–3 years (34.8%), and 17 employees have worked for less than 1 year (43.5%). This indicates that the majority of the respondents are relatively new employees.

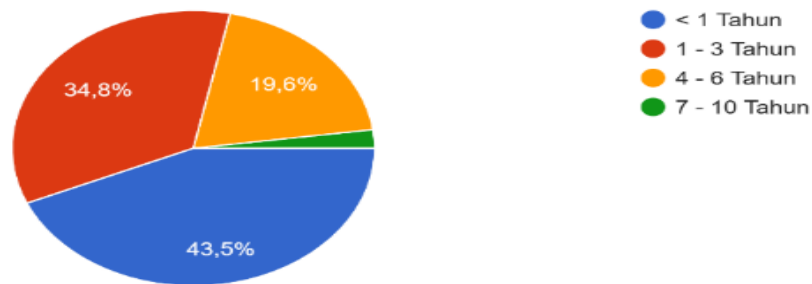
Table 4.
Respondent's Working Duration

No	Long Time Working	Number of Respondents	Presentation
1	< 1Tahun	17	43,5%
2	1-3 Tahun	13	34,8%

3	4-6 Tahun	10	19,6%
4	7-10 Tahun	6	2,1%
Total		46	100%

Figure 4.
Respondent's Old Work Diagram

Lama Bekerja
 46 jawaban



Instrument Testing

Validity and reliability tests were conducted to ensure that the instruments used in this study were both valid and reliable. The results of these tests are as follows:

Validity Test

A model is considered valid if its significant value is less than 0.05 or 5%. The test criterion is that if r counts are greater than r tables, then the statement instrument has a significant correlation with the total score. The sum of data (n) is 46, $df = 46-2$, and the table r is 0.2907.

Table 5.
Validity Test of Employee Performance Instrument (Y)

No	Question Item	Calculated r Value	Table r Value	Information
1	Instrument 1	0,779	0,2907	Valid
2	Instrument 2	0,732	0,2907	Valid
3	Instrument 3	0,581	0,2907	Valid
4	Instrument 4	0,616	0,2907	Valid
5	Instrument 5	0,662	0,2907	Valid

Source: SPSS Data Processing Results

From the results of table 5, by comparing the calculation with the r-table of 0.2907, the results obtained from the validity test results are that all employee performance is declared valid because all the calculation items are greater than the r-table.

Table 6.
Transformational Leadership Instrument Validity Test (X1)

Question Item	Calculated r value	Table r values	Information
Instrument 1	0,656	0,2907	Valid
Instrument 2	0,792	0,2907	Valid
Instrument 3	0,861	0,2907	Valid
Instrument 4	0,812	0,2907	Valid
Instument 5	0,586	0,2907	Valid

Source : Hasil Olah Data SPSS 22

From the results of table 6, by comparing the calculation with the r-table of 0.2907, the results obtained are that all competency statements are valid because all the calculation items are larger than the r-table.

Table 7.
Validity Test of Work Motivation Instruments (X2)

Question Item	Calculated r value	Table r values	Information
Instrument 1	0,593	0,2907	Valid
Instrument 2	0,671	0,2907	Valid

Instrument 3	0,738	0,2907	Valid
Instrument 4	0,527	0,2907	Valid
Instument 5	0,299	0,2907	Valid

Source: SPSS Data Processing Results

The result of table 7, by comparing the r-count with the r-table of 0.2907, the result obtained is that all the work environment statements are valid because all r-count items are greater than the r-table.

Reliability Test

In this study, the instrument is considered reliable if the Cronbach Alpha value is above 0.600. If the Cronbach's Alpha value is below 0.600, the instrument is considered unreliable. The number of independent variable instruments to be tested in this test is five instruments for Transformational Leadership, 5 instruments for Work Motivation, and 5 instruments for Employee Performance. These instruments have been recognized as valid in previous validity tests. The following table shows the results of the reliability test of each of the variable indicators of this study:

Table 8.
Reliability Test Results

Variable	Cronbach's Alpha	Limitation	Information
Transformational Leadership	0,790	0,600	Reliable
Work Motivation	0,712	0,600	Reliable
Employee Performance	0,765	0,600	Reliable

Source: SPSS Data Processing Results

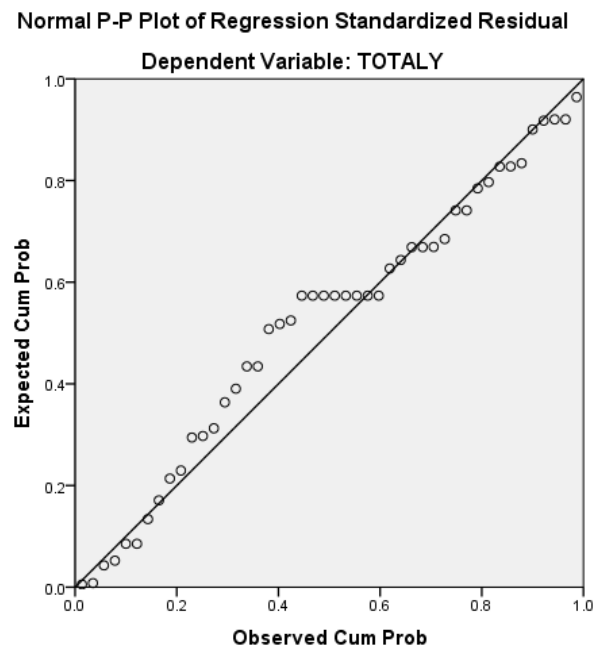
The results of table 8 are declared if each independent and dependent variable shows a reliable result because it has a Cronbach's Alpha value > 0.600 which means that the result is acceptable by having a good value.

Classic Assumption Test

Normality Test

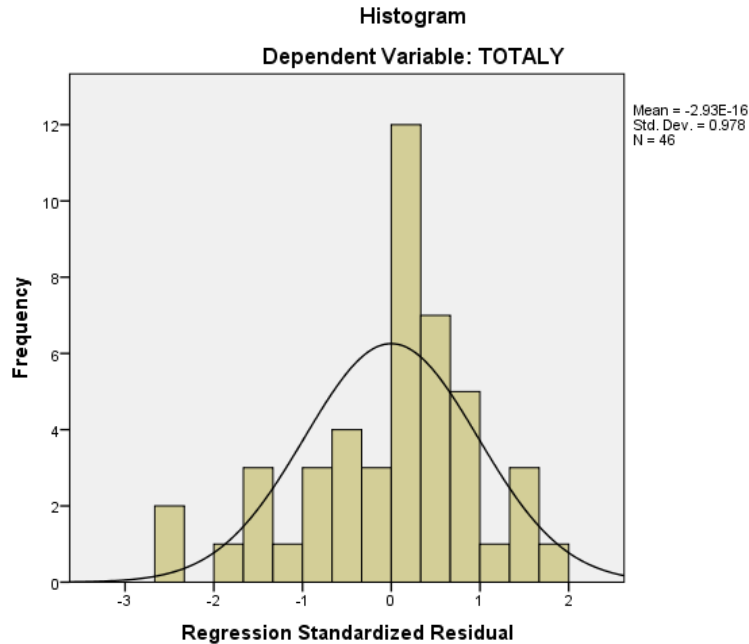
The normality test has the purpose of determining whether the bound variables and independent variables in the regression model have a normal distribution. The data obtained is declared normal if the histogram is distributed normally, while if the PP plot forms a diagonal line.

Figure 5.
Normality Test Results



Source: SPSS Data Processing Results

Figure 6.
Normality Test Results



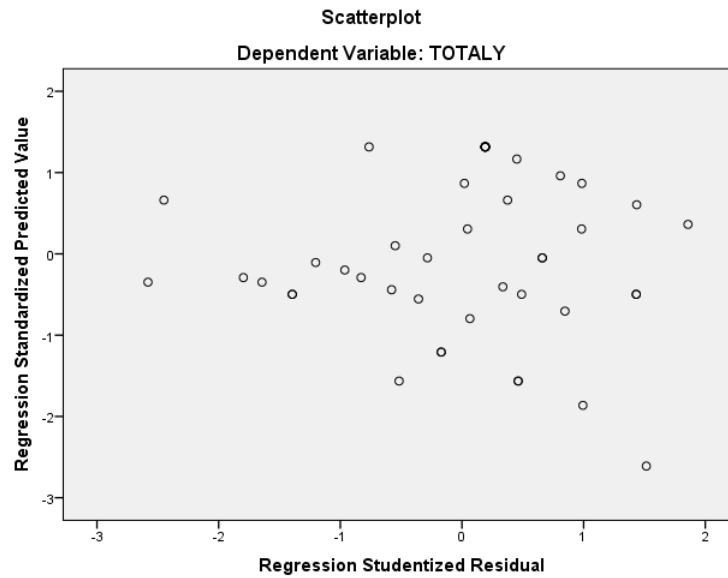
Source: SPSS Data Processing Results

Heteroscedasticity Test

The heteroscedasticity test was conducted by examining the scatterplot between the predicted values of the dependent variable (ZPRED) and the residuals (SRESID). The primary objective of this test is to determine whether there is any variance inequality in the residuals across the observations in the regression model.

In the scatterplot between SRESID and ZPRED, specific patterns may indicate the presence of heteroscedasticity. In this graph, the X-axis represents the predicted values, while the Y-axis displays the residuals (i.e., the difference between the predicted and actual values), which have been standardized. The following figure illustrates the results of the heteroscedasticity test in this study:

Figure 7.
Heteroscedasticity Test Results



Source: SPSS Data Processing Results

Based on Figure 7, the results of the heteroscedasticity test using the scatterplot method indicate that there is no clear or systematic pattern, and the data points are randomly dispersed above and below zero on the Y-axis. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity.

Multicollinearity Test

The multicollinearity test is conducted to examine whether there is a linear relationship between two or more independent variables in the regression model. One of the common approaches to test for multicollinearity is by analyzing the Variance Inflation Factor (VIF) and tolerance values. If the tolerance value is greater than 0.10 and the VIF is less than 10, it indicates that the regression model is free from multicollinearity issues.

Table 9.
Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.693	1.877		.902	.372		
TOTALX1	.274	.081	.342	3.366	.002	.561	1.782
TOTALX2	.651	.110	.601	5.903	.000	.561	1.782

a. Dependent Variable: TOTALY

Source: SPSS Data Processing Results

Based on Table 9 above, the Variance Inflation Factor (VIF) values for all variables used in this study are 1.782, which is below the threshold of 10, and the tolerance values are 0.561, exceeding the minimum threshold of 0.10. These results indicate that there is no perfect or near-perfect linear relationship between the independent variables. Therefore, it can be concluded that the regression model in this study is free from multicollinearity issues and meets the assumptions of a well-specified regression model.

Model Fit Test

Coefficient of Determination (R^2)

There are two interpretations of the coefficient of determination, which ranges between zero and one. A low R^2 value indicates that the model has a limited ability to explain the variation in the dependent variable. Conversely, an R^2 value close to one implies that the independent variables provide nearly all the information necessary to predict the variation in the dependent variable.

Table 10.
Results of the Determination Coefficient Test (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.739	1.080

a. Predictors: (Constant), TOTALX2, TOTALX1

b. Dependent Variable: TOTALY

Source: SPSS Data Processing Results

The results presented in Table 10 indicate that the R-squared (R^2) value is 0.750 or 75.0%. This suggests that the independent variables—namely, transformational leadership and work motivation—account for 75.0% of the variance in employee performance. Consequently, the remaining 25% (100% - 75.0% = 25%) is attributed to other factors not examined in this study.

Hypothesis Testing

T-Test

The relationship between each independent variable and the dependent variable is assessed using a t-test. This test is conducted at a 5% significance level ($\alpha = 0.05$), by

comparing the calculated t-value (t-count) with the critical t-value from the t-distribution table (t-table). The criteria for decision-making are as follows:

If $t\text{-count} < t\text{-table}$, then the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_1) is rejected.

If $t\text{-count} > t\text{-table}$, then the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

If H_0 is accepted and H_1 is rejected, this indicates that the independent variable does not have a partial effect on the dependent variable. Conversely, if H_0 is rejected and H_1 is accepted, it implies that the independent variable has a significant partial effect on the dependent variable.

Table 11.
T Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.693	1.877		.902	.372
	TOTALX1	.274	.081	.342	3.366	.002
	TOTALX2	.651	.110	.601	5.903	.000

a. Dependent Variable: TOTALY

Source: SPSS Data Processing Results

The results of the t-test presented in Table 4.11 can be interpreted as follows:

- 1) Transformational leadership has a t-value of 3.366 with a significance value of 0.002, which is less than 0.05. This indicates that transformational leadership has a significant effect on employee performance. Therefore, Hypothesis 1 (H_1) is accepted.
- 2) Work motivation has a t-value of 5.903 with a significance value of 0.000, also less than 0.05. This result indicates that work motivation significantly influences employee performance. Consequently, Hypothesis 2 (H_2) is accepted.

Multiple Linear Regression Analysis

Multiple linear regression analysis is employed to assess the strength and nature of the relationship between two or more variables. This analysis also demonstrates how the dependent variable is associated with the independent variables.

Table 12.
Multiple Linear Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.693	1.877		.902	.372
	TOTALX1	.274	.081	.342	3.366	.002
	TOTALX2	.651	.110	.601	5.903	.000

a. Dependent Variable: TOTALY

Source: SPSS Data Processing Results

- 1) The constant value is 1.693, which implies that if the values of the independent variables are zero (0), the predicted value of the dependent variable—employee performance—is 1.693 or 169.3%.
- 2) The regression coefficient for transformational leadership is 0.274, indicating a positive relationship between transformational leadership and employee performance. This means that a 1% increase in transformational leadership is associated with an increase in employee performance by 0.274 or 27.4%.
- 3) The regression coefficient for work motivation is 0.651, also indicating a positive relationship with employee performance. In other words, a 1% increase in work motivation results in an increase in employee performance by 0.651 or 65.1%.

The Influence of Transformational Leadership on Employee Performance

Based on the data presented in Table 12, transformational leadership has a significant influence on employee performance. Theoretically, transformational leadership is a leadership model that tends to encourage employees or subordinates to perform better by emphasizing behaviors that help transform the relationship between employees and the organization. Employees require transformational leadership to achieve and enhance performance outcomes. Moreover, transformational leadership can be defined as a method of guiding and educating employees to comply with established rules, thereby promoting organizational order. In addition, high levels of employee discipline—often cultivated

through transformational leadership—contribute positively to improved performance. Without effective transformational leadership, it is difficult for an organization to achieve optimal results.

According to Fauzan et al. (2023), transformational leadership is a form of leadership that inspires or motivates followers to pursue clearly defined goals. This is achieved by clarifying the roles and responsibilities of each individual in their respective positions. Transformational leaders are characterized by charisma, individualized consideration, and intellectual stimulation. They pay close attention to the unique developmental needs and concerns of their followers, help them reframe problems from different perspectives, and possess the ability to inspire, encourage, and empower employees to exert greater effort in achieving organizational goals.

These findings are consistent with previous studies by A. Rivai (2020) and Syarif and Riza (2022), which demonstrated that transformational leadership has a significant impact on employee performance. Transformational leadership is considered highly effective because it involves influencing, persuading, encouraging, and mobilizing others to carry out their responsibilities willingly, without coercion, in order to attain optimal outcomes. In the context of this study, leaders who adopt a transformational style are trusted and admired by their employees.

However, these results differ from the findings of Adi Fadilah and Wilian (2023), who reported that transformational leadership did not significantly affect employee performance. In their study, many employees expressed disagreement with the notion that transformational leadership influences performance. They believed that this leadership style primarily encourages employees to voice their ideas, monitor their progress, and consider their individual needs during the work process, without necessarily translating into measurable improvements in performance.

The Influence of Work Motivation on Employee Performance

Based on the data presented in Table 12, work motivation has a significant effect on employee performance. Work motivation refers to the drive or enthusiasm that compels individuals to perform their tasks wholeheartedly and efficiently in order to achieve organizational goals. It encompasses a set of internal and external forces or energies related

to job effort, intensity, and persistence. According to Sutanjar and Saryono (2019), motivation essentially involves the process of determining the level of effort an individual is willing to exert to accomplish a task. Also referred to as the willingness to work, motivation plays a critical role in achieving specific organizational objectives. Therefore, companies must possess the ability to foster and enhance employee motivation, as higher motivation levels are often associated with greater work enthusiasm, ultimately leading to improved performance.

By fostering employee motivation, organizations aim to align employee behavior with corporate expectations, increase their morale and enthusiasm, strengthen their discipline, enhance their performance, instill a sense of responsibility, boost productivity and efficiency, and promote employee loyalty (Sembiring, 2020). According to Suparman, Jajang, and Wahyudin (2023), several factors can drive employee motivation, such as recognition from the organization, managerial attention, and rewards for outstanding performance. To stimulate higher performance, companies may offer tangible incentives such as promotions, annual bonuses, or salary increases.

The findings of this study support prior research conducted by Wandu (2022) and Saputra and Fernos (2023), which concluded that work motivation positively influences employee performance. This suggests that employees are driven by an internal desire and commitment to contribute to organizational development, in line with their personal goal fulfillment and self-actualization.

However, these findings contrast with the results of a study by Risky N. Adha, Qomariah, and Hafidzi (2019), which found that work motivation did not significantly affect employee performance. Although work motivation is often considered a key driver of employee output, its effectiveness can be influenced by various factors. Internal constraints may include a lack of skills or competencies, psychological challenges, emotional instability, or unfavorable working conditions. External factors may involve insufficient resources, ineffective policies and procedures, or an unsupportive organizational culture. Furthermore, the relationship between motivation and performance can be hindered by unclear goals, inadequate feedback, or insufficient compensation mechanisms.

Tawhidic Reflection on Performance

Performance

Performance represents an individual's means of actualizing themselves. It encompasses comprehension, values, and beliefs that are grounded in strong moral principles, which in turn motivate individuals to produce high-quality outcomes. From an Islamic perspective, performance is not merely a functional or professional concept, but a way of life and action that holds significant importance in social existence. Adhering to religious teachings is often employed as a benchmark in evaluating an individual's conduct and achievements.

In Islam, self-reliance is a fundamental principle, and individuals are mandated to exert effort and work diligently to meet their needs. Beyond capital and natural resources, labor is considered one of the most essential factors of production from an economic viewpoint. Work is, therefore, a religious obligation for every individual. While it is believed that sustenance (rizq) is divinely ordained, it does not manifest without individual effort. Consequently, achieving prosperity and well-being necessitates commitment to work. The Qur'an articulates the concept of excellent performance in employment and labor, as emphasized in Surah As-Saff (61:4), which states:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَأَنَّهُمْ بُنْيَانٌ مَّرصُومٌ ۚ

Meaning: "Indeed, Allah loves those who fight in His way in an orderly line as if they were like a solidly arranged building".

Verse 4 of Surah As-Saff addresses the divine command for believers to engage in battle in well-organized ranks, symbolizing discipline and collective order among those who participate in a structured entity or organization. The phrase "in rows as though they are a [single] structure joined firmly" can be interpreted as a metaphor for individuals within an organization who are expected to uphold and enhance performance standards. It underscores the necessity of discipline, structure, and cohesion in working toward shared organizational goals.

This concept is further emphasized in Surah Al-Inshirah (Asy-Syarh), verses 6 to 8, which state:

إِنَّ مَعَ الْعُسْرِ يُسْرًا ﴿٦﴾ فَإِذَا فَرَغْتَ فَانصَبْ ﴿٧﴾ وَإِلَىٰ رَبِّكَ فَارْغَبْ ﴿٨﴾

Meaning: "Indeed, after the difficulty there is ease, so when you have finished (of one business) do it earnestly (of another business) and only in your Lord should you hope."

In this situation, if we want to get out of trouble and go from poor to rich, we must be diligent and patient in our work. In addition, the Prophet PBUH said, "Seeking halal sustenance is obligatory after fulfilling obligatory obligations." (HR. Ath-thabrani and al-Baihaqi). Allah SWT is happy to see his servants working hard to get halal sustenance.

Education level, initiative, experience, discipline, job satisfaction, wages/salaries, and motivation also affect a person's performance. Performance is expected to result in good quality of work and the number of work that is in line with standards. The performance that a person's company is looking for depends on the employee's individual motivational abilities and employee satisfaction level.

Transformational Leadership

To bring about order, justice and progress in a society, leaders and leadership are essential. The Qur'an offers clear guidance on the traits that a leader should possess. A leader mentioned in the Qur'an must be honest and trustworthy in carrying out his duties. Honesty is the main foundation for a leader who wants to create justice and prosperity for everyone. Leaders must also be fair and enforce the law indiscriminately against minorities and majorities. To maintain justice, leaders must also act and think wisely when making decisions. Wisdom is a key characteristic of a leader favored by God. This is to ensure that leaders are given their rightful due. The Qur'an expresses leadership, as described in Surah Al Baqarah Verse 124, as follows:

وَإِذِ ابْتَلَىٰ إِبْرَاهِيمَ رَبُّهُ بِكَلِمَاتٍ فَأَتَمَّهُنَّ ۖ قَالَ إِنِّي جَاعِلُكَ لِلنَّاسِ إِمَامًا ۗ قَالَ وَمِنْ ذُرِّيَّتِي ۖ قَالَ لَا يَنَالُ عَهْدِي الظَّالِمِينَ

Meaning "Remember when Abraham was tested by his Lord with a few sentences, then he carried them out perfectly. He (Allah) said, "Surely I have made you a leader for all mankind." He (Ibrahim) said, "(I ask also) from some of my descendants." Allah said, "(Your prayer is answered, but) My promise is not for the wrongdoers."

Leadership in Islam is very important because this religion is a religion created by Allah SWT with very noble, so leaders are needed for humanity to achieve common goals. Islam also teaches that leaders must have the ability and expertise in science, both world science and religion. Islamic history has shown that the importance of leadership after the death of the Prophet Muhammad has been shown by the fact that the companions are very concerned and prioritize the selection of his successor to lead Muslims. Sayyidina Umar ra. said, "There is no Islam without congregation, no congregation without leadership, and no leadership without obedience."

Although Indonesia is not an Islamic country, every Muslim in this country whose majority population is Muslim must understand and live this leadership. The word of Allah SWT is one of the many verses in the Qur'an relating to leadership. As explained in Surah Al Baqarah verse 30 as follows:

وَإِذْ قَالَ رَبُّكَ لِلْمَلٰٓئِكَةِ اِنِّيْ جَاعِلٌ فِى الْاَرْضِ خَلِيْفَةًۭۙ قَالُوْۤا اَتَجْعَلُ فِیْهَا مَنْ
يُّفْسِدُ فِیْهَا وَيَسْفِكُ الدِّمَآءَ وَنَحْنُ نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَۗ قَالَ اِنِّیْۤ اَعْلَمُ مَا
لَا تَعْلَمُوْنَ ﴿۳۰﴾

Meaning: "And (remember) when your Lord said to the angels, I want to make a caliph on the earth. They said, do you want to make there a destroyer and shedder of blood, while we praise you and sanctify your name? He said, I know what you do not know."

When the angels challenged man's caliphate on earth, Allah SWT said that only He knows who chooses the leader on earth. This means that the caliph, or leader, is the holder of Allah SWT's authority or power to assume duties and leadership on earth. No one wants Islamic leadership personally instead, it is seen as a social necessity that focuses on the interests of the people and groups being led.

Work Motivation

Motivation in Islam encompasses more than just the desire for worldly achievement or material success. Islam views motivation as a driving force derived from spiritual and moral values, as a teaching that covers all aspects of life. The purpose of a Muslim's life is to earn the pleasure of Allah. They know that every action, whether big or small, can be

considered an act of worship if done sincerely and in accordance with Islamic teachings. The concept of reward and the afterlife is also a motivator, reminding Muslims that every good action will be rewarded both in this world and in the next. Therefore, Islamic motivation comes not only from the desire to achieve worldly success, but also to achieve true happiness and blessings in the life of this world and the hereafter.

According to Islam, motivation is an important and complex concept. Studies show that Islamic motivation is closely related to faith, where faith is considered the highest human knowledge. In addition, motivation also includes psychological symptoms that encourage people to act in accordance with their beliefs. Various forms of motivation can be used in Islamic educational institutions, including work motivation, ownership motivation and competition motivation. In Islam, motivation is legally regulated to pursue pleasure and avoid sorrow.

The mufassirs interpret verse 105 of surah at Taubah about motivation to work. According to some interpretations, Allah motivates His servants to be earnest in the process of charity and work because it is seen and judged by Him. Humans are required to work according to their heart's desire by paying attention to the benefits they will get both in this world and in the hereafter. Allah and His Messenger will see every work they do, and the believers will be the witnesses of its severity. The Qur'an reveals motivation, as described in Surah At Taubah Verse 105, as follows:

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلَىٰ عِلْمِ الْغَيْبِ
وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

Meaning “Say (Prophet Muhammad), ”Work; then, Allah, His messenger, and the believers will see your work. You will be returned to the One who knows the unseen and the real. Then, He will tell you what you have been doing. “ And say to those who repent, work at whatever is worthwhile. Allah will see your work and praise it, as will His messenger and the believers.

The Qur'an says that everything beautiful in this world created by Allah SWT can be an encouragement to us. One example is when our loved ones are here, it motivates us to

strive to improve our performance and makes us more motivated to do so. As Allah SWT says in Surah At Taubah verse 111, as follows:

﴿ إِنَّ اللَّهَ اشْتَرَى مِنَ الْمُؤْمِنِينَ أَنفُسَهُمْ وَأَمْوَالَهُمْ بِأَنَّ لَهُمُ الْجَنَّةَ يُقَاتِلُونَ فِي سَبِيلِ اللَّهِ فَيَقْتُلُونَ وَيُقْتَلُونَ وَعَدًّا عَلَيْهِ حَقًّا فِي التَّوْرَةِ وَالْإِنْجِيلِ وَالْقُرْآنِ وَمَنْ أَوْفَى بِعَهْدِهِ مِنَ اللَّهِ فَاسْتَبْشِرُوا بِبَيْعِكُمُ الَّذِي بَايَعْتُمْ بِهِ وَذَلِكَ هُوَ الْفَوْزُ الْعَظِيمُ ﴾

Meaning: “Verily, Allah has purchased from the believers their selves and their wealth by giving them Paradise. They fight in the cause of Allah, and they kill or are killed. (That has been) a true promise from Allah in the Torah, the Gospel, and the Qur'an. And who is more faithful to his promise (than) Allah? So rejoice in the trade you have made, and that is a great victory.

As the verse above explains, the more we improve our performance to the best of our ability, the more positive rewards we receive for our efforts. According to Muhammad ibnu Ka “b Al-Qurazi said that Abdullah ibnu Rawwahah r.a. once said to the Messenger of Allah on the night of Aqabah, ”Make terms for your Lord and for yourself as you please.” The Messenger of Allah (S) replied, “I make conditions for my Lord that you worship Him and associate nothing with Him. And I make a condition for your Lord, that you should worship Him and not associate anything with Him.” The Messenger of Allah (S) said, ‘Paradise’. Then He said, “Verily, Allah has bought themselves from the believers.”

CONCLUSION

Based on the results of data processing that has been carried out, it can be described the data description and analysis that has been described in the previous chapters. It can be concluded that there is an overall influence between transformational leadership and work motivation on employee performance at PT Sustraco Adikreasi. Based on the results of the hypothesis as follows:

The effect of transformational leadership on employee performance at PT Sustraco Adikreasi based on the t value of 3.366 with a significant value of $0.002 < 0.05$. So it can be concluded that transformational leadership affects employee performance.

The effect of work motivation on employee performance at PT Sustraco Adikreasi based on a t value of 5.903 with a significant value of $0.00 < 0.05$. Work motivation affects employee performance.

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