The Effect of Transformational Leadership Style on Employee Performance at Mba Lies Grilled Chicken Restaurant in Purwokerto

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ABSTRACT

Employees are the most important factor in running a business, it can even be said as an asset for the company. Without human resources (HR) the company will not be able to run because the company must get employees with good competence in order to move forward. A leader must have the competence to form employees with leadership. In leadership there are suggestions that are able to move the hearts of others, foster and create togetherness of participation among employees. In addition, leadership can be a source of enthusiasm for employees. Leaders must be able to build employee morale in an orderly manner to create a supportive work environment to achieve organizational goals effectively. The purpose of this study was to determine the effect of transformational leadership on performance at the Mba Lies Roast Chicken Restaurant in Purwokerto. This type of research is a survey research with a descriptive quantitative discussion approach. The target population in this study were all 30 employees of Mba Lies' Grilled Chicken Resto. Taking the number of samples using non-probability sampling technique with saturated sampling. Saturated sampling is a sampling technique if all members of the population are sampled. The results of this study are H1 is accepted so that it can be said that transformational leadership style has a positive and significant effect on performance because the significance level of the variables <0.05 (0.029) <0.05) and tcount <> 1.664 (1.711 < 1.664).

Keywords: Transformational Leadership Style, Employee Performance, Mba Lies Grilled Chicken Restaurant, Purwokerto

1. Introduction

1.1 Background

Employees are the most important factor in doing business, it can even be said as an asset for the company. Without human resources (HR) the company will not be able to run because the company must get employees with good competence in order to move forward. One is competent to form employees with leadership. In leadership there are suggestions that are able to move the hearts of others, foster and create togetherness participation among employees. In addition,

leadership can be a source of enthusiasm for employees. Leaders must be able to build employee morale in order to create a supportive work environment to achieve organizational goals effectively.

A leader has several characters that can be felt in his daily life, from these characters employees can judge whether the leader is worthy or not to be followed. Leadership style is a way that a leader has to control employees with dominant characteristics in themselves to achieve organizational goals. There are many leadership styles that are adopted and it depends on the individual character, level of education, years of service and the values they hold. According to Robbins in Bryan Johannes Tampi (2014) there are four types of leadership styles, namely charismatic, transactional, transformational and visionary leadership.

Charismatic leadership style is reflected in sensitivity to employee needs, sensitivity to environmental changes, unconventional behavior. The transformational leadership style has the characteristics of having integrity and fairness as well as a clear vision of goals. As for the autocratic leadership style, a leader supervises subordinates more closely and is more structured in carrying out their duties. Activities or businesses carried out by employees to improve the company's business development are a form of performance. Every company must be able to monitor the performance of its employees whether they have carried out their duties and obligations correctly as expected or not. Several factors that affect performance are important to note so that there is no decline for the sake of running the business, factors that can affect performance include discipline, work motivation, compensation and leadership style..

Mba Lies Roast Chicken is a restaurant with 31 employees that has been built for 2 years. The location is in the village of Beji Purwokerto, close to the fish statue. From the beginning there was 1 manager who is still working until now, while for some employees there are new employees and there are several people who have been transferred from other business units. The problem that is currently seen is that when there are empty hours there are no consumers, employees tend to take a break without taking the time to clean up or prepare their other work equipment, besides that, employees are often late for work and their main tasks are not carried out. properly and there is no sharing between managers and employees to improve restaurant performance.

Based on the description above, the authors are interested in researching the problem of "The Effect of Autocratic Leadership Style on Employee Performance at Mba Lies' Grilled Chicken Restaurant in Purwokerto"

2. Literature Review

2.1 Leadership Style

Leadership style is an important aspect to achieve and improve one's leadership success in the organization. To run an organization, a leader must have individual characteristics. Each leadership style has advantages and disadvantages. According to Hasibuan (2016) leadership style is the way a leader influences the behavior of subordinates, so that they are willing to work together and want to work productively to achieve organizational goals. The leadership style in the organization is directed to influence the people they lead, to want to act as expected or directed by others who lead them.

According to Soekarso and Agus Sosro (2010) there are various leadership styles, namely:

- Authoritarian/Authoritarian Leadership Style is a leadership style that concentrates all decisions and policies taken from itself in full. All division of tasks and responsibilities is centered on the leader, while the subordinates only carry out the tasks that have been given.
- Democratic/Democratic Leadership Style is a style that gives broad authority to subordinates. Employees become part of a complete system. In a democratic leadership style the leader provides a lot of information about the duties and responsibilities of the employees.
- Free/Liberal Leadership Style This free leadership style is involved in a small quantity where employees actively determine goals and solve problems at hand.
- Populist Leadership Style Populist leadership style is the type of leader who is able to build a sense of solidarity with the leader and his subordinates and followers.
- Charismatic Leadership Style is a leader who has special characteristics, namely his attractiveness is very attractive, so he is able to get a very large following and his followers are not always able to explain concretely why the person is admired.
- Cooperative Leadership Style is a leadership style that has the spirit of Pancasila, which has the authority and power to bring and lead the community in its environment into awareness of social and state life.*2.2 Kinerja*

Mangkunegara (2014) states that the performance of human resources is a term from the word job performance or actual performance is the result of work in quality and quantity achieved by an employee/employee in carrying out his duties in accordance with the responsibilities given to him. According to Afandi (2018), employee performance indicators are as follows:

- Quantity of work
  All kinds of forms related to the amount of employee work that can be expressed with numbers.
- Quality of work
  All kinds of forms related to the quality or quality of work that can be expressed in numbers.
- Efficiency in carrying out tasks
  The resources owned are then used efficiently to cut costs
- Work discipline
  Obey applicable laws and regulations
- Initiative
  The ability to decide and do the right thing without having to be directed, being able to find out what to do with something around
- Accuracy
  The level of suitability of the work measurement results whether the work has achieved its goals or not
- Leadership
  The process of influencing or setting an example of a leader to employees in an effort to achieve organizational goals
- Honesty
  One trait that is difficult to apply
- Creativity
  Mental processes that involve the generation of ideas or those that involve the generation of ideas

3. Research Methodology

This type of research is a survey research with a descriptive quantitative discussion approach. The target population in this study were all 30 employees of Ms. Lies' roast chicken restaurant. Taking the number of samples using non-probability sampling technique with saturated sampling. Saturated sampling is a sampling technique if all members of the population are used as samples (Sugiyono, 2002).

3.1 Hypothesis Framework

The picture of this research model is:

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┌─────────────────────┐                    ┌─────────────────────┐
│   Transformational  │      H1            │      Employee        │
│   Leadership Style  │◄───────────────    │     Performance      │
└─────────────────────┘                    └─────────────────────┘
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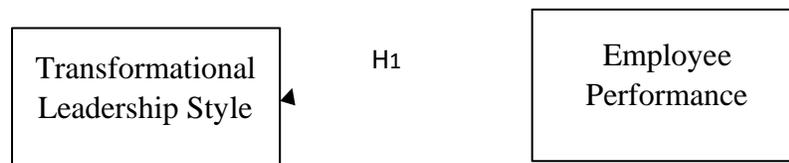
Figure 1. research model

4. Results

Descriptive statistical measurements of variables were carried out to provide an overview of the theoretical range, actual range, mean (mean) and standard deviation of each variable are presented in the following table:

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gaya Kepemimpinan	30	18.00	45.00	31.0000	5.07869
Kinerja	30	17.00	33.00	26.6000	4.73869
Valid N (listwise)	30				

Based on the table above, it can be described that the number of respondents (N) is 30. Of the total respondents, the independent variable of transformational leadership style (X) has a minimum value of 18.00, a maximum value of 45, a mean value of 31.0, with a standard deviation of 5.07. Performance (Y) has a minimum value of 17, a maximum value of 33, a mean value of 26.6 with a standard deviation of 4.73.

The validity test will be carried out before carrying out the research by testing several instruments such as questionnaires or questionnaires and test instruments for tests. The validity test used in this study is the product moment correlation. As a determinant of whether or not a statement is valid in the test, a comparison can be made between r_count and r_table. If r_hitung> r_tabel then the statement is valid, but if r_hitung< r_tabel the statement is considered invalid. In order to facilitate the calculations in the study, the author uses a tool in the form of the SPSS 22 application. The results of the validity test of the questionnaire instrument are 17 questions (P1-P17) for each variable with a sample of 30 people. Validity testing was carried out with the help of the SPSS 22 application which resulted in the rcount (pearson correlation) for each item, which is presented in the table as follows:

Table 2. Item-Total Statistics

	Corrected Item-Total Correlation
p1	.510
p2	.431
p3	.490
p4	.565
p5	.370
p6	.551
p7	.454
p8	.429
p9	.357
P10	.404
P11	.548
P12	.415
P13	.425
P14	.352
P15	.368
P16	.469
P17	.497

With a confidence level of 95% or 0.05, according to the two-way r table, the coefficient is 0.3494. Based on the results of the analysis, all questionnaire items were declared valid because the value of r count > r table (0.3494).

Reliability in this study serves as a measuring tool that is used constantly and is expected to give the same results. The results of the reliability testing of this research instrument are as follows:

Table 3. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.794	17

The results above state that if the value of Cronbach's alpha is above 0.7, it can be concluded that all statement items in the questionnaire are reliable.

Normality test serves to determine whether or not the normal distribution of a data, as for the results of data processing as follows:

Table 4. One-Sample Kolmogorov-Smirnov Test

		Gaya Kepemimpinan	Kinerja
N		30	30
Normal Parameters[a,b]	Mean	31.0000	26.6000
	Std. Deviation	5.07869	4.73869
Most Extreme Differences	Absolute	.147	.160
	Positive	.147	.108
	Negative	.122	.160
Test Statistic		.147	.160
Asymp. Sig. (2-tailed)		.298[c]	.147[c]

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.

It was concluded that the normality test stated that the data was normally distributed because of the asymp value. Sig. (2-tailed) is above 0.05 (confidence) and can be continued for the next classical assumption test. In heteroscedasticity, errors that occur are not random but show a systematic relationship according to the magnitude of one or more variables. Based on the results of data processing, the results of the scatterplot can be seen in the following figure:
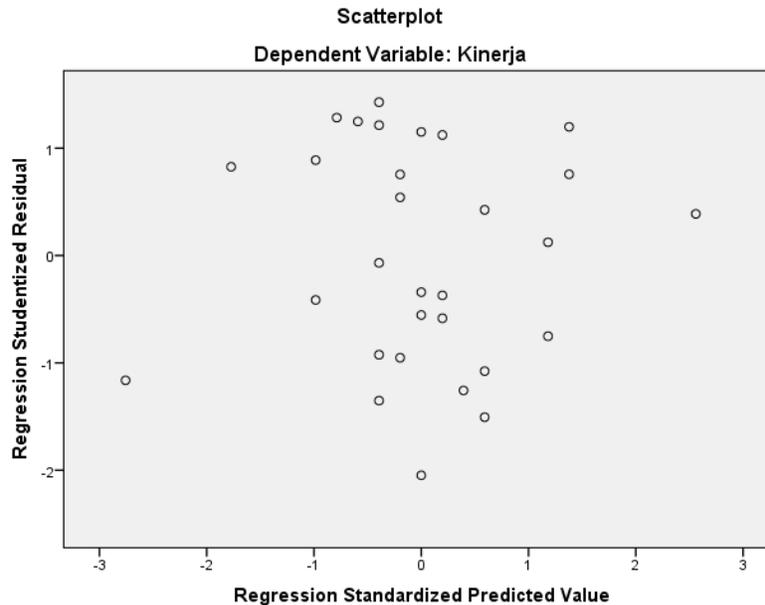
Figure 2. Scatterplot

From the scatterplot graph in the image above, it can be seen that the points spread randomly, and are spread both above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model.

Multicollinearity testing was conducted to test whether the regression model found a correlation between the independent variables. To detect multicolline problems, it can be done by looking at the values of Tolerance and Variance Inflation Factor (VIF) and the amount of correlation between independent variables.

Table 5. Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership style	1.000	1.000

Dependent Variable: Performance

The table above shows that the variable has a tolerance value of 1.00 and a variance inflation factor (VIF) value of 1.00. Thus, it can be concluded that the regression equation does not have a multicollinearity problem because the tolerance value is above 0.10 and the VIF (variance inflation factor) value is below 10.

The simple regression model aims to predict the size of the dependent variable by using independent variable data that is already known. The following is the result of a simple linear regression equation:

Table 6. Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	27.268	4.239	

Leadership style	.092	.076	.132

Dependent Variable: Performance

The regression coefficient on the transformational leadership style variable has a positive and significant direction of 0.021, this means that if the transformational leadership style variable is one unit, the employee performance variable is 0.021 units or 2.1%.

The t statistic test is useful for testing the effect of each independent variable partially on the dependent variable. To find out whether there is a partial effect of each independent variable on the dependent variable, it can be seen at a significance level of 0.05. The results of the t statistical test can be seen in the table below, if the probability t value <0.05 then Ha is accepted, whereas if the probability t value is > 0.05 then Ha is rejected.

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	27.268	4.439		6.432	.000
Leadership style	.092	.076	.123	1.711	.029

Dependent Variable: Performance

The results of the hypothesis test shown in the table above, the price variable has a significance level of 0.029 and a t value of 1.211. This means that H1 is accepted so that it can be said that the transformational leadership style has a positive and significant effect on performance because the significance level of the variable <0.05 (0.029 < 0.05) and tcount <> 1.664 (1.711 < 1.664).

5. Discussion

Based on the results of multiple regression testing regarding the effect of transformational leadership style on performance, it can be interpreted as follows:
Based on the table from the results of simple regression analysis, the following multiple linear regression equation is obtained:
$Y = a + b_1 X_1 + e$
$Y = 27,268 + 0,092 + 4,239$ (1)

From these equations it can be explained as follows:

- The value of the constant a = 27.268. This means that if the transformational leadership style variable (X) is assumed to be zero, then the employee performance variable has a constant value of 27.268
- B1 = variable coefficient (X) leadership style = 0.092. This means that if the variable x increases by one unit, then the variable increases by 9.2 units

The problems that occur in the performance of the employees of Mba Lies' roast chicken restaurant in Purwokerto are influenced by the leadership style applied in the restaurant. Of the several existing leadership styles such as authoritarian, democratic, free, populist, charismatic, and cooperative leadership styles, transformational leadership styles have an influence on employee performance. Transformational leadership style is known as leadership that is full of innovation and renewal. By applying a transformational leadership style to Mba Lies' Grilled Chicken Restaurant, the leader can invite employees to discuss new things and agree on several rules together so that employee performance gets better.

This is also relevant to the results of research which states that there is a positive influence between autocratic leadership style on employee performance based on a significant value of less than 0.05 (0.029 > 0.05) and t count > t table. This proves that the better the leadership style, the more employee performance improves.

The regression results are relevant to research by Kamal, F. (2019) which aims to analyze how much influence leadership style has on employee performance at PT Agung Citra Transformasi Jakarta and how much other factors influence it. The value of the correlation coefficient r = 0.744 indicates that Leadership Style has a strong relationship to Employee Performance at PT Agung Citra Transformasi Jakarta. The value of the coefficient of determination r² = 0.533 indicates that the Employee Performance at PT. Agung Citra Transformasi Jakarta 53.3% is influenced by Leadership Style, while the remaining 47.7% is influenced by other factors such as compensation, discipline, organizational culture and others.

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