

# Transformational Leadership and Intrinsic Motivation on Employee Performance in the Mechanical Division of Pt.Astra Internasional (Tbk) Toyota Auto 2000 Bumi Serpong Damai Branch, South Tangerang

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## ABSTRACT

This study examined the impact of transformational leadership and intrinsic motivation on employee performance. A quantitative approach was adopted, employing a saturated sample consisting of all 54 employees. Data analysis involved validity and reliability tests, classical assumption checks, regression analysis, correlation coefficients, coefficients of determination, and hypothesis testing. The results revealed that transformational leadership positively influences employee performance. The regression equation  $Y = 37.836 + 0.115X_1$  indicated a weak relationship, with a correlation coefficient of 0.294. The coefficient of determination ( $R^2$ ) of 0.119 suggests that transformational leadership accounts for 11.9% of the variance in employee performance, while other factors explain the remaining 88.1%. Hypothesis testing further supported this relationship, with a calculated t-value of 2.680 exceeding the critical value of 1.675 ( $p < .05$ ), thus confirming H1. Intrinsic motivation also demonstrated a positive impact on employee performance. This was evident in the regression equation  $Y = 20.529 + 0.517X_2$ . Hypothesis testing corroborated this finding, with a calculated t-value of 3.164 surpassing the critical value of 1.675 ( $p < .05$ ). Finally, the combined effect of transformational leadership and intrinsic motivation on employee performance was explored through the regression equation  $Y = 23.637 + 0.136X_1 + 0.582X_2$ . The coefficient of determination for this model was 0.171, indicating that these two factors collectively explain 17.1% of the variance in employee performance. H3 was accepted following an F-test that confirmed its significance ( $F = 5.265, p < .05$ ).

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## 1. INTRODUCTION

Human resources (HR) play an important role as the main element of a company compared to other elements such as capital and technology, because humans themselves fully control the running of a company. No matter how sophisticated the human resources are, the quality and competent abilities of human resources are what will be the tight competition in determining the progress of a company in the future. Basically, the quality of a company is very dependent on the quality of the people in it. Human resource management (HR) is present to ensure that the company has a quality workforce and getting and retaining competent employees is very important for the success of the company.

A company that has quality and competent human resources is certainly supported by good Employee Performance. Good performance for a company depends on its human resources. Every company wants each of its employees to have good performance. When an organization has invested large funds in recruitment, selection, orientation and employee training, the company definitely wants to retain these employees, especially those who are

competent and perform well. One of the human resource management activities that plays an important role in this is managing employee performance. The company must be able to find out whether employees have carried out their work efficiently and effectively. In addition, company loyalty is also needed for employees who carry out their responsibilities well. This is because employee performance is a determinant of the success and survival of the company.

The author took this research at PT. Astra International (Tbk) Auto 2000 Bumi Serpong Damai Branch. The company is one of the industries that is growing in line with current economic developments engaged in the automotive sector. However, in reality, employee management carried out by company management to improve company performance has many obstacles.

The author saw that there was a decline in employee performance results within a period of one year in 2023. The author took data from the entry unit. The entry unit is the number of vehicles that enter and carry out repairs or service at the Auto 2000 Bumi Serpong Damai Branch workshop. The problems that occur in the entry unit can be seen from the large targets that have not been achieved as in the table below:

Table 1. Toyota Auto 2000 Bumi Serpong Damai South Tangerang Car Service Performance 2023

Year	Period (Month)	Realisasi Unit Servis Car	Target Input Servis Car	Persentase Target Servis Car
2023	1	3,460	3,375	103%
	2	2,930	3,105	94%
	3	3,691	3,510	105%
	4	4,076	3,888	105%
	5	3,241	3,375	96%
	6	3,547	3,240	109%
	7	3,251	3,375	96%
	8	3,352	3,510	95%
	9	2,993	3,375	89%
	10	3,243	3,510	92%
	11	3,119	3,510	89%
	12	3,294	3,375	98%
Total		40,197	41,148	98%

Based on table 1.1 above, it shows that car service at Toyota Auto 2000 mechanics, Bumi Serpong Damai Branch, South Tangerang has

decreased in achieving its target, which will affect the company's target and company income, the performance of Toyota Auto 2000

employees, Bumi Serpong Damai Branch, South Tangerang has decreased so that it affects the Company. The author concludes that employee performance from January to December within a period of one year, the target number is 41,148 units, but the realization of car service achieved is 40,197 units or 98% of the target, the car service that is furthest from the target is in September and November, which is 89% of the Company's target. While the highest target was achieved in June, as many as 3,547 car service units from the target of 3,240 car service units.

### **1.1. formulation of the problem**

Based on the background above, the formulation of the problem in this study is: Based on the background above, the formulation of the problem in this study is:

1. Suppose you want to establish whether there is a relationship between the degree of transformational leadership in the mechanical division of PT. Astra International (Tbk) Toyota Auto 2000 Branch, Bumi Serpong Damai, South Tangerang?
2. Is there relationship between intrinsic motivation on employee performance in the mechanical division of PT. This result was conducted from Astra International (Tbk) Toyota Auto 2000, specifically of Bumi Serpong Damai Branch, South Tangerang.
3. To what extent can there be correlation between transformational leadership and intrinsic motivation to the mechanical division of PT. Astra International (Tbk) Toyota Auto 2000, Bumi Serpong Damai Branch, South Tangerang.

### **1.2. Research Objectives**

This study examines the complex relationship between leadership style, employee motivation, and organisational performance in the mechanical division of PT. Astra International (Tbk) Toyota Auto 2000, Bumi Serpong Damai Branch, South Tangerang. The individual effects of transformative leadership and intrinsic motivation on employee performance will be examined, as well as exploring the synergistic influence of these two factors in driving productivity and efficiency.

## **2. LITERATURE REVIEW**

### **2.1. Definition of Human Resources**

As stated by Samsudin (in Supomo & Nurhayati, 2018:7), human resource management refers to the managerial process of effectively utilising, developing, evaluating, and rewarding personnel within a corporation.

Hamali (2018:2) defines HR management as a strategy method for organising resources, focussing on skills, motivation, growth, and management.

### **2.2. Transformational Leadership**

Nur Insan (2019:121) defines Transformative leadership is a leader's ability to change subordinates' work environment, motivation, habits, and values., with the aim of enhancing performance and attaining organisational objectives.

According to Husaini (2020:153) Transformational leadership is leadership that focuses on continuous improvement, this leadership tends to be normative, centralistic, authoritarian, consistent, and charismatic.

### **2.3. Intrinsic Motivation**

According to Sardiman (2014:89) in Zet Ena (2020), intrinsic motivation is a motive that becomes active or functions so that it does not require external stimulation, because from within the individual there is already a drive to do something.

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### **2.4. Employee Performance**

As stated by Afandi (2018:83), performance refers to the outcomes that individuals or groups within a company can accomplish within the boundaries of their roles and responsibilities, with the aim of achieving organisational objectives in a lawful and ethical manner.

According to Jufrizen (2018:24), employee performance refers to the outcome of an employee's work that is of high quality or quantity in successfully completing tasks

assigned by their superiors or leaders, based on their function within the firm.

### 3. METHODS

#### 3.1. *types of research*

This research falls under the associative quantitative category because it employs statistical analytic techniques and relies on numerical data to define the study's object and outcomes.

#### 3.2. *Research Site*

According to Sugiyono (2017:13) "The research location is a scientific target to obtain data with a specific purpose and use about something objective". This research was conducted at PT. Astra International (Tbk) Auto 2000 Bumi Serpong Damai Branch, South Tangerang

#### 3.3. *Research Time*

This research was conducted for 3 (three) months starting from February – April 2024.

#### 3.4. *Population and Sample*

population is the entire characteristics or properties of subjects or objects that can be drawn as samples. Namely 54 Populations in this study. This study uses saturated samples because all employees are respondents as many as 54 respondents.

### 4. RESULTS AND DISCUSSION

#### 4.1. *Overview and Research Objects*

In September 1933, Toyota Motor Corporation was established as the automobile sector of the Toyota Automatic Loom Factory. On August 27, 1937, the automobile division of the firm was split to establish the Toyota Motor Corporation, which exists in its current form. Toyota is the world's third-largest automobile manufacturer in terms of both unit sales and nett sales. Japan's leading manufacturer produces a staggering 5.5 million cars on a global scale. This value, if computed, is equivalent to manufacturing one automobile every six seconds. Unlike Honda (founded by Soichiro Honda), Daimler-Benz (founded by Gottlieb Daimler and Karl Benz), and Ford (created by Henry Ford), and Yamaha (founded by Torakusu Yamaha), the name

Toyota is not employed as a brand. The term "Toyota" was initially unfamiliar and unappealing due to its origins in basic ideas and concepts, leading to its distortion from its original form. Sakichi Toyota was born in February 1867 in Shizuoka, Japan. This individual has been recognized as an inventor since his adolescent years. Toyota dedicated his life to textile assembly research and advancement. At the age of 30, Toyota completed the weaving machine. This then led him to establish the forerunner of Toyota assembly, namely Toyoda Automatic Loom Works, Ltd. in November 1926. Here the patent for his automatic textile machine was then sold to Platt Brothers & Co, Ltd. from England, Great Britain. The proceeds from the sale of this patent were used as capital to develop the automotive division. Starting in 1933, when Toyota built the automotive division, the team which was then largely controlled by his son Kiichiro Toyota, continuously produced leading innovations of its time. The Type A engine was successfully completed in 1934. A year later, this engine was grafted into the first prototype of their passenger car, the A1. Toyota's automotive division also produced the G1 model truck.

In 1936 they launched their first passenger car, the Toyota AA (at that time still using the name Toyota). This model was developed from the A1 model prototype and equipped with an A body and engine. This vehicle was expected from the beginning to be a people's car. A product concept that Toyota continues to hold until now. Four years of waiting were considered enough to give birth to their own automotive company and break away from their textile industry. Then in 1937 they inaugurated the automotive division and used the name Toyota, not Toyota like the name of the textile industry. The taking of the name Toyota in Japanese is represented in 8 characters, and eight is a lucky number for Japanese society. Another reason that is considered reasonable is that the automotive industry is a lifestyle business and even the mention of a name (and what it sounds like), becomes such an important side. Because the name Toyota is considered too stiff in a

dynamic business so it was changed to Toyota which is considered better. No wonder.

**4.2. Partial Hypothesis Testing (T-Test)**

Hypothesis testing of transformational leadership variables (X1) t table =  $t_{\alpha,df}$  (Alpha Level x Degree of Freedom)

$\alpha$  = real rate 5%

df = (n-2), then obtained (54-2) = 52, then t table = 1.675

The criteria are said to be significant if the calculated t value > t table or significance < 0.05.

**The Influence of Transformational Leadership (X1) on Employee Performance (Y)**

and intrinsic motivation (X2) on employee performance (Y) is done by t-test (partial test).

As for determining the value of the t table, it is searched using the following formula:

Results from SPSS Version 27 data processing is :

**Table 2. Results of Hypothesis Testing (t-Test) of Transformational Leadership Variable (X1) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	37.836	7.358		5.142	.000
Transformational Leadership	.415	.169	.494	2.680	.000

a. Dependent Variable: Transformational Leadership

Source: Data processed 2024 from SPSS Version 27

The t value computed at the above table also shows that the t value is greater than table value (t = 2.680 > 1.675). This is following the fact that the calculated significance value is 0 which show that the null hypothesis can be rejected. This is below 0.000 which is remarkably very low and thereby reflects that the Internet users in Canada has been in constant increase. 050.

Therefore, H0 is dismissed, while H1 is supported meaning that there is a significant correlation between transformative leadership and employee's performance.

**The Influence of Intrinsic Motivation (X2) on Employee Performance (Y)**

Results from SPSS Version 27 data processing is :

**Tabel 3. Hypothesis Test Results (t-Test) Intrinsic Motivation (X2) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	20.529	7.059		2.908	.000
Intrinsic Motivation	.517	.164	.402	3.164	.000

a. Dependent Variable: Employee Performance

As seen in the table above the estimated t value is larger than the t table value (3.164 > 1.675). Further, the value of significance was 0.000 < 0.050 supports this. Therefore, H0 should be rejected, while there is approval given to H2 to show intrinsic

motivation is a significant predictor of employee performance.

**4.3. Simultaneous Hypothesis Testing (F Test)**

The hypotheses of this research were tested using the simultaneous F statistical test at 5% significance level on the relationship

between transformational leadership and intrinsic motivation with employee performance. Accordingly, the F value that has been generated in the current study has been matched to the F table in-line with the particular criteria. If  $F_{est} < F_{tab}$ , a researcher accepts the null hypothesis (H0) and rejects the third hypothesis statement (H3). If the mean of the value which resulted from the F computation is greater than F table value then H of no difference is rejected and H of three groups means are significantly different is accepted.

Hypothesis testing enable comparison of significant value with 0.05. When the SoD is greater than zero and the probability level chosen is less than the assigned 'significance value,' then for the

given data. 05 and by Table 5 and consequently, H0 is accepted and H3 is rejected. If this is less than 0, then the result is significant at the chosen level of significance value obviously at any level in general and so the null hypothesis is rejected. 05 level, H0 is rejected and H3 is accepted.

For the determination of Ftable the formula is searched with the condition  $df = n - k - 1$ ; got  $(54 - 2 - 1) = 51$  then  $F_{table} = 3.178$

It is said that the criteria are significant, if calculated 'F' value is greater than 'F' table or significance is less than zero point zero five. 050.

The hypothesis formulation is as follow:

**Table 4.3 Results of Simultaneous Hypothesis Testing (F Test) of Employee Leadership (X1) and Intrinsic Motivation (X2) on Employee Performance (Y)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	70.768	2	35.384	5.265	.008 <sup>b</sup>
Residual	342.732	51	6.720		
Total	413.500	53			

a. Dependent Variable Employee Performance

b. Predictors: (Constant), Employee Leadership, Intrinsic Motivation

Test findings in the table above indicate a F value  $> F_{table}$  ( $5.265 > 3.178$ ), supported by a significance  $< 0.050$  ( $0.008 < 0.050$ ). Thus, H0 is rejected and H3 is accepted, indicating that transformative leadership and intrinsic motivation affect employee performance simultaneously.

### 5. CONCLUSION

Based on the aforementioned description, the investigation and debate on the impact of transformational leadership and intrinsic motivation on employee performance produced the following findings:

- 1) The regression equation was  $Y = 37,836 + 0.115X1$ . The correlation coefficient was 0.294, indicating poor

relationship. The influence of the determination value is 0.119, or 11.9%. The remaining 88.1% is impacted by external variables. The hypothesis test t-value is  $2.680 > 1.675$ , which surpasses the critical t-value in the table. Furthermore, this is supported by a significance value of  $0.000 < 0.050$ . H1's acceptance shows a strong link between transformational leadership and workforce performance.

- 2) Test results showed  $Y = 20.529 + 0.517X2$ . The correlation coefficient of 0.402 suggests a moderate relationship between the variables. The determination value influences 0.161, or 16.1%, while other factors influence 51.6%. The hypothesis test's

t count is 3.164, which exceeds the t table value by 1.675. Furthermore, this is supported by a significance value of  $0.000 < 0.050$ . Thus, H2 acceptance suggests a strong link between intrinsic drive and employee performance.

Transformational leadership (X1) and intrinsic motivation (X2) significantly affect employee performance, as shown by the regression equation  $Y = 23.637 + 0.136X1 + 0.582X2$ . The independent variable and dependent variable have a poor correlation

value of 0.2592. The determination coefficient is 0.171, or 17.1%, demonstrating simultaneous influence. Other factors affect 82.9%. Most research survey participants believe Auto 2000 Bumi Serpong Damai Branch's transformational leadership (X1) and intrinsic drive (X2) are still relevant. The F count value in the hypothesis test is higher than the F table value ( $5.265 > 3.178$ ), supported by a significance threshold of  $0.008 < 0.050$ . H3 is acceptable. The performance of employees is strongly influenced by transformative leadership and intrinsic drive.

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