
EMPLOYEE PERFORMANCE ANALYSIS WITH MOTIVATION AS AN INTERVENING VARIABLE AT PT BRANTA INDO NIAGA

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Abstract: *PT. Branta Indo Niaga's output level, the company's sales and production have fallen over the last four years. This study aims to ascertain how transformational leadership affects PT. Branta Indo Niaga employees' motivation. to determine how PT. Branta Indo Niaga employees' performance is affected by transformational leadership. to determine how motivation affects PT. Branta Indo Niaga's performance. to ascertain how transformational leadership affects worker performance using PT. Branta Indo Niaga's motivation as an intervening variable. To confirm the association between variables, this study used quantitative analysis and variation-based or component-based structural equation modeling (SEM), specifically partial least squares, or PLS. All 39 employees of PT. Branta Indo Niaga comprise the population used in this study. The sampling strategy is a saturated sample, meaning that all 39 employees of PT. Branta Indo Niaga are included. The study's findings demonstrate that PT. Branta Indo Niaga employees' motivation is significantly improved by transformational leadership. Employee performance at PT. Branta Indo Niaga is significantly improved by transformational leadership. Employee performance at PT. Branta Indo Niaga is significantly improved by motivation. The impact of transformative leadership on PT. Branta Indo Niaga employees' performance might be mitigated by motivation.*

Keyword: *Human Resources, Transformational Leadership, Motivation, Employee Performance.*

Abstrak: Tingkat output PT. Branta Indo Niaga, penjualan dan produksi perusahaan telah turun selama empat tahun terakhir. Penelitian ini bertujuan untuk memastikan bagaimana kepemimpinan transformasional mempengaruhi motivasi karyawan PT. Branta Indo Niaga. untuk menentukan bagaimana kinerja karyawan PT. Branta Indo Niaga dipengaruhi oleh kepemimpinan transformasional. untuk menentukan bagaimana motivasi mempengaruhi kinerja PT. Branta Indo Niaga. untuk memastikan bagaimana kepemimpinan transformasional mempengaruhi kinerja pekerja dengan menggunakan motivasi PT. Branta Indo Niaga sebagai variabel intervening. Untuk mengkonfirmasi hubungan antara variabel, penelitian ini menggunakan analisis kuantitatif dan pemodelan persamaan struktural (SEM) berbasis variasi atau berbasis komponen, khususnya kuadrat terkecil parsial, atau PLS. Semua 39 karyawan PT. Branta Indo Niaga merupakan populasi yang digunakan dalam penelitian ini. Strategi pengambilan sampel adalah sampel jenuh, yang berarti bahwa semua 39 karyawan PT. Branta Indo Niaga disertakan. Temuan penelitian menunjukkan bahwa motivasi karyawan PT. Branta Indo Niaga ditingkatkan secara signifikan oleh kepemimpinan transformasional. Kinerja karyawan di PT. Branta Indo Niaga ditingkatkan secara signifikan oleh kepemimpinan transformasional. Kinerja karyawan di PT. Branta Indo Niaga ditingkatkan secara signifikan oleh motivasi. Dampak kepemimpinan transformatif terhadap kinerja karyawan PT. Branta Indo Niaga dapat dikurangi oleh motivasi.

Kata kunci: Sumber Daya Manusia, Kepemimpinan Transformasional, Motivasi, Kinerja Karyawan.

INTRODUCTION

Organization's human resources are very strategic and influence whether or not it succeeds in reaching its declared objectives. (Prayetno, 2017). Both the quantity and caliber of human resources have an impact on an organization's performance. Every organization strives to improve employee performance in the hopes that the company's goals will be achieved. The process of supervising all human resource operations inside an organization in order to achieve predefined organizational goals is known as performance management (Haryono, 2018). These activities can help organizations better align their objectives with those of their teams and individuals, increase dedication, encourage discipline, support cultural programming, and enhance motivation and performance. According to Mangkunegara (2020), performance management cannot be separated from human resource planning which includes: workforce quality, quality determination, skill lists, employee turnover, internal changes, employee research, employee program effectiveness, job analysis programs, recruitment, employee selection, management training and development, job promotions, employee estimates, relations, services, morale and attitudes, employee counseling, and wage administration.

There are undoubtedly distinctions among human resources. Understanding the potential of each human resource that a company has is so essential. The business must undoubtedly be able to assess each task assigned to its workers accurately, given the capabilities of its human resources. Because performance is the capacity to complete tasks and meet success criteria set by the organization for each employee based on their assigned employment. Performance is the act of carrying out the set strategy. Human resources with high levels of expertise, dedication, and discipline carry out the work. Naturally, a company's

involvement becomes crucial in this situation since how well it treats and values its people resources will impact how well they accomplish their jobs.

Products made from frozen fish are supplied and exported by PT. Branta Indo Niaga, which has locations in Pamekasan and Surabaya. Fresh tuna and other fish species sourced from Indonesian ports are used to make frozen fish products. PT. BRANTA INDO NIAGA's commitment to supplying premium fresh fish is closely tied to the part that each employee plays in organizing, carrying out, and controlling the quality of premium fresh products using a range of successful, efficient management and production techniques, as well as employee competence and discipline. PT. Branta Indo Niaga can be found at Jl. Raya Pamekasan Sampang KM.10. The following is PT. Branta Indo Niaga's annual production statistics over the previous four years, which indicates that the company is having issues with staff performance as a result of a fall in sales and production:

Table 1. Production of PT. Branta Indo Niaga Fiscal Year 2020-2023

No	Year	Target (KG)	Fish Production (KG)	Sale (KG)	Achievement
1	2020	100.000	97.900	95.000	97,9%
2	2021	100.000	95.000	93.400	95%
3	2022	100.000	90.000	85.000	90%
4	2023	100.000	94.000	85.500	94%

Source: PT. Branta Indo Niaga 2023

PT. Branta Indo Niaga's sales and production have fallen short of the goal and have decreased over the last four years, according to the table of production levels. 99% of the production goal was met in 2020, with 97,900 KG of production and 95,000 KG of fish output; 95% of the production goal was met in 2021, with a production of 95,000 KG and a fish output of 93,400 KG; 90% of the production goal was met in 2022, with 90,000 KG of production and 85,000 KG of fish output; 94% of the production objective was met in 2023, with a total

production of 94,000 KG and fish output of 85,500 KG. Naturally, this is based on human resources and employees who perform poorly, making it difficult for them to use company resources.

According to management and organizational science, one of the most important factors in a business's success is employee performance. Good employee performance should help the organization expand and develop in accordance with the goals or plans that have been established. As a result, every business looks for ways to boost staff performance, particularly by putting in place capable leadership. Siswanti (2018) The study "The Influence of Leadership on Employee Performance with Motivation as a Moderating Variable" shows that leadership has a positive effect on employee performance and that motivation at work lessens the effect of leadership on employee performance. The purpose of this study is to demonstrate that leaders are essential to management, fundamental assets, and the focal point of all employee activity within a business or organization. The ability of a leader to exercise his leadership authority creatively and dynamically will have a significant impact on whether or not the company's objectives can be met. The organization he leads will be more dynamic and his employees' actions will result in high performance if the leader is creative and dynamic. Conversely, when a leader is less creative and not dynamic, the organization or company he leads will become static. According to Hasibuan (1996), the activities and dynamics that occur in a company are largely determined by the effectiveness of the leadership that takes place in it.

A leader is indeed required to prioritize tasks, responsibilities, and foster harmonious relationships vertically and horizontally. Thus, being a leader should be able to communicate upwards, downwards, and sideways, both formal and informal communication. In actuality, leaders in some businesses or organizations have the power to affect

employee morale, job satisfaction, safety, work-life balance, and most importantly, an organization's degree of success. In addition, leaders also play a determining role in helping groups, organizations, or communities to achieve their desired goals. According to Suhendi (2010) there are three factors that influence employee performance, the main one being leadership. Specifically, effective leadership that may influence and determine organizational goals, motivate employees to attain goals, and enhance organizations and their work culture. Additionally, effective leadership must be able to shape followers' perceptions of events, plan and carry out actions to accomplish objectives, and foster positive relationships with individuals outside the organization (Rivai, 2005).

METHODS

This study falls within the category of research that has been examined from an explanation standpoint. According to the level of explanation, research aims to clarify the position of the variables under study as well as the connections between them. (Anshori & Iswati, 2017). This study falls under the associative research group's explanatory level research, which is described as study that seeks to determine a connection between two or more variables and whose results can be applied to create an explanation theory, predict, and manage a symptom. A quantitative research methodology is used in this investigation. The goal of quantitative research, which is grounded in positivism, is to describe and evaluate preconceived hypotheses by studying specific populations or samples through quantitative/statistical data analysis and data collecting using research equipment (Sugiyono & Setiyawami, 2022). Therefore, by explaining the facts and phenomena displayed in statistical figures, this study seeks to describe the actual scenario about the impact of transformational leadership on employee

performance utilizing motivation as an intervening variable.

Researchers employ a population, which is a category for generalization composed of objects or individuals with specific characteristics, to analyze and subsequently make inferences (Sugiyono, 2017). The study's population consisted of the 39 individuals that worked for PT. Branta Indo Niaga. Since there are only 100 respondents in the population, saturated/census sampling will be the sampling method employed in this investigation. According to Sugiyono (2017), Saturated sampling is a sampling technique where all members of the population are sampled when the population is relatively small. All 39 responders/employees from the PT. Branta Indo Niaga community were thus included by the author.

Data collection was carried out directly with the researcher's instrument in the form of a questionnaire. The purpose of the questionnaire sheet, which consists of written questions, is to gather information from respondents regarding their experiences and knowledge in the workplace. Because respondents are only required to select the pre-provided responses, the questionnaire used as an instrument in this article is closed. After the questionnaire form is determined, the next step is to create questions by considering the number of questions so that they are not too many or too few, adjusted to the indicators that have been set. Questionnaires are an efficient data collection technique if researchers understand exactly the variables to be measured and what is expected from respondents. The questionnaire was given directly to respondents by researchers with the consideration that it could be reached by researchers, namely at PT. Branta Indo Niaga.

This study employs quantitative analysis to confirm the association utilizing a structural equation model (also known as structural equation modeling, or SEM) between variables based on variance or components, namely PLS

(Partial Least Square). According to Haryono (2016) One kind of SEM analysis that relies on elements having formative construct qualities is called partial least squares, or PLS. In the discipline of econometrics, PLS was initially employed to process data as a substitute for SEM approaches, which had a weak theoretical foundation. PLS is not a model test; it is merely a technique for predictor analysis. Predictive analysis with a poor theoretical foundation and data that deviates from the covariance-based assumptions of SEM are better suited for the PLS technique. All variance measures are seen to be helpful in explaining the PLS approach.

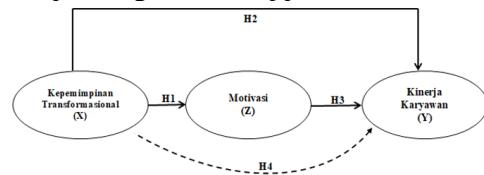


Figure 1. Research Framework

RESULTS AND DISCUSSION

Established in 2015, PT. BRANTA INDO NIAGA is a supplier and exporter of frozen fish products with locations in Pamekasan and Surabaya. Fresh tuna and other fish imported from Indonesian ports are used to make our frozen fish products. The trust given by various parties (government, private sector, and individuals) has created various superior products spread across various sectors of the tuna fish raw material business (export, traditional markets, modern markets and restaurants). It is impossible to separate PT. BRANTA INDO NIAGA's dedication to delivering high-quality fresh fish from the part that each employee plays in organizing, carrying out, and regulating the quality of high-quality fresh products using a variety of productive and efficient management and production techniques, as well as paying attention to K3 (Occupational Health and Safety) regulations and the working environment. Without the assistance and

good collaboration of all of the company's partners (fish suppliers, port authorities, and highly skilled human resources), PT. BRANTA INDO NIAGA's role in providing high-quality fresh frozen fish will also not function successfully. As a manifestation of a succession of learning processes and corporate experiences through effective and efficient technology management and fresh fish production methods, we are ready to produce excellent fresh fish products that are able to compete both locally and worldwide.

Data Analysis

Validity Test

Indicators on the Transformational Leadership variable include Idealized Influenced (Charisma), Individualized Consideration (individual consideration), Intellectual Stimulation (intellectual stimulation), and Inspirational Motivation (inspiration). The relationship models of physiological or physical needs, the indicators of security, social interaction, appreciation, and self-actualization on the motivation variable, and the indicators of quantity, quality, and punctuality on the employee performance variable are examples of further reflective forms. The measurement model can then be evaluated by examining the factor loading value in the outer loading table. Table 2 below displays the validity test's findings:

Table 2. Validity Testing Based on Factor Loading

Variable	Indicator	Factor Loading	Information
Transformational Leadership	X1	0.947	Valid
	X2	0.946	Valid
	X3	0.954	Valid
	X4	0.960	Valid
Motivation	Z1	0.961	Valid
	Z2	0.980	Valid
	Z3	0.980	Valid
	Z4	0.946	Valid
	Z5	0.938	Valid
Employee performance	Y1	0.932	Valid
	Y2	0.963	Valid
	Y3	0.961	Valid

Source: Data Processing Results Attachment

Since all indicators have a loading value greater than 0.5, according to the loading factors validity test in Table 2, the indicator satisfies convergent validity, which indicates that it satisfies the loading value-based validity

requirements. Therefore, any indicator that has passed the loading factor validity test can be used to assess their variables.

Reliability Test

Cronbach's alpha value is used to test the construct's reliability; if the suggested CA value is more than 0.7, the construct is considered reliable (Sholihin & Ratmono, 2013). Thus, the indicator measures its latent variables consistently. The test findings indicate that the construct (variable) has satisfied the reliability criteria based on Cronbach's alpha, with a CA value larger than 0.7 in all dimensions. The reliability test shown in table 3 is performed once the previous one has been completed and has satisfied the reliability standards based on the composite reliability and Cronbach's alpha values.

Table 3. Reliability Testing Based on Composite Reliability (CR) and Cronbach's Alpha (CA)

Variable	Dimensions	CR	CA
Transformational Leadership	Idealized Influenced	0.965	0.956
	Inspirational Motivation		
	Intellectual Stimulation		
	Individualized Consideration		
Motivation	Physiological or physical needs	0.944	0.935
	Security		
	Social		
	Award		
	Self-actualization		
Employee performance	Quantity of Work	0.93	0.914
	Quality of Work		
	Punctuality		

Source: Data Processing Results Attachment

According to the test results, the constructs (variables) of employee performance, motivation, and transformational leadership have CA and CR values higher than 0.7, indicating that they have satisfied the reliability standards based on Cronbach's alpha and composite reliability values.

R-Square Test

The structural model is assessed using the R-Square value, a goodness-fit

test of the model. The outcomes of testing are displayed by the R-Square value in the equation between latent variables. The R^2 value indicates the extent to which the model's exogenous variables (free and independent) can account for the endogenous variables (dependent and bound). The R^2 (R-Square) value in the equation between latent variables shows the results of model testing. Table 4 below displays the findings of this study's R^2 (R-Square) test:

Variable	R Square	R Square Adj
Employee performance (Y)	0.598	0.496

Source: Data Processing Results Attachment

0.598 is the R^2 value. This indicates that 59.8% of the occurrence or problem of employee performance can be explained by the model. Other factors (apart from motivation and transformational leadership) that were left out of the model and error account for the remaining 40.2%. This indicates that 59.8% of employee performance is impacted by transformational leadership and motivation, whilst 40.2% is unaffected by these influences.

Direct Effect

Direct Effect or direct effect in structural equation modeling (SEM), refers to the direct influence of an exogenous (independent) variable on an endogenous (dependent) variable without going through a mediating or intermediary variable (Hair et al., 2014). In this context, the direct effect shows the strength of the relationship between two variables that occurs directly without the role of other mediating variables. The route coefficients that directly link the independent and dependent variables, as shown by the p-value, are used in SEM to quantify the direct influence. Table 5

below illustrates the direct effect in this study:

Table 5. Path Coefficient Test

	Origin al Sample (O)	Samp le Mean (M)	Stand ard Deviat ion (STDEV)	T Statistics (O/STDEV)	P Values
Transformation al Leadership (X) -> Motivation (Z)	0.34 3	0.35 1	0.143	2.401	0.008
Transformation al Leadership (X) -> Employee performance (Y)	0.41 4	0.40 5	0.146	2.827	0.002
Motivation (Z) -> Employee performance (Y)	0.48 0	0.48 9	0.130	3.703	0.000

Source: Data Processing Results Attachment

Indirect Effect (Intervening)

The indirect influence of external (independent) factors on endogenous (dependent) variables through auxiliary variables (mediating) is known as the "indirect effect" in structural equation modeling (SEM) (Hayes, 2022). The strength of the association between two variables in this situation is demonstrated by the indirect effect, which is influenced by other mediating factors. Through connecting variables (mediating), the indirect effect that directly links the relationship between exogenous (independent) and endogenous (dependent) factors is examined in SEM-PLS by examining the p-value. Table 6 below illustrates the indirect effect in this study:

Table 6. Path Coefficient Test

	Origin al Sample (O)	Samp le Mean (M)	Stand ard Deviat ion (STDEV)	T Statistics (O/STDEV)	P Values
Transformation al Leadership (X) -> Motivation (Z) -> Employee performance (Y)	0.460	0.328	0.190	2.003	0.00 0

Source: Data Processing Results Attachment

The Influence of Transformational Leadership on Motivation

Employee motivation at PT. Branta Indo Niaga is significantly improved by transformational leadership, according to the findings of hypothesis testing. The path coefficient is 0.343 and the p-value is 0.008, both of which are below the predetermined significance level of 0.05, as seen in the above table. In this instance, it can be said that motivation is

impacted by transformational leadership. This means that if the role of Transformational Leadership is good enough, it will directly impact employee motivation at PT. Branta Indo Niaga.

The number of categorizations of transformational leadership styles in the moderate category indicates that on average employees of PT. Branta Indo Niaga receive fairly good transformational leadership treatment from their superiors. The existence of differences in the level of acceptance of transformational leadership styles that occur in employees can affect the differences in the level of work motivation in each employee of PT. Branta Indo Niaga. The effectiveness of the transformational leadership style applied by the leader will be a good thing for employees, because the presence of a leader and the wise treatment of the leader will make employees feel comfortable working in the workplace environment. When employees are tired of working because of very dense working hours and production activities require considerable energy and patience, then this will make employees feel tired and make their motivation to work low, but with leaders who always support, provide encouragement, attention and others to employees, employee work motivation remains stable in working. Transformational leadership creates a positive and motivating work environment. By inspiring, stimulating, supporting, and being a role model, transformational leaders can increase the motivation of PT. Branta Indo Niaga employees to achieve higher performance and contribute to the success of PT. Branta Indo Niaga. Numerous studies that demonstrate the beneficial impact of transformational leadership on raising employee motivation at work lend credence to this. The needs and goals of PT. Branta Indo Niaga personnel are taken into consideration by transformational leaders. So that they feel they get personalized support, guidance, and training. This attention to PT. Branta

Indo Niaga employees increases motivation because employees feel appreciated and supported in their work. They feel that leaders at PT. Branta Indo Niaga care about their welfare and progress. The results of this study are in accordance with research by Putra and Sudibya (2019) and research by Apriyani et al. (2024).

The Influence of Transformational Leadership on Employee Performance

Employee performance at PT. Branta Indo Niaga is significantly improved by transformational leadership, according to the findings of hypothesis testing. The path coefficient is 0.414 and the p-value is 0.002, both of which are below the predetermined significance level of 0.05, as shown in the above table. It is possible to draw the conclusion that transformational leadership influences performance in this instance. This implies that improving employee performance will be directly impacted by transformational leadership if it plays a sufficient role.

The positive, inspiring, and motivating work environment that Transformational Leadership at PT Branta Indo Niaga fosters allows employees to feel like they are part of something greater, give their work purpose, and support their own growth and development—particularly with regard to their performance. It is the duty of leaders to establish the conditions and rewards necessary for PT. Branta Indo Niaga staff members to accomplish the established objectives, in this case, resulting in their performance. At PT. Branta Indo Niaga, transformational leadership may influence positive behavior by igniting passion for work in every division that already exists. At PT. Branta Indo Niaga, a leader's style affects their capacity to influence their staff; therefore, in order for subordinates' actions to align with the objectives of the company, they must balance meeting their personal needs with those of the organization. Effective leaders are those who are aware of the significant

advantages that come with leading a team and who are adaptable in how they approach these leadership responsibilities. This can inspire hope and raise employee performance at PT. Branta Indo Niaga. The results of this research are in accordance with research by Fathiyah et al. (2022). And research by Ikhram et al. (2022).

The Influence of Motivation on Employee Performance

Employee performance at PT. Branta Indo Niaga is significantly improved by incentive, based on the results of hypothesis testing. According to the preceding table, the p-value is 0.000 and the path coefficient is 0.480, both of which are below the predetermined significance level of 0.05. In this instance, it may be said that employee performance is impacted by motivation. This suggests that improving employee performance will be a direct result of incentive that is sufficiently given. According to the questionnaire's findings distribution on the description of the motivation variable which shows that for employees of PT. Branta Indo Niaga all indicators get an average which provides the conclusion that employees are motivated to work at PT. Branta Indo Niaga, namely on the physiological or physical needs indicator of 4.21 with an agreed assessment, the security indicator of 4 with an agreed assessment, the social indicator of 3.97 with an agreed assessment, the appreciation indicator of 4.38 with an agreed assessment and the self-actualization indicator of 3.85 with an agreed assessment.

Having good motivation in working will achieve maximum employee performance while lacking motivation will result in low employee performance. Employees of PT. Branta Indo Niaga are motivated to do something, they tend to be more enthusiastic, focused, and try harder to achieve goals. In the context of work, motivation can encourage employees of PT. Branta Indo Niaga to be more efficient in completing their tasks.

They tend to look for new ways to increase productivity and achieve better results. High motivation encourages employees of PT. Branta Indo Niaga to produce quality work. They will pay more attention to detail, be more creative in solving problems, and be more responsible for the results of their work. Motivated PT. Branta Indo Niaga employees are more likely to be content with their positions. High job satisfaction will have a favorable impact on employee wellbeing and lower the amount of impairment and delays in work. The results of this study are in accordance with research by Rego, et al., (2017) and research by Bahrum, et al. (2018).

The Influence of Transformational Leadership on Employee Performance Through Motivation as an Intervening Variable

The results of testing hypotheses using the route analysis method (path analysis) make it clear that transformational leadership indirectly boosts employee performance at PT. Branta Indo Niaga. According to the preceding table, the p-value is 0.000 and the path coefficient is 0.460, both of which are below the predetermined significance level of 0.05. In this instance, it can be said that motivation is an indirect way that transformational leadership affects worker performance. This implies that enhancing employee performance will be impacted, either directly or indirectly, if transformational leadership and motivation play a sufficient role.

The leader of PT. Branta Indo Niaga is able to take into account the interests of his staff and, when necessary, raise his followers' awareness to embrace the organization's vision and mission above and beyond their own. Thus, subordinates or followers will act and behave by prioritizing the organization above their own interests. So that in the end motivated by high self-awareness, it is certain that the individual's performance will also increase. The

results of this study are in accordance with research by Lestari, et al., (2017) and research by Supriyanto and Troena (2018).

CONCLUSION

Based on research completed by academics, it can be determined that Transformational leadership has a considerable beneficial effect on staff motivation at PT. Branta Indo Niaga. This shows that the better the transformational leadership of PT. Branta Indo Niaga, the higher the motivation of employees at PT. Branta Indo Niaga, and vice versa, the worse the transformational leadership of PT. Branta Indo Niaga, the lower the motivation of its employees. At PT. Branta Indo Niaga, transformational leadership significantly improves staff performance. This indicates that greater transformational leadership at PT. Branta Indo Niaga results in higher employee performance, and vice versa, the poorer employee performance at PT. Branta Indo Niaga results from worse transformational leadership. Employee motivation at PT. Branta Indo Niaga significantly improves performance. This demonstrates that where PT. Branta Indo Niaga personnel are highly motivated, their performance will be higher; conversely, if PT. Branta Indo Niaga employees are less motivated, their performance will be lower. 4. At PT. Branta Indo Niaga, motivation can act as a mediator between transformative leadership and worker performance.

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