

Employee Performance Analysis: Predictors of Transformational Leadership and Work Motivation (Case Study At Indonesian Academy of Tourism Jakarta)

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Abstract: This research needs to be done because employee performance at Indonesian Tourism Academy Jakarta for the last 5 years tends to decrease index. The purpose of this research is to analyze the influence of Transformational Leadership and Work Motivation on Employee Performance. The research method is quantitative research, the population consists of employees of Pariwisata Academy Indonesia Jakarta, amounting to 52 employees. As for the sample using saturated samples. The analysis tool used is Multiple Linear Regression, followed by determination analysis (R Square), partial hypothesis testing (t test) and hypothesis test simultaneously (F test), alpha (tolerance error) 5 percent. Before spreading the questionnaire first in the validity and reliability test until all questionnaires are valid and reliable. In order to meet the criteria and requirements of multiple linear regression analysis, first classical assumption analysis such as normality test, multicollinearity and heteroskedasticity test are done. Data processing tool SPSS version 21.0. The result of the research is that Transformational Leadership and Work Motivation have positive and significant impact on employee's performance either partially or simultaneously. From the results of determination analysis there are other factors that influence employee performance in addition to variables Transformational Leadership and Work Motivation. The better Transformational Leadership and Work Motivation will be the better Performance Employees at the Academy of Tourism Indonesia Jakarta.

Keywords: Transformational Leadership, Work Motivation, and Employee Performance.

INTRODUCTION

The development of the tourism industry in recent years is very advanced by leaps and bounds. This is actually inseparable from the progress of the field of information technology and transportation on a global scale. The recent increase in the tourism industry has prompted the government through the tourism ministry to fix all aspects of it in order to be better prepared to compete. One of them is by improving the quality of human resources (HR) in order to compete both in terms of science, skills and work ethic, is very important in improving the competitiveness of tourism services.

Akademi Pariwisata Indonesia (Akpindo) is an institution that is engaged in tourism and hospitality education is expected to be able to print high quality human resources in terms of science, skills and work ethic in improving the competitiveness of Indonesian tourism services at the global level. Akpindo's vision is "to become the premier choice of Tourism Academy in Indonesia which graduates the 5th ASEAN's qualification workforce by 2020". To achieve that vision Akpindo requires human resources that can guarantee success to achieve organizational goals,

among others, through the formation of a good working mentality with dedication and loyalty to work, motivation, guidance, direction and good coordination in work by a leader to his subordinates.

Another element that is always created within the organization is the performance of employees. According to Wirawan [1] performance is the output generated by the functions or indicators of a job or a profession in a certain time. This is not easy because employee performance can be created if influencing variables such as transformational leadership, and work motivation can be well accommodated and accepted by all employees.

From the writer's initial observation, Akpindo's leadership in relation to transformational leadership has not fully implemented transformational leadership since there are still some employees who are important and have long been employed to become permanent employees and still contract employees. According to Bass in Yukl [2] explains that transformational leadership is a state in which followers of a transformational leader feel the belief, admiration,

loyalty, and respect for the leader, and they are motivated to do more than expected.

Leaders pay attention to the self-development needs of their followers, altering awareness of existing issues by helping others see old problems in new ways, and be able to please and inspire their followers to work hard to achieve common goals. Leaders change by motivating followers by making employees more aware of the importance of job results, persuading employees to place importance on the interests of their team or organization than with personal interests and enabling higher employee needs. Conversely, transactional leadership involves an exchange process that can lead to adherence to followers' demand for leads but may not generate enthusiasm and commitment to task objectives [2].

Another problem in Akpindo is the reduction of nominal amount of employee absenteeism absenteeism. Of course it can reduce the work motivation that will affect the decrease in employee job satisfaction. The most successful motivation is when the motivation comes from within the employee, so that the employee will give the best of himself for the sake of organizational progress. Hasibuan [3] "motivation is the provision of a driving force that creates the excitement of one's work, so that they will cooperate, work effectively and integrate with all and their efforts to achieve satisfaction". So with the motivation will arise morale that can create job satisfaction and improve the performance of subordinate employees. This is in accordance with research conducted by Nurcahyani and Adnyani [4] that motivation has a positive and significant effect on job satisfaction.

Based on the background and problems, the objectives of this research are:

- Analyzing the influence of Transformational Leadership on Employee Performance partially.
- Analyzing the effect of Work Motivation on Employee Performance partially.
- Analyzing the influence of Transformational Leadership and Work Motivation on Employee Performance simultaneously at Akademi Pariwisata Indonesia Jakarta.

LITERATURE REVIEW

Performance

The term performance comes from the word job performance or actual performance (work achievement or achievement actually achieved someone). According to Wirawan [1] Performance is the output generated by the functions or indicators of a job or a profession in a certain time.

According Mangkunegara [5] is "the work in quality and quantity achieved by an employee in performing their duties in accordance with the

responsibilities given to him". Whereas according to Hasibuan [3] performance is "a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and sincerity and time".

According to the Indonesian dictionary [6] performance is achievable, demonstrated performance, work ability. "Employee performance appraisal is known as" performance rating, performance appraisal, performance assessment, employment evaluation, merit rating, service rating".

Understanding employee performance appraisal by Mangkunegara [5] from various opinions is the work of employees in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Leaders of companies that assess employee performance, namely boss, direct employee, and indirect supervisor. Besides that, both personnel are entitled to also provide performance appraisal to the same employees according to existing data in the personnel.

Based on the description above, the authors define performance as output or the work or activity of a person or group in an organization that is influenced by several factors to achieve organizational goals within a certain time. The success of a company is influenced by employee performance or job performance achieved by an employee in performing tasks in accordance with the responsibilities given to him to achieve organizational goals. Someone when working for himself, his performance will be different from when working with others in a group called teamwork. Its performance will also be better and improved, but it often decreases when it is wrong to handle it.

Richard I. Henderson in Wirawan [1] says the performance dimension is the qualities or faces of a work or activities that occur in a workplace conducive to measurement. Performance dimensions are the elements in the work that show performance. To measure performance of performance dimension developed into performance indicator. In general, performance dimensions can be grouped into three types:

- The work. The work is the output of work in the form of goods and services that can be calculated and measured quantity and quality.
- Working behavior. Job behavior is the behavior of employees who have to do with work, work behavior is necessary because it is a requirement in carrying out the work. With certain work behaviors, employees can carry out their work well and produce the performance expected by the organization.
- Personal nature that is work. The personal nature that has to do with the work is the personal nature of the employees required in carrying out its work.

To perform a job, certain personal qualities are required, a job can only be done by an employee if it has certain personal qualities.

From the results of the Lazer and Wikstrom studies cited in Rivai [7] that the aspects assessed in performance can be grouped into:

- Technical capability, ie the ability to use the knowledge, methods, techniques, and tools used to carry out the tasks and experiences and training it acquires.
- Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the field of motion of each unit into the field of operations of the company as a whole that the individual understands the duties, functions and responsibilities as an employee.
- Ability interpersonal relationships, which include the ability to work with others, motivate employees, negotiate and others.

Transformational Leadership

Transformational leadership is a state in which followers of a transformational leader feel the belief, admiration, loyalty, and respect for the leader, and they are motivated to do more than they initially expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to focus more on the organization or team than on their own, and activating their needs at a higher level [2].

According to Robbins and Judge [8] transformational leaders are leaders who inspire their followers to transcend their self-interest for the benefit of the organization. They are concerned with the self-development needs of their followers, altering followers' awareness of existing issues by helping others see old problems in new ways, and being able to please and inspire their followers to work hard in order to achieve common goals.

Burns in Luthans [9] identifies two types of political leadership, namely transactional and transformational. Traditional transactional leadership involves a relationship of exchange between leaders and followers, but transformational leadership is more based on a shift in the values and beliefs of the leader, as well as the needs of his followers. Transactional leadership is a recipe for a balanced state, while transformational leadership leads to high performance in organizations facing demands for reform and change.

According to Suwatno and Priansa [10] transformational leaders are agents of change, because it is closely related to the transformation that occurs within an organization. Its main function acts as a catalyst for change, not as a controller of change.

From the above opinion it can be concluded that transformational leadership is a leader who has charisma so that subordinates will feel trusted, appreciated, loyal and have respect to the leadership and able to inspire subordinates in bringing the organization to achieve its goals. Transformational leaders must also have the ability to equate the vision of the future with their subordinates, and heighten the needs of subordinates at a higher level than what they need. The interaction that arises between the leader and his subordinates is marked by the influence of the leader to change the behavior of his subordinates into a person who feels capable and highly motivated and strives to achieve high performance and quality. Leaders influence their followers so that organizational goals will be achieved.

The characteristics and approach of the transformational leader [9]:

- Charisma, namely: giving vision and mission, bringing pride, gaining respect and trust.
- Inspiration, ie: communicating high expectations, using symbols to focus effort, expressing important goals in a simple way.
- Intellectual stimulation, ie: show intelligence, rational, problem solving carefully.
- Attention to the individual, namely: showing personal attention, treating employees individually, train, advise.

The transformational leadership dimensions of Bass and Avolio in Suwatno and Priansa [10] are:

- Idealized influence is described as behavior that generates the respect and trust of the people it leads. Idealized influence contains the meaning of risk sharing, through consideration of needs that are above personal needs, and moral and ethical behavior.
- Inspirational Motivation, which is reflected in behaviors that always provide challenges and meaning to the work of the people who are led, including the behaviors that are able to articulate clear expectations and behaviors that are able to demystify commitment to the goals of the organization. This spirit is awakened through enthusiasm and optimism.
- Intellectual simulation. Leaders who demonstrate leadership types are always exploring new ideas and creative solutions from the people they lead. He also always encourages a new approach in doing the job.
- Individualized consideration, which is reflected by the leader who always listens attentively, and gives special attention to the needs of the accomplishments and needs of the people he leads.

Motivation

Motivation based on the Latin, *movere* which means impulse or and mover. Motivation questioned how to encourage the passion of their subordinates, so they will work hard by giving all the skills and skills to realize the company's goals. Basically, the company not only expect capable, capable and skilled employees, but most importantly they are willing to work hard and are eager to achieve optimal work result. Motivation can only be given to people who are able to do the job. For people who can not do the job does not need to be motivated because it is useless. Motivating this is very difficult, because the leader is difficult to know the needs (needs) and wants (wants) needed subordinates of the results of his work. In motivating these leaders only based on estimates of needs or desires that can stimulate the passion of his subordinates. The manager in this motivation must realize that people will be able to work hard in the hope that they will be able to meet their needs and desires from their work.

Edwin B Flippo in Hasibuan [3] states motivation is essence, it is a skill in aligning employee and organization interest so that behavior result in achievement of employee want simultaneously with attainment or organizational objectives.

Meanwhile, according to Merle J. Moskowitz in Hasibuan [3] states Motivation is usually refined the initiation and direction of behavior, and the study of motivation is in effect the study of courses. If encouraged, people will feel compelled, they act because they feel they have to. But if motivated, they make a positive choice to do something because they see that the action means a lot to him. So, a motivated person tends to do the job with pleasure and full willingness so it does not require much supervision.

From the definition of motivation above, it can be concluded that motivation is a condition or condition that encourages, stimulate or move a person's behavior to do something or activities he does in achieving the goals of both organizations and individuals.

Motivational aspects are differentiated between the dynamic active aspect and the passive or static aspects. In the active or dynamic aspect, motivation will appear as a positive effort in moving and directing human resources in order to productively achieve the desired goals.

In the passive or static aspect, motivation will appear as a necessity as well as a stimulus to be able to direct and drive the potential of human resources toward the desired goal.

Desire and enthusiasm of work can be increased based on the consideration of the existence of two aspects of motivation that are static, namely:

- The aspect of static motivation that appears as the basic human wants and needs that become the basis and hope that will be obtained with the achievement of organizational goals.
- Aspect of static motivation in the form of incentives or incentives that are expected to be able to meet what the desired wants and needs of the principal.

Mc Clelland in Hasibuan [3] suggests the following motivational patterns:

- Achievement motivation. It is a desire to overcome or overcome a challenge for progress and growth.
- Affiliation motivation. It is the urge to have relationships with others
- Competence motivation. It is a good achievement boost by doing with high-quality work.
- Power motivation. It is the drive to be able to control a situation and the tendency to take risks in destroying the obstacles that occur.

Conceptual Framework

From several theoretical studies, the theory that became the reference in this research based on case, object and unit of research analysis, the theory used in this research is as follows:

- Transformational Leadership (X₁) is according to Bass and Avolio [10], with dimensions / indicators: a) Ideal Influence; b) Inspirational Motivation; c) Intellectual Stimulation; and d) Individual Considerations.
- Work Motivation (X₂) is according to Maslow in Hasibuan [3] with dimensions / indicators: a) Physiological needs; b) The need for security; c) Social Needs; d) The need for self-esteem; and e) The need for self-actualization.
- Performance (Y) is according to Wirawan [1] with dimensions / indicators: a) Work Results; b) Work Behavior; and c) Personal nature of a work nature.

From several previous research studies based on cases, objects and units of research analysis, the previous research that became the reference for this research is as follows:

- Transformational Leadership (X₁) affects Performance (Y), based on research results: Thamrin [11]; Satriowati *et al.*, [12]; and Risambessy *et al.*, [13]. Where transformational leadership has a positive and significant impact on employee performance either partially or simultaneously.
- Work Motivation (X₂) affect on Performance (Y), based on the research: Risambessy *et al.*, [13], and Nurcahyani and Adnyani [4], where work motivation has a positive and significant influence on performance both partially and simultaneously.

From previous theoretical and research studies and based on research objectives the research

framework is as below.

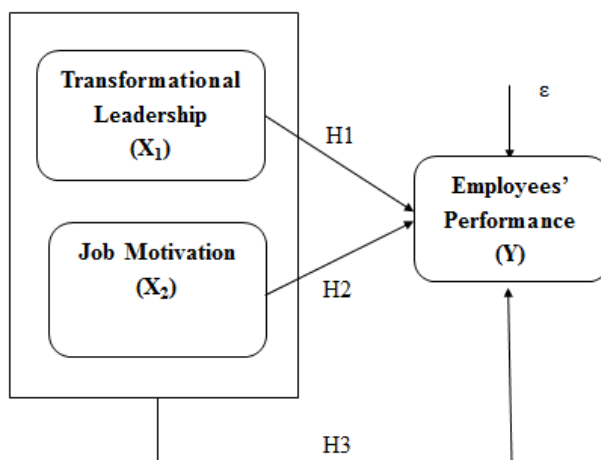


Fig-1: Conceptual Framework

Research Hypothesis

Based on research objectives, theoretical and conceptual framework studies, the research hypothesis is that:

- Transformational Leadership affects Employee Performance partially.
- Work Motivation effect on Employee Performance partially.
- Transformational Leadership and Work Motivation affect the Employee Performance simultaneously at the Academy of Tourism Indonesia Jakarta.

RESEARCH METHODS

The object of this study is the Indonesian Academy of Tourism Jakarta, the unit of analysis is the employee of Akademi Pariwisata Indonesia Jakarta. The method of this study is by survey method to examine the perception of respondents. The research population is all employees of Akademi Pariwisata Indonesia Jakarta as much as 52 employees and sample determination by using sample saturated, so that obtained sample 52 respondents. Sampling technique with simple random sampling technique, Instrument used in this research is a questionnaire. Data is sourced from secondary data and primary data. Before the data collected through the respondents, the questionnaire has been tested the validity and reliability, until all the questionnaires valid and reliable.

The analytical method used is quantitative analysis method with multiple linear regression analysis tool, with 5% error tolerance level (0,05) and tool for data processing is by application of SPSS 21. Multiple Linear Regression Analysis can only be done if it has fulfilled the criteria and conditions of classical assumptions such as normality test, multicollinearity test, and heteroskedasticity. The Multiple Linear Regression Equation is $Y = a + b_1.X_1 + b_2.X_2 + e$.

Where: Y = Employee Performance; a = Constants; b_1 = regression coefficient of Transformational Leadership; b_2 = regression coefficient of Work Motivation; X_1 = Transformational Leadership; X_2 = Work Motivation; e = error / other factors.

Multiple Linear Regression Analysis followed by Determination analysis (R Square) to show how far the independent variables (Transformational Leadership and Work Motivation) are able to explain and contribute to the dependent variable (Performance). Then followed by partial test of hypothesis (t test), hypothesis test simultaneously (F test) and continued with correlation analysis between dimensions. The criteria for hypothesis testing are as follows:

- If $t_{arithmic} > t_{table}$ means independent variable (Transformational Leadership & Work Motivation) affect the dependent variable (Performance) partially. If alpha (significant level) $< 0,05$ means independent variable (Transformational Leadership & Work Motivation) significant influence to variable dependent (Performance) partially; and
- If $F_{arithmic} > F_{table}$ means independent variable (Transformational Leadership & Work Motivation) influence on dependent simultaneously and if alpha (significant level) $< 0,05$ means independent variable (Transformational Leadership & Work Motivation) have significant influence to variable dependent (Performance) simultaneously.

RESULTS AND DISCUSSION

Generally respondents of this research are employees at the Academy of Tourism Indonesia Jakarta gives a good perception of the questionnaires distributed and responded to various ranging from quite agree and to strongly agree on the items of the questionnaire. This shows that transformational leadership, work motivation and employee performance

has been running quite well and in accordance with the expectations of respondents' perceptions.

Results Interpretation of summary models, Coefficients, and Anova from the output of quantitative analysis of Multiple Linear Regression as below.

A good multiple-linear regression equation model that can be passed to the next analysis is those that meet the requirements of classical assumptions, including all normal distributed data, the model must be

free of heterokedastisitas and no correlation between independent variables. From the previous analysis it has been proven that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficient with SPSS 21.0 program obtained the result as Table 1 below:

Table-1: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.232	2.436		1.327	.191
	X1_Transformational_Leadership	.359	.120	.298	2.985	.004
	X2_Job_Motivation	.526	.079	.662	6.636	.000

a. Dependent Variable: Y_Employees_Performance

Source: Output SPSS under 21.00

From Table 1 above we get the result of multiple linear regression equation: $Y = a + b_1.X_1 + b_2.X_2 + e = 3.232 + 0.359.X_1 + 0.526.X_2 + e$. Description: Y = Employee Performance; X₁ = Transformational Leadership, X₂ = Work Motivation. From this equation can be interpreted: 1) variable of Transformational Leadership and Work Motivation have positive coefficient direction to Employee Performance; 2) The value of the constant shows the

effect of X₁ and X₂ variables when the variable X₁ one unit will affect one unit in variable Y.

Result of Determination Analysis (R²).

To see the contribution of variables of Transformational Leadership (X₁), and Work Motivation (X₂) on Employee Performance can be seen from the coefficient of determination R² as seen in Table 2 below:

Table-2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.862	.857	2.2886

a. Predictors: (Constant), X2_Job_Motivation, X1_Transformational_Leadership

Source: Output SPSS under 21.00

R value of 0.929 indicates a double correlation (Transformational Leadership and Work Motivation) with Employee Performance. Considering the variation of R Square value of 0.862 which indicates the role or contribution of variable Transformational Leadership and Work Motivation able to explain Employee Performance variable equal to 86,2% and the rest 13,8% influenced by other variables.

Where other variables can be in the form of work discipline and spirit of work (Masydzulhak; Ali, Hapzi *et al.*, [14]. Besides from other research results that Organizational Culture, Organizational Climate and Leadership Style also have positive and significant

effect on Employee Performance, either partially or [15].

Partial Effect Test Result (t test) and Simultaneous Influence (Test F)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, [16]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table-3: t Test Results (Partial)

Model	t	Sig.
1	(Constant)	1.327
	X1_Transformational_Leadership	2.985
	X2_Job_Motivation	6.636

a. Dependent Variable: Y_Employees_Performance
Source: Output SPSS under 21.00

From Table-3 above, it can be seen that the t count variable Transformational Leadership (X₁) is 2,985, with significance value 0,004, because the level of significance is more <0.05 (0.004 <0.05) it can be concluded that Transformational Leadership has positive and significant effect on Employee Performance at Academy Tourism Indonesia Jakarta. Thus the first hypothesis is proved and acceptable.

Furthermore, in Table-3 above obtained the number t count the variable Work Motivation (X₂)

amounted to 6.636, with a significance value of 0.000, because the level of significance more <0.05 (0.000 <0.05) it can be concluded that Work Motivation positive and significant impact on Employee Performance on Akademi Pariwisata Indonesia Jakarta. Thus the second hypothesis is proved and acceptable.

To answer the third hypothesis that Transformational Leadership and Work Motivation affect Employee Performance simultaneously can be seen from table-4 below.

Table-4: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1607.285	2	803.642	153.440	.000 ^b
	Residual	256.638	49	5.238		
	Total	1863.923	51			

a. Dependent Variable: Y_Employees_Performance

b. Predictors: (Constant), X2_Job_Motivation, X1_Transformational_Leadership

Source: Output SPSS under 21.00

From Table-4 above (anova table) obtained Fcount of 153,440, with a significant value of 0.000 smaller than 5 percent (0.000 <0.05). Then the hypothesis zero (H₀) is rejected and Hypothesis alternative (H₁) accepted, meaning there is a positive influence and significant variables Transformational Leadership and Work Motivation on Employee Performance (Y) simultaneously at Akademi Pariwisata Indonesia Jakarta. Thus the fourth hypothesis is acceptable.

From the interpretation of the above data it can be discussed that:

- Transformational leadership has been shown to have a positive and significant impact on employee performance. The results of this study are in accordance with the research conducted by Thamrin [11], Satriowati *et al.*, [12] and Risambessy *et al.*, [13] which states that transformational leadership has a positive and significant effect on employee performance. This shows that if the Indonesian Academy of Tourism Jakarta wants to improve the performance of its employees, it can be done through transformational leadership, that is through Ideal Influence, with indicators of respect of employees, trust of employees and can be a role model; Inspirational Motivation, with indicators

motivating employees and goal setting; Intellectual stimulation with indicators have creative ideas and problem solvers; as well as Individual Considerations with career development indicators, creating a good working environment and relationships with subordinates.

- Work Motivation directly affects employee performance at Akademi Pariwisata Indonesia Jakarta. This is in accordance with research that has been done by Risambessy *et al.*, [13] and Nurcahyani & Adnyani [4] that work motivation has a positive and significant effect directly on employee performance. This shows that if the Academy of Tourism Indonesia Jakarta wants to improve the performance of its employees, it can be done by increasing the motivation of employees. Namely by paying attention to physiological needs with indicators of salary, rest and physical needs; The need for security with safety indicators, good workplaces and health benefits; Social Needs with indicators of acceptance by groups, relationships with colleagues and relationships with superiors; The need for self-esteem with indicators of appreciation for work performance, acknowledgment as an individual and giving bonuses to absenteeism; and the need for self-actualization with indicators of training education,

achievement and freedom of ideas.

- Transformational Leadership and Work Motivation together have a positive and significant impact on Employee Performance at Indonesian Tourism Academy Jakarta. This shows that if the Indonesian Academy of Tourism Jakarta is able to implement its transformational leadership well, and able to improve the motivation of employees work together, it will be able to improve employee performance in the form of providing good results with quality indicators of production, quantity of production, accuracy in carrying out the work and speed in carrying out the work; provide good working behavior with customer-friendly indicators, behaviors implied by work procedures, work discipline, professionalism; as well as providing good personal qualities related to the nature of the job with indicators of knowledge, skills, morale, appearance.

CONSLUSSION AND SUGESTION

CONCLUSION

Based on the results and discussion then the conclusions of this study are:

- Transformational leadership has a positive and significant impact on Employee Performance partially. To improve Employee Performance through Transformational Leadership, what must be done by management such as by improving Ideal Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration. The better the transformational leadership that goes by the management, it will have a positive impact on employee performance.
- Work Motivation has a positive and significant effect on Employee Performance partially. To improve Employee Performance through Work Motivation, what must be done by the management among others is to pay attention to Physiological Needs, Need for Security, Social Needs, Need for self-esteem, and Need for self-actualization. The higher the work motivation of employees, it will have a positive impact on employee performance.
- Transformational Leadership and Work Motivation have positive and significant impact on Employee Performance simultaneously. To improve Employee Performance through Transformational Leadership and Work Motivation, what should be done by management such as by improving the Ideal Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Physiological Needs, Need for Security, Social Needs, Need for Self-Esteem, and needs will self-actualization. The better Transformational Leadership and Work Motivation performed by the management will also have a positive impact on Employee Performance.

Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- It is expected that the company can hire long-term contract employees to become permanent employees this is related to the improvement of transformational leadership at the Academy of Tourism Indonesia.
- It is expected that the company returns the amount of rewards that have been given in order to increase the motivation to achieve from the employees.
- Should be held rotation, mutation and promotion evenly to employees Akpindo to increase employee job satisfaction.
- In order to reduce the level of errors or employee deviations from the employee, the leader should further improve its performance which can then have a good impact on employee performance.

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