

## ANALYSIS OF THE INFLUENCE OF HUMAN RELATIONSHIP, TRANSFORMATIONAL LEADERSHIP STYLE, AND MOTIVATION ON THE PERFORMANCE OF TAYU AMANAH KSPPS EMPLOYEES BERKAH ADI PATI

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**Abstract:** Employee performance is an important thing to pay attention to, because at the organizational level, performance targets can affect the achievement of targets that have been set. Performance measurement is the process by which the organization determines the outcome parameters to be achieved by the programs, investments and acquisitions made. This research is a quantitative study with a population of 90 KSPPS Tayu Amanah Berkah Adil Pati employees. The sampling technique in this study was carried out randomly so that the number of samples taken was 47 people. The method of data analysis in this study uses the classical assumption test, multiple linear analysis, and hypothesis testing. The results showed that human relationships did not have a significant effect on employee performance, while transformational leadership style and motivation had a significant positive effect on employee performance. It was suggested that the management team of the Tayu Amanah Berkah Adil Pati KSPPS need to improve how interactions between one person and another person can be created. a comfortable and transparent working atmosphere, thereby affecting the quality of employee performance.

**Keywords:** *Human Relationship, Transformational Leadership Style, Motivation, Employee Performance*

Submitted: 2023-05-07; Revised: 2023-09-04; Accepted: 2023-09-26

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### 1. Introduction

The development of business in this era of globalization is fairly rapid, as time goes by, more and more new companies will emerge which of course will become competitors for companies that have long survived in the current business competition scene. In tackling today's business competition, companies must have an excellent strategy in order to be able to survive in the current era of competition. One strategy that can be carried out by the company is to maximize existing human resources. Because human resources is one of the most important aspects of the company. Whether it's good or bad, whether it develops or not, and whether or not the company survives depends on how the company maximizes the human resources it already has to achieve optimal performance. If the human resources at the company can provide optimal performance, it cannot be denied that the company will run effectively and efficiently in welcoming the world of increasingly fierce business competition (Pradhana, 2019).

One of the factors suspected to be the cause of employee performance that is not optimal is human relations. Lack of human relationships is usually caused by internal relations between employees who are not good, whether it is between fellow subordinates or between superiors and subordinates. there are also several cases at KSPPS Tayu Amanah Berkah Adil Pati which are suspected of causing employee performance to not be fully good. First, there are employees who are given a workload that is too heavy and under pressure from their leaders so that employees feel uncomfortable in their work environment and ultimately cause stress which has a negative impact on their performance. Conversely, there are also employees who work in a relaxed manner, have a light workload and are tolerated if their work results are not good. This is because the leadership is less assertive, which causes employees to seem slow in completing their tasks. The second cause is the existence of disputes or conflicts that have occurred between employees so that the relationship that exists between them does not go well, both inside and outside the office. If this condition is not corrected immediately, even though employees are working optimally, in the future it is feared that there will continue to be problems with employee performance, because the human relationship that exists between them is problematic.

The next factor that can affect employee performance is transformational leadership style (A Solihin, 2020) which reveals transformational leadership as a leader who has the power to influence subordinates in certain ways. Subordinates feel trust, admiration, loyalty and respect for their superiors so that subordinates are motivated to do more than what is usually done and expected. Transformational leadership in principle motivates subordinates to do better than what is usually done, in other words it can increase the confidence or self-confidence of subordinates which will affect work improvement.

In addition to the human relationship factor and Transformational leadership style, there are other factors that can affect employee performance, namely motivational factors. Motivation is the encouragement, effort and desire that exist within humans that activate, empower and direct behavior to carry out tasks properly within the scope of work. According to Guspul and Solehatun (2017), employee motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. Therefore the work motivation factor is important for employee performance, because if employee motivation is high, the employee will work optimally and be full of responsibility. This is what the company really wants, therefore this factor must be the concern of company leaders. The more employees who have high motivation, the overall productivity of the company will increase and the company will be able to survive in global competition. With the increasing level of public trust in Islamic financial institutions, the opportunity for KSPPS Tayu Amanah Berkah Adil Pati to manage and distribute funds to a more open society. Through shari'ah-based performance, it is hoped that KSPPS Tayu Amanah Berkah Adil Pati will be able to become one of the supporters of the rise of the economy at the micro level supported by quality human resources (HR).

## **2. Literature Review**

### **2.1. Performance**

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon (Rivai and Basri, 2017)

## **2.2. Human Relationship**

Human relationship is a harmonious human relationship, created on awareness and willingness to merge individual desires for the sake of the integration of common interests. The goal is to produce integration that is strong enough, encouraging productive and creative collaboration to achieve common goals. Managers in creating harmonious human relations require skills and skills regarding communication, psychology, physiology, anthropology and ethology, so that they understand and can overcome problems in human relations (Hasibuan, 2018)

## **2.3. Transformational Leader**

Transformational leaders pay attention to the concerns and developmental needs of individual followers transformational changes followers' awareness of problems by helping them to look at old problems in new ways, and they are able to excite, excite, and inspire followers to expend extra effort to achieve group goals (Awaludin, 2017)

## **2.4. Motivation**

Motivation is formed from the attitude of an employee or an employee in dealing with all circumstances or situations in a job. Motivation is a condition that drives employees in a directed manner to achieve organizational goals (Imam Ariono, 2017). So the importance of motivation in order to be able to encourage a person to carry out an activity in an effort to achieve what he wants. Where motivation develops within the individual and is influenced by the surrounding environment.

## **2.5. Research Hypothesis**

The research hypothesis, according to Karim et al. (2019) & Sugiyono (2016), is a temporary answer to the proposed research problem formulation, so the starting point for formulating a hypothesis is the problem statement and a framework for thinking. It is said temporarily because the new answers given are only based on relevant theory, not yet on empirical facts obtained through data collection (Oberhuber & Maurer, 2015). The hypothesis proposed in this study is:

- H1:** There is a human relationship effect on the performance of KSPPS Tayu Amanah Berkah Adil Pati employees
- H2:** There is an influence of transformational leadership style on the performance of KSPPS Tayu Amanah Berkah Adil Pati employees
- H3:** There is a motivational effect on the performance of KSPPS Tayu Amanah Berkah Adil Pati employees

## **3. Research Method**

This research is a quantitative study with a population of 90 KSPPS Tayu Amanah Berkah Adil Pati employees. The sampling technique in this study was carried out randomly so that the number of samples taken was 47 people. The data analysis method in this study uses the classic assumption test, multiple linear analysis

### Validity Test

**Table 1. Validity Test Results**

Variable	Indicator	r table (n=47)	r count	Description
<i>Human Relationship (X<sub>1</sub>)</i>	X1.1	0,287	0,823	Valid
	X1.2	0,287	0,829	Valid
	X1.3	0,287	0,755	Valid
	X1.4	0,287	0,807	Valid
	X1.5	0,287	0,783	Valid
	X1.6	0,287	0,822	Valid
<i>Transformational leadership style (X<sub>2</sub>)</i>	X2.1	0,287	0,634	Valid
	X2.2	0,287	0,616	Valid
	X2.3	0,287	0,732	Valid
	X2.4	0,287	0,716	Valid
	X2.5	0,287	0,653	Valid
	X2.6	0,287	0,701	Valid
	X2.7	0,287	0,722	Valid
	X2.8	0,287	0,590	Valid
	X2.9	0,287	0,738	Valid
	X2.10	0,287	0,598	Valid
<i>Employee Motivasion (X<sub>3</sub>)</i>	X3.1	0,287	0,618	Valid
	X3.2	0,287	0,629	Valid
	X3.3	0,287	0,710	Valid
	X3.4	0,287	0,707	Valid
	X3.5	0,287	0,726	Valid
	X3.6	0,287	0,726	Valid
<i>Employee performance (Y)</i>	Y.1	0,287	0,696	Valid
	Y.2	0,287	0,794	Valid
	Y.3	0,287	0,788	Valid
	Y.4	0,287	0,771	Valid
	Y.5	0,287	0,835	Valid
	Y.6	0,287	0,828	Valid
	Y.7	0,287	0,838	Valid
	Y.8	0,287	0,787	Valid
	Y.9	0,287	0,796	Valid
	Y.10	0,287	0,841	Valid

Based on table 1 it can be concluded that the 32 statement items have a calculated r value greater than r table (0.287). This shows that the instrument statement variable human relationship, transformational leadership style, employee motivation and performance is valid.

### Reliability Test

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Information
<i>Human Relationship (X<sub>1</sub>)</i>	0,894	Reliabel
<i>Transformational leadership style (X<sub>2</sub>)</i>	0,899	Reliabel
<i>Employee Motivasion (X<sub>3</sub>)</i>	0,891	Reliabel

Employee performance (Y)	0,888	Reliabel
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The results of the reliability test in the data table 2 above show that all the instruments used in this study are reliable. This is indicated by the alpha coefficient which exceeds 0.6.

#### 4. Results and Discussion

Multiple linear regression analysis was carried out in this study to find the effect of the independent variables on the dependent variable

**Table 3. Results of Multiple Linear Regression Analysis**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,309	9,564		0,660	0,513
	Human Relationship	0,270	0,252	0,142	1,073	0,289
	Transformational leadership style	0,335	0,167	0,276	2,010	0,051
	Employee Motivasion	0,675	0,272	0,339	2,479	0,017

a. Dependent Variable: Employee Performance

From table 3 above it can be formulated that the regression model in this study is:

$$Y = 6,309 + 0,270X_1 + 0,335X_2 + 0,675X_3$$

The interpretation of the multiple linear regression equation above is as follows:

- The constant value of the regression equation above is 6.309 which means that the value of the employee performance variable is 6.309 if the variables human relationship, transformational leadership style, and motivation have a value of 0.
- The regression coefficient value of the human relationship variable = 0.270, meaning that if the human relationship increases by 0.270, employee performance will increase by 0.270, assuming that the variables of transformational leadership style and motivation are considered constant.
- The regression coefficient value of the transformational leadership style variable = 0.335, meaning that if the transformational leadership style increases by 0.335, employee performance will increase by 0.335, assuming that the human relationship and motivation variables are considered constant.
- The regression coefficient value of the motivation variable = 0.675, meaning that if motivation increases by 0.675, employee performance will increase by 0.675 with the assumption that the human relationship variable and the transformational leadership style variable are considered constant.

#### t test

Based on table 3 with the provisions of significance it can be seen that:

- This means that the human relationship variable has no significant effect on employee performance variables. In addition, human relationships have a t value of 1.073 while the

t table is known to be 1.67793, so  $1.073 < 1.67793$  so that  $H_a$  is rejected and  $H_o$  is accepted. This means that the human relationship variable does not significantly influence employee performance variables.

- b. The transformational leadership style variable has a significant effect on employee performance variables. In addition, the transformational leadership style variable has a t value of 2.010 while the t table is known to be 1.67793, then  $2.010 > 1.67793$  so that  $H_o$  is rejected and  $H_a$  is accepted. This means that the transformational leadership style variable influences employee performance variables.
- c. The motivation variable has a significant effect on employee performance variables. In addition, the motivation variable has a calculated t value of 2.479 while the t table is known to be 1.67793 so that  $2.479 > 1.67793$  then  $H_o$  is rejected and  $H_a$  is accepted. This means that motivational variables affect employee performance variables.

#### **Determination Coefficient Test**

**Table 4. Determination Coefficient Test Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 <sup>a</sup>	0,261	0,210	4,692

a. Predictors: (Constant), Motivation, Human Relationship, Transformational Leadership Style

b. Dependent Variable: Employee performance

Based on table 4, it is known that the coefficient of determination (R square) is 0.261 or 26%. This shows that the variable human relationship, transformational leadership style, and motivation can explain 26% of the variable employee performance. While the remaining 74% is explained by other variables not discussed in this study.

#### **5. Conclusion**

Based on the results of testing and data analysis that has been done, the conclusions that can be drawn from this study are as follows:

- a Human Relationship has no significant effect on the performance of Tayu Amanah Berkah Adil Pati KSPPS Employees
- b Transformational Leadership Style has a significant effect on the performance of Tayu Amanah Berkah Adil Pati KSPPS Employees
- c Motivation has a positive and significant effect on the performance of Tayu Amanah Berkah Adil Pati KSPPS Employees

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