

The Influences of Transformational Leadership, Intrinsic Motivation, and Psychological Well-Being towards the Employees Achievement on Work Performance at PT Krakatau Steel (Persero) Tbk

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Abstract:- This research aims to analysis the influence of transformational leadership, intrinsic motivation, and psychological well-being towards The employee performance at PT Krakatau Steel (Persero) Tbk. These research data was taken based on a questionnaire which been distributed to 113 respondents. The sampling method that have been used was purposive sampling. The analytical method by using Multiple Linear Regression with SPSS version 25. The results show that transformational leadership has a significant positive influence against work performance, intrinsic motivation has significant positive influence towards work performance aswell while psychological well-being has significant positive effect on work performance. and three of them has simultaneously significant positive effect on work performance. Based on those results it is expected presented a better figure who have good and effective leader, as well as strengthen intrinsic motivation and encourage psychological well-being felt by employees so that later they could improve theirs performance at PT. Krakatau Steel (Persero) Tbk.

Keywords:- Transformational Leadership, Intrinsic Motivation, Psychological Well-Being and Work Performance.

I. INTRODUCTION

The existence of human resources in a company has a very important role. The Employees are important resources for the company, because they have talents, energy, and creativity that are needed by the company to achieve its goals. In achieving a company goal doesnt only depend on modern equipment, facilities and complete infrastructure, but then its depends on employees.

PT Krakatau Steel (Persero) Tbk. is one of company whose engaged in the steel production industry, they have missions which namely Providing the good Quality of Steel Products and Related Services for the Prosperity of the Nation. Quality is very important for companies. Therefore the Companies should have an employees who are enthusiastic about working in good work environment, highly motivated, and wise leaders who support employees so that employees would be able to work according to expectations which set by the company. The company has been developing from year to year, the performance measurement based on Key Performance Indicators (KPI) which are conducted once a year. Based on the achievement data of steel production from 2016, 2017 and 2018 it has experienced fluctuations, but in 2017 it has significant declined in steel production, then human resource management needs to evaluate the performance of employees and find the matters so the company could overcome the obstacles which were happen in the production division and improve the production numbers every year. The decline also had an impact on sales of steel products which were still below the target line and even in 2017 it has occured a significant decline of 33.65.

Financing Data		Year		
Output	Unit	2016	2017	2018
Steel	Ton	2.017.237	1.689.324	2.034.399
Sales of Steel	Ton	2.237920	1.900.075	2.142.133

Table 1:- Performance Achievement of PT Krakatau Steel (Persero) Tbk. 2016 - 2018

Source: PT Krakatau Steel (Persero) Tbk's Annual Report 2016-2018

The Performance assesment which has been carried out by the company's management of employees 2016 - 2018 PT Krakatau Steel (Persero) Tbk. Stated that The number of employees in the category exceeded

expectations in 2016 was 657, in 2017 it fell to 553 employees. And in 2018 it experienced another decline to 499 employees. This is inversely proportional to the category of partially fulfilling expectations of an increase

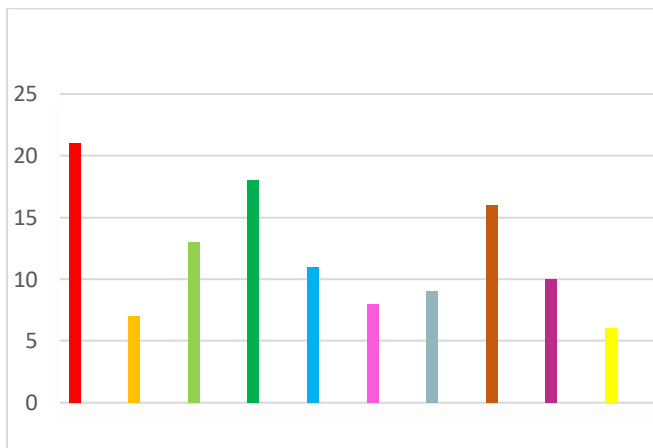
of 304 employees in 2016 to 336 employees in 2017 also 352 employees in 2018. In the last category which have not qualified the expectations was increased from 41 employees in 2016 to 45 employees in 2017 and 49

employees in 2018. These results has affected the declined trend in employee performance which occurred at PT Krakatau Steel (Persero) Tbk.

Year	Total employee	Exceeded expectations	Meet Hope	Half of Meet The Expectations	Does Not Meet The Expectations
2016	4.474	657	3.452	304	41
2017	4.210	553	3.276	336	45
2018	4.135	499	3.244	352	49

Table 2:- The Employee achievement on work Performance of PT Krakatau Steel (Persero) Tbk 2016-2018
Source: PT Krakatau Steel (Persero) Tbk HR Directorate (2019)

Furthermore, the researchers want to find out what are the main factors which influence employee work performance lots. For this reason, the authors has conducted a pre-research which return to 30 employees. And the 10 main factors that allegedly influenced employee work performance at PT Krakatau Steel (Persero) Tbk based on respondents selected are The transformational leadership, Intrinsic motivation, and psychological well-being.



Information:

- Transformational Leadership
- Organizational Culture
- Compensation
- Intrinsic Motivation
- Work Location
- Work Discipline
- Competence
- Psychological well-being
- Training & Development
- Work Load

Fig 1:- Factors that Affecting the Employee Performance of PT Krakatau Steel (Persero) Tbk.
Source: Pre-Survey Results (2019)

Based on this background, the researchers are interested to conducted the research which tittle "The Influences of Transformational Leadership, Intrinsic Motivation and Psychological Well-Being Towards the Employee Achievement on work Performance at PT Krakatau Steel (Persero) Tbk."

II. THEORITICAL REVIEW

A. Work Performance

According to Hasibuan (2012: 56) work performance is a work result or achieved by employees in carrying out tasks which given to them based on skill, experience, and sincerity as well as time. According to Rivai (2011: 113) reveals work performance is work that could be achieved by a person or group of people in a company accordance with their respective authorities and responsibilities in an effort to reac the company's goals legally, does not violate the law and does not conflict with morals or ethics. Meanwhile, according to Muchinsky (2012: 443), defining work performance is assesment which systematic review of individual employee performance in work what used to evaluate work effectiveness.

B. Psychological Well-Being

The definition of well-being according to Ryff in Riyadi (2014) was trying to achieve perfection that represents a form of realization of the true potential which possessed by individuals. While psychological well-being is one concept of overall mental health. Ryff in Manurung & Wimbaningrum (2017) also explains that psychological well-being is a condition where individuals are able to accept themselves as they are, able to form warm relationships with others, have independence from social pressures, are able to control the external environment, which have meaning in life, and are able to realize his potential continuously.

C. Intrinsic Motivation

According to Maslow in Robbins and Judge (2017: 266), intrinsic motivation is motivation that comes from within an individual, which means someone does an action not based on impulses or other factors that come from outside the self but inside the self indeed. According to Suwatno and Priansa (2011: 89) what is means by intrinsic motivation is that motives that become active or function and do not need to be stimulated from the outside, because in every individual there is already an urge to do something. It usually if someone who was affected by the urge within themselves would make it easier to take action even they can be a motivated to themselves without any motivate from others.

D. Transformational Leadership

According to Burns (1978) in Maulana (2012: 64) stated that transformational leadership is a process in which leaders and followers work with one another to increase motivation and morality to a higher level. According to Bass (1985) in Kalu (2010: 34) defined that the transformational leaders are leaders who motivate their subordinates to do more than what is normally expected to be done according to their capacity. Robbins and Judge (2017:90) stated that the transformational leaders are the leaders who inspire their subs to put aside their personal interests and have the ability to influence in extraordinary way.

E. Prior Research

Research conducted by Robertus & Ahyar (2016) shows that transformational leadership that is getting better for employees will have an effect on improving the employee performance. The research was in line with prior research whose conducted by Kuswandi, et. al. (2015) who found that transformational leadership had a significant positive effect on work performance.

The Research whose conducted by Hee O., Kamaludin, Ping L (2016) encourages the hospital management to turn to intrinsic rewards instead of extrinsic rewards to motivate their nurses. Basically, intrinsic rewards are cheaper and more effective to improving the nurse performance. This research was in line with prior research whose conducted by Yunanto & Utami (2017), that intrinsic motivation has a significant positive effect on work performance.

The research whose conducted by Winda Tanujaya (2014) revealed that the cleaner employees which felt the job satisfaction therefore the higher psychological well-being would obtained. Conversely, the more cleaner employees feel job dissatisfaction, the lower of psychological well-being would obtained. These research was in line with research whose conducted by Tasema (2018), showing that psychological well-being has a significant positive influence on work performance.

F. Thinking Framework

The framework for this research as is follows:

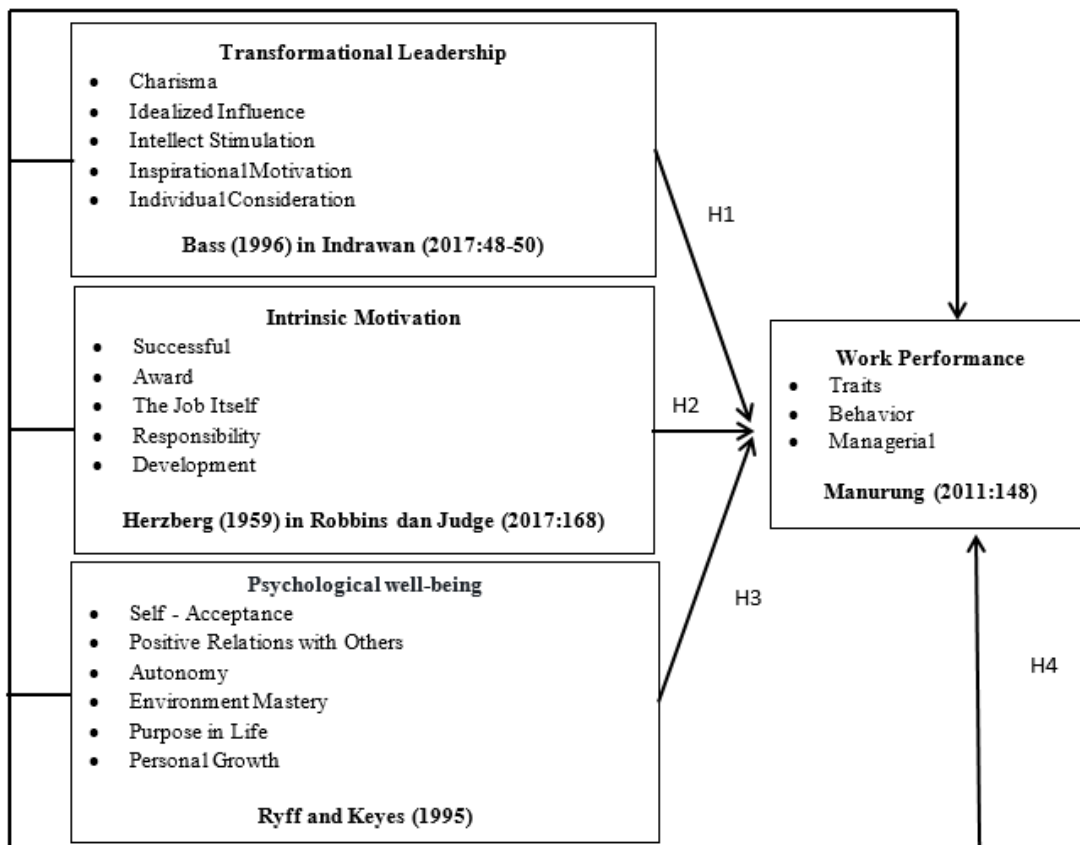


Fig 2:- Thinking Framework
Source: Theory Study

G. Hypothesis

Based on the thinking framework and the description of prior research as a basis for thinking of 4 (four) hypotheses can be drawn as follows:

- Transformational leadership has a significant positive influence towards the employee performance at PT Krakatau Steel (Persero) Tbk.
- Intrinsic motivation has a significant positive influence towards the employee performance at PT Krakatau Steel (Persero) Tbk.

- Psychological well-being has a significant positive influence towards the employee performance at PT Krakatau Steel (Persero) Tbk.
- Transformational leadership, intrinsic motivation, and psychological well-being simultaneously have a significant positive influence towards the employee work performance at PT Krakatau Steel (Persero) Tbk.

III. METHODOLOGY

This research was designed to understand, explain, and predict the strength of the relationship between the independent variables and the dependent variable or in other words this research has comparative causal research. This research uses quantitative research methods. The analysis technique that is suitable with these research design is simple and multiple linear regression analysis to searching for the influence of each variable we using statistical software, namely SPSS Version 25. Variables examined in this research include transformational leadership (X1), intrinsic motivation (X2), psychological well-being (X3) and work performance (Y). In this research the population used was all employees from PT Krakatau Steel (Persero) Tbk with the number of permanent employees of Krakatau Steel in 2018 was 4135 people, consisting of: General Manager 22 people, Manager 91 people, Superintendent 424 people, Supervisor 723

people, Foreman 1297 people and Operators or Executors 1578 people. The sampling technique used was purposive sampling which means In this research the sample is the employees who meet certain criteria. The criteria used as research samples are employees in middle management positions with 5 (five) years of service. So that the samples used in this research were actually 113 employees (22 General Managers, and 91 Managers).

IV. RESULTS AND DISCUSSIONS

A. Validity and Reliability Test

The validity test in this research was conducted on 20 items of transformational leadership questionnaire statements, 18 items of intrinsic motivational questionnaire statements, 14 items of psychological wellbeing questionnaire statements, and 33 items of work achievement performance questionnaire statements. From these results of validity tests which have been carried out through those questionnaire statements are declared valid because the calculated value is more than r value of 0.1834. Then after examined the validity, the authors also conducted a reliability test which the results of the reliability test analysis of these four variables stated reliable. All four variables passed the test because the Chronbach alpha value was greater than the standard value of 0.70.

No	Variable	Cronbach's Alpha	Criteria	Information
1	Transformational Leadership	0.975	0,7	Reliable
2	Intrinsic Motivation	0,974	0,7	Reliable
3	Psychological well-being	0.972	0,7	Reliable
4	Work performance	0,985	0,7	Reliable

Table 3:- The Reliability Test Results
Source: Data Processed with SPSS25

B. Classic Assumption Test

The results of these normality test by using the Kolmogorov-Smirnov Test which conducted by the author

was indicated that the significance value is 0.762. This value is greater than 0.05 so it could be concluded that the data is normally distributed.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		113
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	18.16453410
Most EXtreme Differences	Absolute	.063
	Positive	.055
	Negative	-.063
Kolmogorov-Smirnov Z		.669
Asymp. Sig. (2-tailed)		.762

Table 4:- Normality Test Results
Source: Data Processed with SPSS25

In this research, the linearity test was performed by Test of Linearity with a significance level of 0.05. As for the results linearity test of transformational leadership variables, intrinsic motivation and psychological well-being of work performance as its follows:

- From The significance value of deviation from linearity between transformational leadership variables and work performance is $0.058 < 0.05$, so it can be concluded that the two variables do not have a linear relationship
- From The significance value of deviation from linearity between the intrinsic motivation variables and work

performance is $0.406 < 0.05$, so it can be concluded that the two variables do not have a linear relationship, and
 ➤ The significance value of deviation from linearity between psychological well-being and work

performance variables is $0.083 < 0.05$, so it can be concluded that the two variables do not have a linear relationship.

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Work performance * Transformational leadership	Between Groups	(Combined)	50618.731	38	1332.072	3.657	.000
		Linearity	29854.934	1	29854.934	81.967	.000
		Deviation from Linearity	20763.797	37	561.184	1.541	.058
	Within Groups		26953.233	74	364.233		
Work performance * Intrinsic Motivation	Between Groups	(Combined)	45199.219	30	1506.641	3.816	.000
		Linearity	33065.295	1	33065.295	83.754	.000
		Deviation from Linearity	12133.925	29	418.411	1.060	.406
	Within Groups		32372.745	82	394.790		
Work performance * Psychological well-being	Between Groups	(Combined)	48312.700	30	1610.423	4.513	.000
		Linearity	32889.756	1	32889.756	92.175	.000
		Deviation from Linearity	15422.944	29	531.826	1.490	.083
	Within Groups		29259.265	82	356.820		
	Total		77571.965	112			

Table 5:- Linearity Test Results
 Source: Data Processed with SPSS25

The multicollinearity test shows that all tolerance values of transformational leadership variables (X1), intrinsic motivation (X2), and psychological well-being (X3) are greater than 0.10 and all VIF values are less than

10 so it can be concluded that there is no multicollinearity between each of free variables or independent variables in these regression model.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	14.548	10.152		1.433	.155		
	Transformational Leadership	.478	.158	.278	3.022	.003	.516	1.939
	Intrinsic Motivation	.534	.240	.246	2.226	.028	.359	2.786
	Psychological well-being	.667	.245	.289	2.722	.008	.387	2.581

Table 6:- Multicollinearity Test Results
 Source: Data Processed with SPSS25

Heteroscedasticity test results in this research was indicated that the data are randomly distributed between the Y axis and do not form a specific pattern, so it can be concluded that there was no heteroscedasticity in the regression model.

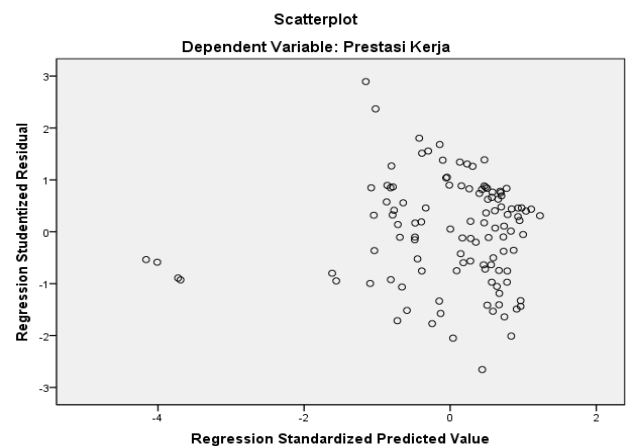


Fig 3:- Heteroscedasticity Test Results
 Source: Data Processed with SPSS25

C. Hypothesis Test

The t count for the transformational leadership variable is $8.333 > t_{table} = 1.981$ so H_0 is rejected. The significance of the transformational leadership variable t test was $0.001 < 0.05$. Thus, the transformational leadership partially has a significant influence towards work performance. The simple linear regression equation model

for hypothesis 1 is $Y = 35.763 + 1.073X_1$. This means that each increase on the value of transformational leadership by one unit will cause an increase in the value of work achievement by 1,073. Percentage of Influence of Transformational Leadership Variables on Work performance Variables is 38.5%

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.762	10.650		3.358	.001
	Transformational Leadership	1.073	.129	.620	8.334	.000

Table 7:- Results of the Simple Linear Regression Test H1
Source: Data Processed with SPSS25

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 ^a	.385	.379	20.734

Table 8:- Determination Coefficient Value X1
Source: Data Processed with SPSS25

The calculated value for the intrinsic motivation variable is $9.081 > t_{table} = 1.981$ so H_0 is rejected. The Significance in the t-test intrinsic motivation variable is $0,000 < 0.05$. Thus, intrinsic motivation partially has a significant influence towards work performance. The simple linear regression equation model for hypothesis 2 is $Y =$

$38.239 + 1.419X_2$. This means that each increase in intrinsic motivation value of one unit will cause an increase in the value of work achievement of 1,419. The percentage of intrinsic motivation variable influence on work performance variables is 42.6%.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.239	9.524		4.015	.000
	Intrinsic Motivation	1.419	.156	.653	9.081	.000

Table 9:- Results of the Simple Linear Regression Test H2
Source: Data Processed with SPSS25

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.421	20.024

Table 10:- Determination coefficient value X2
Source: Data Processed with SPSS25

The t count for psychological well-being variable is $9.039 > t_{table} = 1.981$ so H_0 is rejected. The Significance in the t-test intrinsic motivation variable is $0,000 < 0.05$. Thus, the psychological well-being variable partially has a significant influence towards work performance. The simple linear regression equation

model for hypothesis 2 is $Y = 38.040 + 1.508X_3$. This could be means that each increase in the value of psychological well-being of one unit will cause an increase in the value of work performance of 1.508. The percentage of influence of psychological well-being variables on work achievement variables was 42.4%.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.040	9.589		3.967	.000
	Psychological well-being	1.508	.167	.651	9.039	.000

Table 11:- Results of the Simple Linear Regression Test H3
Source: Data Processed with SPSS25

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.424	.419	20.063

Table 12:- Determination coefficient value X3
Source: Data Processed with SPSS25

D. Multiple Linear Regression Test Results

Based on the results of the F Test, the obtained Fcount value of 39.935 > Ftable = 2.69. meaning H0 is rejected and Ha is accepted. The significance value in the F test (simultaneous test) is equal to 0,000, which means that it is

smaller than 0.05 so it can be concluded that the variables of transformational leadership, intrinsic motivation and psychological well-being simultaneously have a significant influence towards work performance.

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	40617.531	3	13539.177	39.935	.000 ^b
	Residual	36954.433	109	339.031		
	Total	77571.965	112			

Table 13:- The F test results
Source: Data Processed with SPSS25

Based on these multiple linear regression test result, so it can be formed into the regression equation as its follows:

$$Y = 14,548 + 0,478X1 + 0,534X2 + 0,667X3$$

From the equation above it could be seen that:

- Constant (a) has a value of 14.548 and positive, meaning that if the transformational leadership variable (X1), intrinsic motivation (X2), and psychological well-being (X3) are considered to be non-existent or equal to 0, then the value of work performance variable (Y) is 14.548.
- The regression coefficient value of transformational leadership variable (X1) is 0.478 meaning that for each increase in Transformational leadership value of one unit will cause an increase in work performance (Y) of 0.478 assuming the value of intrinsic motivation and psychological well-being remains. The positive

coefficient indicates positive relationship between transformational leadership and work performance.

- The regression coefficient value of intrinsic motivation variable (X2) is 0.534 meaning that for each increase in intrinsic motivation value of one unit will cause an increase in the value of work performance (Y) of 0.534 assuming the value of transformational leadership and psychological well-being remains. A positive coefficient indicates positive relationship between intrinsic motivation and work performance.
- The regression coefficient value of psychological well-being variable (X3) is 0.667, meaning that for each increase in psychological well-being value of one unit will cause an increase in the value of work performance (Y) of 0.667 assuming the value of transformational leadership and fixed intrinsic motivation. A positive coefficient indicates positive relationship between intrinsic motivation and work performance.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	14.548	10.152		1.433	.155
	Transformational Leadership	.478	.158	.278	3.022	.003
	Intrinsic Motivation	.534	.240	.246	2.226	.028
	Psychological well-being	.667	.245	.289	2.722	.008

Table 14:- Multiple Linear Regression Test Results
Source: Data Processed with SPSS25

Based on the R square value generated in this research was amounted to 0.510 means that the independent variable consisting of transformational leadership (X1), intrinsic motivation (X2), and psychological well-being (X3) affect the work performance variable (Y) by 51.0%, while the remaining 49.0% is influenced by other factors outside the research model.

E. Correlation between the Dimensions

Correlation test results between dimensions show that the dimension of transformational leadership variable (X1) which has the greatest relationship is intellectual stimulation (X1.4) with work performance variables (Y) on

the dimensions of behavior (Y2) with a correlation coefficient of 0.596 (has a relationship with the category "strong enough"). Furthermore, the dimension of intrinsic motivation variable that has the greatest relationship is responsibility (X2.4) with work performance variables (Y) on the behavior dimension (Y2) with a correlation coefficient of 0.635 (has a relationship with the category of "strong"). And finally, the dimension of psychological well-being variable (X3) that has the greatest relationship is purpose in life (X3.5) with work performance variable (Y) on the managerial dimension (Y3) with a correlation coefficient of 0.653 (has a relationship with the category "enough strong").

		Prestasi Kera		
Variabel	Dimensi	Traits	<i>Behavior</i>	Managerial
		(Y1)	(Y2)	(Y3)
Transformational Leadership	<i>Charisma</i>	,566**	,583**	,513**
	<i>Inspirational Motivation</i>	,538**	,573**	,549**
	<i>Idealized Influence</i>	,578**	,591**	,551**
	<i>Intellectual Stimulation</i>	,579**	,596**	,542**
	<i>Individualized Consideration</i>	,479**	,512**	,488**
Intrinsic Motivation	<i>Achievement</i>	,567**	,607**	,584**
	<i>Recognition</i>	,575**	,612**	,598**
	<i>Work It Self</i>	,531**	,581**	,560**
	<i>Responsibility</i>	,583*	,635**	,626**
	<i>Advancement</i>	,586**	,617**	,618**
Psychological well-being	<i>Self- Acceptance</i>	,507**	,586**	,652**
	<i>Positive Relations with Others</i>	,532**	,585**	,634**
	<i>Autonomy</i>	,511**	,590**	,626**
	<i>Environmental Mastery</i>	,491**	,535**	,597**
	<i>Purpose in Life</i>	,620**	,650**	,653**
	<i>Personal Growth</i>	,550**	,589**	,636**

Table 15:- Correlation Test Results
Source: Data Processed with SPSS25

F. Discussion

The transformational leadership scale used a scale that was adapted and modified by Manurung and Lavena (2017). The results showed that transformational leadership had a positive and significant influence towards work achievement / performance, thus supporting the hypothesis previously stated, that transformational leadership had a positive and significant influence on work achievement / performance (H1). The results of the research were also in line with another research whose conducted by Robertus and Ahyar (2016) which concluded that transformational leadership has a positive and significant influence on work achievement/ performance. Based on the theory and the two previous research examples above it can be concluded that the research conducted on the same variable, produces the same findings. Even with different research objects, a significant influence is still produced between the transformational leadership variable and the work achievement/ performance variable. Based on the analysis of the correlation between the dimensions of transformational leadership variables with the dimensions

of work achievement/ performance variables, it is known that the relationship between the dimensions of intellectual stimulation with the dimensions of behavior showed the highest results, 0.596. Thus to improve good work achievement / performance, the leaders in PT. Krakatau Steel (Persero) Tbk Should be able to stimulate intellectually, stimulate the subordinates to be more innovative and creative and encourage them to analyze assumptions and find solutions to the usual problems with new approaches to employees so that employees are willing to build social relationships, applied of the knowledge about work, applied the knowledge of the organization, initiatives, responsibilities, work spirit and discipline.

The intrinsic motivation scale used a scale which adapted and modified by Herzberg's theory (1959) in Robbins and Judge (2017: 168). The results showed that intrinsic motivation had a positive and significant influence on work performance, thus supporting the hypothesis previously stated that intrinsic motivation had a positive and significant influence on work performance (H2). The results of the research are also in line with research

conducted Hee O.C., et. al (2016) which concluded that intrinsic motivation has a positive and significant influence on work performance. Based on these theory and the five previous research that examples above it can be concluded that the research conducted on the same variable, produces the same findings. Even with different research objects, a significant influence is still generated between the intrinsic motivation variable and the work performance variable. Based on the analysis of the correlation between the dimensions of intrinsic motivation variables with the dimensions of work performance variables, it is known that the relationship between the dimensions of responsibility with the dimensions of behavior showed the highest results, namely 0.635. Thus to improve good work performance, the leaders in PT Krakatau Steel (Persero) Tbk should avoid strict supervision by allowing subordinates to work alone as long as work is possible and applying the principle of participation. The application of the principle of participation makes subordinates fully plan and carry out their work.

The psychological well-being scale used a scale that was adapted and modified from Ryff's (1989) theory in Garcia, (2014). The results showed that psychological well-being had a positive and significant influence on work performance, thus supporting the hypothesis previously stated, that psychological well-being had a positive and significant effect on work achievement (H3). The research results are also in line with research conducted by Tasema (2018) who concluded that intrinsic motivation has a positive and significant effect on work performance. Based on the theory and the five previous research examples above it can be concluded that the research conducted on the same variable, produces the same findings. Even with different research objects, but still a significant effect is produced between the work preservation variable and the work performance variable. Based on the analysis of the correlation between the dimensions of psychological well-being variables with the dimensions of work performance variables, it is known that the relationship between the dimensions of purpose in life with the managerial dimension showed the highest results, namely 0.653. Thus to improve good work performance, the leaders in PT Krakatau Steel (Persero) Tbk should emphasize the importance of beliefs that provide a feeling and clear understanding of the purpose and meaning of life. Includes cooperation, decision making, individual self development, communication, organizational planning.

Based on the research results it can be concluded that transformational leadership, intrinsic motivation, and psychological well-being simultaneously have a positive and significant effect on employee work achievement performance. The results of this research support the hypothesis previously raised, namely transformational leadership, intrinsic motivation, and psychological well-being simultaneously have a positive and significant influence on work performance (H4). Therefore, it can also be concluded that transformational leadership, intrinsic motivation, and psychological well-being are variables that

greatly influence on the work performance of employees at PT Krakatau Steel (Persero) Tbk.

V. CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the research results " The influence of transformational leadership, intrinsic motivation and psychological well-being towards the work performance of employees at PT Krakatau Steel (Persero) Tbk. Then some conclusions can be drawn as follows.

- 1) Transformational leadership partially has a positive and significant influence on employee work achievement. This shows that the better the transformational leadership in the company then the work performance will also increase.
- 2) Intrinsic motivation partially has a positive and significant influence on employee work performance thereby proving that the stronger intrinsic motivation possessed by employees then the employee's work performance would also increases.
- 3) Psychological well-being partially influences the employees work achievement so that it shows that the better psychological well-being perceived by employees, the work performance of employees also increases.
- 4) Transformational leadership, intrinsic motivation and psychological well-being simultaneously have a positive and significant influence on employee work performance. This shows by improving or implementing the effective of transformational leadership, and strengthening intrinsic motivation and encouraging psychological well-being felt by employees, it will lead to increased the work achievement at PT Krakatau Steel (Persero) Tbk

B. Research Limitations

This research has several limitations which namely:

- 1) This research was conducted to employees so that the influence of transformational leadership, intrinsic motivation and psychological well-being influences on work performance is unknown.
- 2) Object from this research was limited to employees at middle management level.
- 3) Factors that influence employee performance in this research only consist of three variables, namely transformational leadership, intrinsic motivation, and psychological well-being while there are many other factors that affect the employee performance.
- 4) This research type only uses a quantitative approach that aims to describe the characteristics of a situation or object of research conducted through data collection and analysis of quantitative data and statistical testing.

C. Suggestion

Based on the results of these research conducted, the researchers put forward various suggestions. These suggestions are expected to be useful for organizations where the researchers conduct research as well as continued

to development of scientific studies for the same field of research.

➤ *Theoretical Suggestions*

In theory, this research was supported by the factors that influence employee work achievement. This research could be developed and expanded towards further deeper and integrated understanding, both internal and external factors that make a major contribution to determining attitudes and behaviors that have an impact on improving employee performance. The theoretical suggestions related to the conclusions and limitations above are as follows:

- 1) Further research needs to be done regarding the influence of transformational leadership variables, intrinsic motivation and psychological well-being on work achievement based on employee status.
- 2) Further research needs to be done regarding the influence of transformational leadership variables, intrinsic motivation and psychological well-being on employee performance at the top management level.
- 3) Further research needs to be done to find out which other factors that influence employee performance at PT. Krakatau Steel (Persero) Tbk
- 4) Approaches with qualitative research methods need to be tried as an alternative method with the same research theme.

➤ *Practical Advice*

From the results of research, discussion, and conclusions above, the researchers provide practical advice as follows:

- 1) The leaders in PT Krakatau Steel (Persero) Tbk should be more able to stimulate intellectually, to subordinates to be more innovative and creative and encourage them to analyze assumptions and find solutions to the usual problems with new approaches to employees so that the employees are willing to build social relationships, applied of knowledge about work, applied knowledge of the organization, initiatives, responsibilities, work spirit and discipline.
- 2) The leaders in PT Krakatau Steel (Persero) Tbk should avoid strict supervision by allowing subordinates to work alone as long as work is possible and applying all the principle of participation. The use of the principle makes subordinates fully plan and carry out their work.
- 3) The leaders in PT Krakatau Steel (Persero) Tbk should emphasize the importance of beliefs that provide a feeling and clear understanding towards the purpose and meaning of life and its Includes cooperation, decision making, individual self development, communication, organizational planning.
- 4) The management of the organization ensures that each excess job description is adjusted to the interests and abilities of employees, so that employees carry out their duties. And leaders are required to implement effective transformational leadership, and supported by good intrinsic motivation, and strong psychological well-being, thereby an increasing employee work performance and ultimately achieving organizational goals.

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