The Effect of Leadership Style and Work Motivation on The Performance of Academic Staff

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ABSTRACT

This study has purpose to analyze the effect of, transformational leadership styles, and motivation on the performance of academic staff. This study was conducted at the State Islamic Institute of Surakarta with a total sample of 30 respondents in 2020 by using simple random sampling.

The results of the analysis on the variable transformational leadership style variables showed the value of tcount = 3,188 and a probability of 0,004, which means that the transformational leadership style has an effect on performance. And the results of the analysis on the work motivation variable showed the value of tcount = 3,536 and a probability of 0,001, when compared to ttable (2,05183) which means that work motivation has an effect on performance.

Introduction

The operation of an institute requires the role of human resources who have the ability to manage a good organization. Human resource is one of the important factors in an institution or institution, in addition to other factors such as capital and assets (Sunyoto, 2012: 1). Human resource or employee is one of the important resources in a company, and is often referred to as the main asset to achieve company goals (Kharis, 2015).

Thus, human resource is important to be managed as good as possible in order that to increase the effectiveness and operational efficiency of the institution or organization, as one of the functions in the organization which called the human resource management.

Another factor that determines the success of an institution or organization is the effectiveness of leadership. A leader is someone who has the expertise to lead, has the ability to influence the stand/ opinion of a person or group of people without asking for reasons (Rivai, *et. al.*, 2013: 1). One of the important elements in an effort to

improve employee performance is a leader who is able to influence the subordinates and involve the subordinates actively in achieving these goals through an appropriate leadership style (Indra Kharis, 2015). Leadership effectiveness is an indicator of the success of an institution or organization in managing all of its operational activities. According to Fakhri and Wijayanto (2001: 6), leadership itself is a human activity in social life.

Transactional leadership is a leadership that gets the motivation of its subordinates by calling out their own interests. Leadership behavior is oriented towards the results of the duties and relationships of good employees in exchange for the desired rewards. According to Thomas (2003: 63), transactional leadership directs leaders to adjust and their behavior to understand the expectations of their subordinates as well).

According to Tatilu *et. al.*, (2014: 296) basically transactional leaders emphasize that a leader determines what his subordinates need to do to achieve organizational goals, besides that transactional leaders focus more on completing institutional or organizational tasks.

Transformational leadership is a form of leader behavior that motivates their subordinates towards upheld goals by clarifying the roles and demands of their subordinates' duties. This type of leader provides individualized and charismatic intellectual stimulation and consideration. According to Rivai, *et. al.*, (2013: 14) transformational leaders pay attention to the concerns and development needs of individual followers, the transformational leadership has an impact that exceeds the transactional leadership, namely inspiring and motivating subordinates to act more than expected (Riyono and Emi (2001: 50). The transformational process can be seen through a number of leadership behaviors such as: Charisma leadership, Individual Consideration leadership, Intellectual Stimulation leadership, and Inspirational leadership (Said Wawan Sam Adinata, 2015).

The third factor in determining the level of success or driving good performance at an institution or institution is employee motivation. According to Sutrisno (2009: 110) motivation is the result of a person's interaction in certain situations they face, so that it will result in differences in the power of motivation that are manifested by each individual when facing certain conditions.

According to Mas'ud, (2004: 39) motivation is the driving force in a person to do something so that employees who have higher work motivation will be able to do their job better than employees who are less motivated to work.

Performance is a concept that has a universal character which is the operational effectiveness of an institution, part of the organization, and its employees based on predetermined standards and criteria. According to Winardi (1996: 44), institutions are basically run by humans so that real performance is human behavior in carrying out the roles they hold in an organization to meet predetermined standards of behavior to produce the desired results and actions.

An educational institution requires human resources who have high morale, since the things that are done are related to education. The human resources of educational institutions must understand the flow of the world of education. The

monotonous volume of teaching workforce work indoors risks boredom and laziness.

Leaders should have innovation in order that the employees or personnel may not feel bored and willing to continue to learn as technology develops. In this case, it is necessary to examine the transformational leadership and motivation on the performance of education personnel or academic staff in an educational institution or organization.

Employee Performance

Performance, which stands for energy kinetics, means the output produced by the functions or dimensions of the job or profession carried out by human resources or employees within a certain time (Wirawan, 2013).

Performance (work performance) is a result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time (Hasibuan, 2002). According to Simamora (2004), employee performance is the level at which employees achieve requirements

According to Nawawi (2003), performance appraisal/ measurement is simply defined as an organizational activity in assessing the work that has been carried out by workers or members of the organization. In addition, performance appraisal is also defined as the process of observing (observing) the implementation of the work of an employee or a member of an organization or work team.

According to Simamora (2004), performance appraisal is a process used by institutions to evaluate the implementation of individual employee work.

Transformational Leadership

A leader is someone who has a leadership skills and has the ability to influence the stand/ opinion of a person or group of people without asking for reasons (Rivai, *et. al*, 2013: 1). Being a leader is a mandate that must be carried out and carried out properly by the leader. A leader will one day be held accountable by God for his leadership.

Transformational leadership is a type of leadership that integrates and motivates their subordinates in the direction of goals that are enforced by clarifying the roles and demands of the task. This type of leader provides intellectual consideration and encouragement that is individualized and who has charisma. Transformational leadership is a process, in which leaders and followers stimulate each other to create a high level of morality and motivation associated with their main duties and functions (Tatilu *et.al.*, 2014: 296).

Transformational leadership is a leader who devotes his attention to the things faced by his subordinates and the development needs of each of the subordinates by providing enthusiasm and encouragement to achieve his goals (Robbins, 2006: 473). Furthermore, it is explained that transformational leadership is defined as an action that represents an individual's view of the leader's actions in directing his

subordinates to improve performance, prioritize the interests of subordinates and team members, and provide something that subordinates need (Army, 2017).

Army Cahaya Putra, *et al.*, (2017) concluded that the Transformational Leadership Style has a significant effect on employee performance, therefore the proposed hypothesis is as follow:

H₁ = It is indicated that transformational leadership has a significant effect on the performance of the academic staff at the State Islamic Institute of Surakarta.

Work Motivation

According to Robbins and Judge (2007), motivation is generally associated with achieving any goal. Motives are often referred to as encouragement, while the impulse itself is the movement of the soul and body to do something so that the motive is defined as the driving force that moves humans to behave with specific goals (Sutrisno, 2009).

Motivation is the impact of a person's interactions with certain conditions they face, resulting in differences in the strength of motivation that are manifested by each individual when facing certain conditions (Sutrisno, 2009). Furthermore, Mas'ud (2004) explains that subordinates who have higher work motivation will be able to do their job better than employees who are less motivated to work.

Slamet Riyadi (2011) concluded from his research that work motivation has a significant effect on employee performance, therefore the proposed hypothesis is as follow:

H₂ = It is indicated that work motivation has a significant effect on the performance of the academic staff of the State Islamic Institute of Surakarta.

Method

This study was conducted to the educational staff or academic staff of the State Islamic Institute of Surakarta. The sampling technique used in this study was random sampling by taking a sample of 30 educational staff at the State Islamic Institute of Surakarta. The measurement of variables in this study was done using a Likert scale. The sources of research data was the answer of respondents through questionnaires that have been tested using validity and reliability tests. The data analysis method used to analyze the data was a multiple linear regression analysis. The prerequisite analysis testing includes testing for normality, multicollinearity and heteroscedasticity. Meanwhile, the hypothesis testing was by using the determinant coefficient test, F test and t test.

Result and Discussion

Validity Testing

The level of validity of the instrument in this study was carried out on a questionnaire with 15 question items. The results of the analysis of instrument test data at the Correlation output on the question items in the three tested variables were greater than r table, which was 0.349 with $N = 30$ with a confidence level of 5%. Therefore, all question items in this study are valid.

Reliability Testing

Reliability test is intended to show the consistency of an instrument in measuring the same symptoms (Umar, 2008: 113). Reliability test through Cronbach's alpha, if the value of Cronbach's alpha > 0.6 the variable is considered reliable. Cronbach's alpha value on the three variables has a value above 0.6. Then, the questionnaire can be stated as reliable.

Table 1 Results of Reliability Testing

Variable	<i>cronbach's alpha</i>	<i>Interpretation</i>
Transformational leadership	0,757	Reliable
Work Motivation	0,629	Reliable
Academic Staff Performance	0,655	Reliable

Source: Results of Data Analysis SPSS

Normality Data Testing

The data normality test using the Kolmogorov Smirnov test analysis with the criteria for a probability value > 0.05, then the data were normally distributed. The results of the normality test showed the asymp.sig value of 0.937, which is greater than 0.05. Thus, the regression model fulfills the normality assumption. The results of the normality test is presented in the following table.

Table 2 Results of Normality Testing
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.70255111
Most Extreme Differences	Absolute	.098
	Positive	.084
	Negative	-.098
Kolmogorov-Smirnov Z		.535
Asymp. Sig. (2-tailed)		.937

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity Test

If there is no correlation among the independent variables, the regression model is considered good. Multicollinearity testing criteria are based on the tolerance and variance inflation factor (VIF) values, if the tolerance value is > 0.01 and $VIF < 10$ then, the multicollinearity does not occur. The multicollinearity test results are presented in the following table:

Table 3 Results of Multicollinearity Testing

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
KT (X1)	,663	1,509
MK (X2)	,663	1,509

Source: Results of Data Analysis SPSS

From the table above, it can be concluded that the independent variables in this study do not experience multicollinearity symptoms. The tolerance value for each independent variable has a value above 0.01 and a VIF value above 10.

Heteroscedasticity Testing

This study used the Spearman's rho test in testing the heteroscedasticity. The table below shows that the sign of the residual value is above 0.05. This indicates the absence of heteroscedasticity symptoms in the regression equation used in the study.

Table 4 Results of Heteroscedasticity Testing

Correlations				
		KT (X1)	MK (X2)	Unstandardized Residual
Spearman's rho	KT (X1)	Correlation Coefficient	1.000	.653**
		Sig. (2-tailed)	.	.000
		N	30	30
	MK (X2)	Correlation Coefficient	.653**	1.000
		Sig. (2-tailed)	.000	.
		N	30	30
	Unstandardized Residual	Correlation Coefficient	-.007	-.011
		Sig. (2-tailed)	.969	.956
		N	30	30

Source: Results of Data Analysis SPSS

The purpose of this study is to show empirical evidence regarding the effect of independent variables on the dependent variable. The regression equation used is multiple linear regression. The following table displays the test results of analysis using multiple linear regression.

Table 5. Results of Multiple Linear Regression Testing

	Coefficient	t_{value}	Sig.
(Constant)	6.845	3.959	0.000
KT (X1)	0.272	3.188	0.004
MK (X2)	0.374	3.563	0.001
R			0.818
R Square			0,668
Adjusted R Square			0,644
F count			27.206
Sign F			0,000

Source: Results of Data Analysis SPSS

Based on the results of the multiple linear regression test above, the regression equation for this study can be formulated as follows:

$$KK=6,845+0,272KT+0,374MK+ \varepsilon_{it}$$

Accuracy Model Testing (F Test)

Based on the results in Table 1 above, the multiple regression model that tests the effect of the independent variable on the dependent variable has a sig F of 0.000 ($0.000 < 0.05$), while the F count of 27.206 is greater than the F table of 3.34, it can be concluded that the regression model can be used to predict the independent variables.

Determination Coefficient Testing (R²)

Table 1 shows the R value of 0.818, this indicates that there is a strong relationship between the independent variable and the dependent variable. While the adjusted R Square value is 0.644, this indicates that the academic staff performance variable can be explained by the independent variable by 64.4%. Meanwhile, the remaining 35.6% ($100\% - 64.4\%$) is influenced by other variables outside the variables studied.

Results of Hypothesis Testing and Discussion

The research hypothesis testing aims to determine the effect of transformational leadership and motivation at the State Islamic Institute of Surakarta. The t test results can be seen as follows

1. First Hypothesis (H₁)

The transformational leadership variable obtained $t_{\text{count}} = 3.188$ and a probability of 0.004, when compared with $t_{\text{table}} (2.05183)$ then $t_{\text{count}} > t_{\text{table}}$ with $\rho < 0.05$. This shows that H₁ is accepted, meaning that transformational leadership has an effect on the performance of academic staff at the State Islamic Institute of Surakarta.

2. Second Hypothesis (H₂)

The work motivation variable obtained $t_{\text{count}} = 3.563$ and a probability of 0.001, when compared with $t_{\text{table}} (2.05183)$ then $t_{\text{count}} > t_{\text{table}}$ with $\rho < 0.05$. This shows that H₂ is accepted, meaning that work motivation affects the performance of the academic staff at the State Islamic Institute of Surakarta.

Conclusion

1. Transformational leadership affects the performance of academic staff at the State Islamic Institute of Surakarta. In this case, all the powers given by the leadership to their subordinates can affect the performance of the educational staff at the institution.
2. Work motivation affects the performance of academic staff at the State Islamic Institute of Surakarta. Here, leaders can increase motivational actions for education staff in order that they can consistently increase their performance.

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