

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE AND PERFORMANCE ALLOWANCES ON WORK MOTIVATION IN GOVERNMENT ORGANIZATIONS

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ABSTRACT

Employee performance is something that must be achieved by every organization in the face of increasing competition. To achieve the performance that has been designed, there needs to be encouragement/motivation in order to achieve the performance that has been designed. This research is aimed at finding out and analyzing the impact of the independent variables, namely leadership style and performance allowances, on the dependent variable, namely employee work motivation at the Education Service Office operating in Jember Regency. The population of this research is all employees who work at the Education Service Office operating in Jember Regency, totaling 135 people. The sample was determined using a saturated sample method so that the entire population was sampled, namely 135 respondents. Analysis of research validity and reliability tests was carried out to test the measuring instrument in the form of a questionnaire used in this research. Research hypothesis testing was also carried out to find out whether there was an influence of the independent variable on the dependent variable. After carrying out calculations using inductive statistics, it is known that the transformational leadership variable has a positive effect on employee work motivation. Performance allowances also have an impact on employee work motivation at the Education Service operating in Jember Regency.

Keywords: Education Authorities, Performance Allowance, Transformational Leadership, Work Motivation.

INTRODUCTION

The Education Service which operates in Jember Regency is one of the agencies under the Jember Regency government. In facing the increasing demands of society, employee performance is something that needs attention. In the implementation of activities at the Education Department, it turned out that they were not in line with the targets that had been conveyed at the beginning of the planning. It is known that there are still several indicators that have not reached the predetermined targets. This can be seen in Table 1 below.

Table 1. Achievement of Performance Targets

No.	Work Behavior	Target (%)	2021 (%)	2022 (%)	2023 (%)
1.	Presentation of building condition is good Elementary/MI	100	60	73	73,5
2.	Package school enrollment figures A SD/MI	100	92	87	87

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3.	Figures continue from SD/MI to SMP/MTs	100	99	99,2	99,2
4.	Presentation of building condition is good SMP/MTs	100	60	63	63
5.	School enrollment figures SMP/MTs	100	96	84,3	84,5
6.	Figures continue from SMP/MTs to SMA/MA	100	99	99,2	99,2

Source : Dinas Pendidikan Kabupaten Jember (2024)

Based on the data in Table 1, it shows that the performance achievements of employees at the Jember Regency Education Service are still not optimal, this can be seen from the achievements of each indicator which have not reached the maximum target. In general, the researchers found that the problem regarding the performance of Jember Regency Education Service employees was that they were still not optimal in carrying out their main duties and functions as indicated by the achievement of Employee Performance Targets (SKP). The lack of achievement of performance targets experienced by the Jember District Education Office could be due to a lack of motivation or encouragement to achieve the targets that have been set. Work motivation of employees needs to get attention from every organization. Employees who are motivated to work better will have an impact on the organization's performance. Motivation can be defined as a psychological drive that directs a person towards a goal [1]. Motivation can also be interpreted as a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals [2]. There are three human needs that can motivate passion for work as stated by the Need for Achievement Theory proposed by McClelland. The three needs include: the need for achievement, the need for relationships, and the need for power [3]. There are several factors that can increase a person's work motivation. The transformational leadership style of a leader in a company and also the performance benefits provided by the organization in addition to employee salaries. One of the factors that can increase an employee's work motivation at work is the leadership style applied in the organization. One leadership style that is always trending to be applied in an organization is the transformational leadership style. Transformational leadership style is the style of a leader who can inspire his subordinates to put aside personal interests for the good of the organization [4]. A transformational leadership style can usually inspire employees to think about prioritizing work and placing more importance on the organization so that employees have confidence and are motivated to do better work. One factor that can increase an employee's work motivation is the leadership style in an organization. Leadership style can be interpreted as a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. [2]. Meanwhile, motivation is the encouragement that makes someone work more diligently. There is a positive relationship between leadership style and motivation. Someone who feels that an organization has a leader who can direct it to be better will usually be encouraged to work even better. Study

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[5], [6], [7], [8], [9], [10] states that leadership can increase work motivation. Meanwhile, research which states that leadership has no impact on motivation was carried out by [11]. An employee's work motivation can also increase due to the benefits provided by the organization or company. According to [12], The meaning of allowances is indirect compensation provided by the company to its workforce outside of wages and salaries to increase employee morale. Employees in a company usually receive a basic salary for the work they are assigned. In an effort to increase work enthusiasm and work motivation, it is possible that there are allowances that must be provided so that employees can improve their performance. Often this allowance is used as a further motivator for employees to improve performance. It is hoped that with the benefits provided, work motivation will increase, which will result in employee performance also increasing. Research conducted by [13], [14] states that motivation can increase due to the benefits received. Apart from that, there is still research from [15], [16], [17], [18] also argue that performance benefits can increase employee work motivation. Other research which also has a positive impact on work motivation is that carried out by [19], [20], [21], [22]. However, not all benefits can increase work motivation, namely those that do [23]. Based on the data in Table 1, it shows that the performance achievements of employees at the Jember Regency Education Office are still not optimal, this can be seen from the achievements of each indicator which have not reached the maximum target as well as research results. [22] which states that benefits can increase motivation, while research [23] stated that benefits do not have a significant impact on work motivation. Based on the problems that occurred, the researcher was interested in conducting research with the title "Increasing Employee Work Motivation Based on Transformational Leadership Style and Performance Benefits at the Jember Regency Education Office". Meanwhile, this research aims to determine and analyze the impact of leadership style and benefits on work motivation.

LITERATURE REVIEW

Human Resource Management

A science and art that discusses relationship issues and the roles and duties of employees in achieving stated company goals [24]. According to [25], understanding of human resource management is a science that discusses the problem of utilizing human resources in organizations, which is carried out through the functions of planning, recruitment and selection, human resource development, career planning and development, providing compensation and welfare, occupational safety and health , and industrial relations.

Transformational Leadership Style

According to [26], Leadership can be interpreted as someone who directs, develops or organizes, guides and also shows or influences people who are under his authority or subordinates. Usually these leaders have both physical and spiritual responsibility for the success of the work activities of those they lead or their subordinates. Thus, it is not easy to become a leader and each person must have a different character in leading their

organization. Thus, everyone has a style in leading. Leadership style can be interpreted as a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. [2]. According [27], Transformational leadership style is a leadership style that focuses on tangible qualities such as vision, shared values and ideas in order to build good relationships, give greater meaning to each activity, and provide a common foundation for the change process.

Performance Allowance

According [12], The meaning of allowances is indirect compensation provided by the company to its workforce outside of wages and salaries to increase employee morale. Performance allowances can also be interpreted as allowances given to Civil Servants whose amount is based on the results of job evaluations and work performance achievements of Civil Servants (PNS), this is in accordance with Head of BKN Regulation Number 20 of 2011 which discusses the issue of Guidelines for Calculating Employee Performance Allowances Civil Affairs.

Employee Work Motivation

According to [28], Work motivation can be interpreted as something that creates enthusiasm for work. Thus, work motivation can also be called a driver of work enthusiasm. The strength and weakness of a worker's work motivation also determines the size of his or her achievements. According to [29], The definition of work motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior[24].

Research Conceptual Framework

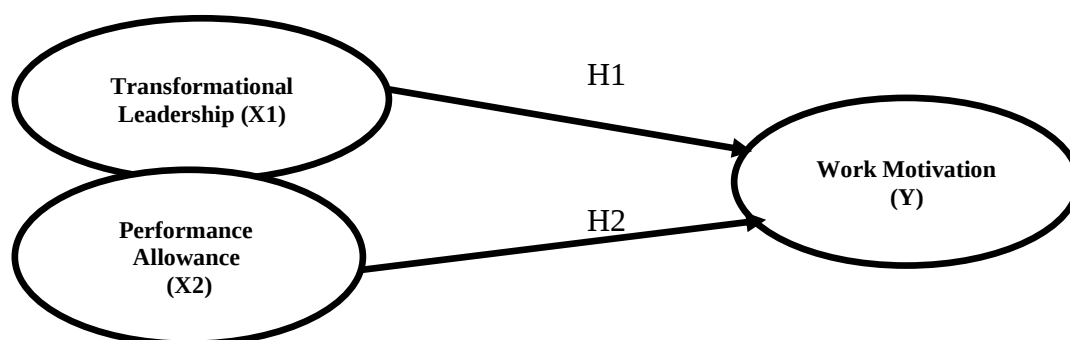


Fig. 1 Conceptual Framework

Research Hypothesis

1. Leadership style (X1) has a positive impact on work motivation (Y)
2. Work benefits (X2) have a positive impact on work motivation (Y)

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RESEARCH METHOD

This research was conducted at the Jember Regency Education Office with the aim of knowing and analyzing the impact of knowing and analyzing the impact of leadership style and allowances on work motivation. All employees at the Jember District Education Service were used as the population in this research, totaling 135 employees. The sample in this study was determined to be 135, the number of which is the same as the population, so the saturated sample method was used in this study. Validity tests and reliability tests are carried out so that the measuring instruments used have valid and reliable measuring instruments. For this research hypothesis, a hypothesis test was carried out so that the hypothesis developed could determine whether the independent variables in the research in the form of (leadership style and work benefits) had an effect on the dependent variable (work motivation).

RESULT

Validity Test Results

In order for a measuring instrument to have data validity and reliability, it is necessary to have a validity test and a reliability test. Data validity needs to be carried out so that the indicators in the questions are easy to understand [30]. An overview of the validity test is presented in Table 2 below.

Table 2. Recapitulation of Validity Test Results

Variable	Indicator	Validity Test Value
Tranformational Leadership (X1)	Indicator 1	0,8650
	Indicator 2	0,9250
	Indicator 3	0,8980
	Indicator 4	0,9260
Performance Allowance (X2)	Indicator 5	0,7270
	Indicator 6	0,8190
	Indicator 7	0,8590
	Indicator 8	0,6900
	Indicator 9	0,7840
Work Motivation (Y)	Indicator 10	0,8090
	Indicator 11	0,8260
	Indicator 12	0,8960
	Indicator 13	0,8650
	Indicator 14	0,3850

Based on the data presented in Table 2, it can be seen that the loading factor value of the variables leadership style, performance allowance and work motivation already has a value above 0.7 so it is declared valid.

Reliability Test Results

In order for the measuring instrument used to be reliable (the questionnaire used is relatively consistent), it is necessary to carry out a construct reliability test. There are 3 variables whose reliability must be tested. A construct in a variable can be said to be reliable

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if the Cronbach's alpha value is above 0.6. The results of the Cronbach's alpha calculation can be seen in Table 3.

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha Value	Results
1.	Transformational Leadership (X1)	0,925	Reliable
2.	Performance Allowance (X2)	0,835	Reliable
3	Work Motivation (Y)	0,820	Reliable

Based on the research results presented in Table 2 related to the reliability test, it shows that the Cronbach alpha value for the variables transformational leadership style, performance benefits and employee work motivation is above 0.6. Thus, the conclusion that can be recommended is that all variables in this study meet the reliability criteria of a construct [31].

Direct Effect Test Results

There are 2 types of variables in this research, namely independent variables and dependent variables. One variable will influence another variable, so it is necessary to test the influence of the independent variable on the dependent variable, namely testing the research hypothesis. The results of the direct influence test are presented in Table 4, below.

Table 4. Direct Effect Test Results

Influence Between Variables	Coefficient Value	P-value	Information
Transformtional Leadership→Work Motivation	0,583	<0,001	H1 Accepted
Performance Allowance → Work Motivation	0,139	0,049	H2 Accepted

DISCUSSION

The Influence of Transformational Leadership on Work Motivation

Based on the analysis that has been carried out, it can be seen that the coefficient value of the transformational leadership style variable is 0.583 with a p value of less than 0.001. These results indicate that H1 is accepted and H0 is rejected. The hypothesis which states that transformational leadership style has an impact on work motivation is accepted. This means that leadership in the Jember Regency Education Service can provide motivation to employees to be more active in their work so that performance in the organization can be achieved. Therefore, with results like this, there needs to be continuous efforts to increase employee work motivation through leadership style. It turns out that leaders really determine what happens in an organization. As stated by [32] that transformational leadership style can be interpreted as a leadership style where the leader is able to make changes within the individual to achieve the best performance. The results of this research are in line with

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research conducted by several researchers which states that leadership can increase motivation [5], [6], [7], [8], [9], [10], [33], [34], [35], [36], [37]. Meanwhile, inconsistent results where leadership has no impact on motivation are carried out by [11].

The Effect of Performance Allowances on Work Motivation

Based on the analysis that has been carried out, it can be seen that the coefficient value of the performance allowance variable is 0.139 with a p value of less than 0.049. These results indicate that H2 is accepted and H0 is rejected. The hypothesis which states that benefits have an impact on work motivation is accepted. This means that the allowances provided by the Jember Regency Education Office can provide motivation to employees to be more active in working so that performance in the organization can be achieved. Thus, policies related to these benefits must continue to be implemented so that employees are motivated at work. Research that is in line with this research also shows that disability can increase work motivation, namely that carried out by [13], [14], [15], [22], [16], [17], [18], [19], [20], [21]. Meanwhile, research that is not in line with this research, namely the result that allowances have no impact on motivation, is carried out by [23].

CONCLUSION AND RECOMMENDATIONS

The conclusion of this research is that transformational leadership style has an impact on work motivation. This means that leadership at the Jember Regency Education Service can provide motivation to employees to be more active in their work so that performance in the organization can be achieved. Therefore, with results like this, there needs to be continuous efforts to increase employee work motivation through leadership style. Performance allowances have an impact on work motivation. This means that the allowances provided by the Jember Regency Education Office can motivate employees to be more active in their work so that performance in the organization can be achieved. Thus, policies related to these benefits must continue to be implemented so that employees are motivated to work. Suggestions that can be given after this research is carried out are that the leadership in the District Education Office. Jember is good, this has been proven to have an impact on work motivation, therefore efforts are needed so that this kind of leadership must be maintained and improved. Performance allowances also have a positive impact so this allowance policy must also be maintained and improved.

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