

Impact of Transformational Leadership, Motivation And Performance Against Employee Compensation Office of Population and Civil Registration Lumajang

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Impact of Transformational Leadership, Motivation And Performance Against Employee Compensation Office of Population and Civil Registration Lumajang

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5 **Abstract**

This study aimed to determine the effect of transformational leadership, motivation, and compensation to employee performance of Population and Civil Registration Lumajang either partially or simultaneously. Data were analyzed using multiple linear regression. This study tested the hypothesis that there is the influence of transformational leadership, motivation, and compensation to employee performance partially and simultaneously. The results showed that partially to the variables of transformational leadership and motivation does not affect the performance of employees. And for compensation variables affect the performance of employees. While simultaneously there are significant transformational leadership, motivation,

Keywords: transformational leadership, motivation, compensation, and performance.

INTRODUCTION

Performance is a result of the work in quality and quantity is achieved in executing tasks and targets in accordance with the responsibilities given to him in a certain period (Tannady, 2017: 154). Performance is basically a measure of outcomes of the work based on the provisions and agreements established by the company or organization in accordance with the duties and responsibilities in achieving the goals, objectives, vision and mission of the company or organization. By maximizing employee performance with good quality, it will generate an optimal results according to a predetermined employment targets.

Transformational leadership is a leadership style which is used in an organization, which Robbins and Judge (2009: 453) said that transformational leadership is an act to inspire followers to transcend themselves and meet the interests they are able to achieve by having influence inside and outside the followers (Sagala, 2018: 245). Transformational leadership is the leader's ability in providing inspiration, develop, and gave authority to his followers, and produce the level of effort and performance of subordinates beyond what would be happening.

Motivation is a concept that outlines the strengths that exist in a person who started and can influence the person's behavior (Gibson et al, in Tannady, 2017: 187). Motivation can also mean a boost that gives a great influence psychologically and physiologically someone in work behavior that can determine a goal, shape, and intensity of work behavior.

Motivation is a factor that encourages a person to perform a certain activity or often interpreted as a factor driving behavior. Any activity undertaken someone must have factors that drive the success of a task or job. Therefore, the driving factors of a person to perform a certain activity in general is the person's needs and desires. The company's performance can be judged from the way of

motivation of employees thus affects the mindset or psychologically become better employees and directed in accordance with the objectives of the organization.

Compensation is any form of appreciation and payments made by the organization or company to its employees which can be compensated directly or indirectly (Rijalu et al, in Tannady, 2017: 119). Compensation is a right which must be received by the employee either directly (money) or indirectly (not money) as remuneration for the work he did to achieve a goal of the organization or company. The compensation is very important for employees because of the size of the compensation is a measure of the performance of employees, then if the compensation system provided by the company or organization is fair to employees would encourage employees to better perform the work and be responsible for each task or responsibility given company or organization. The purpose of compensation by the company or organization among others, to ensure fairness among employees, reward employee performance, gain a more qualified employees, retain employees, and compensation systems must be able to motivate the employees. Therefore, compensation is an important factor to encourage more productive employee performance and quality. obtain a more qualified employees, retain employees, and compensation systems must be able to motivate the employees. Therefore, compensation is an important factor to encourage more productive employee performance and quality. obtain a more qualified employees, retain employees, and compensation systems must be able to motivate the employees. Therefore, compensation is an important factor to encourage more productive employee performance and quality.

Research conducted by Mondiani Tria (2012) entitled the effect of transformational leadership and compensation to employees performance of PT. PLN (Persero) UPJ Semarang, indicates that based on results of statistical tests on the variables of transformational leadership on employee performance positively influences employee performance and the variable compensation variable positively influences employee performance variables.

Research conducted by Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) entitled Effect of Compensation, Motivation, And Commitment Organizational Performance Against Employee Accounting Section of Manufacturing In Surabaya, indicates that compensation and organizational commitment had no significant effect on the performance of employees, while motivation significant effect the performance of employees.

Research conducted by Okto Abrivianto P, Bambang Swasto, and Hamida Nayati Utami (2014), entitled Influence of Work Motivation and Organizational Commitment on Employee Performance section HRD PT. Arthawena Gemilang Sakti Malang, shows the research results prove that the motivation and organizational commitment significantly influence employee performance.

Research conducted by Roy Johan Supreme Tucunan, Wayan Gede Supartha and I Gede Riana (2014) entitled Effect of Transformational Leadership Motivation and Employee Performance at PT. Pandavas, showed that transformational leadership and significant positive effect between transformational leadership with employee performance and motivation of employees. And there is positive and significant correlation between employee motivation with employee performance.

With the reform of the bureaucracy is the case today, employees at the OPD (regional organization) should have a good performance, fast, and quality. Department of Population and Civil Registration Lumajang Regency is one of the WTO which provides services directly to the public in terms of issuing administrative documents of residence (adminduk). The enthusiasm of residents in the

processing of documents is required adminduk good employee performance, fast, and quality so that the public obtain satisfactory results and will be a positive value for the Agency.

METHODS

This type of assessment is a quantitative research by searching the associative relationship is causal. The samples in this study were all employees who are 54 respondents and sampling using saturated sample.

RESULTS AND DISCUSSION

Based on the results of testing the validity can know the magnitude of the correlation coefficient of whole grains statements consisting of 4 (four) point statement for the variables of transformational leadership, five (5) point statement for motivation variable, four (4) point statement for the variable compensation, and 4 (four) point statement for the variable performance. From the calculation of the correlation coefficient, all have rhitung greater than 0.268. Thus the whole point statement to be declared invalid and the conclusion is that the whole point statement on the instrument can be said to be an instrument worthy of study because it can collect data and information required.

Based on reliability testing results show the reliability coefficient Cronbach's Alpha for transformational leadership variable (X1) of 0,829, a motivational variable (X2) is 0.742, the variable compensation (X3) of 0.818, and the performance variable (Y) of 0.822. Then the reliability test results for variables in this study showed a questionnaire about transformational leadership is very reliable, a questionnaire about motivation is reliable, a questionnaire on compensation is very reliable, and questionnaires about the performance is very reliable, so it can be concluded that the questionnaire used in this study the questionnaires are quite reliable because the results given do not differ when will be measured back to the same subject at different times.

Based on data normality test results can be seen around the distribution of the data on a diagonal line that indicates the data have a normal distribution.

Based on the test results show the value of tolerance multicolinierity on transformational leadership variable (X1), motivation variable (X2), and variable compensation (X3) is greater than 0.1. As for the value of the VIF on transformational leadership variable (X1), motivation variable (X2), and variable compensation (X3) is smaller than 10.00. It can be concluded that there is no multicollinearity.

Based on test results data can be expressed heteroskedastisitas normal if there is a clear pattern and point spread above and below the number 0 (zero) on the axis (Y), then nothing will happen heteroskedastisitas (Umar, 2011: 79).

Table 1, Results of Multiple Linear Regression Analysis

| Model | Coefficients | | standardized Coefficients | t | Sig. | collinearity Statistics | |
|-----------------------------|----------------|------------|---------------------------|-------|------|-------------------------|-------|
| | unstandardized | | | | | tolerance | VIF |
| | B | Std. Error | beta | | | | |
| (Constant) | 12,294 | 3,623 | | 3,393 | .001 | | |
| Transformational leadership | -.189 | .140 | -.185 | -1352 | .183 | .879 | 1,138 |
| Motivation | .199 | .157 | .174 | 1,267 | .211 | .877 | 1,140 |
| Compensation | .294 | .110 | .362 | 2,684 | .010 | .911 | 1098 |

a. Dependent Variable: Performance

Source: Data Olah, 2019

Regression model which might be drawn from these results in a form of Coefficients unstandardized regression equation is as follows:

$$Y = 12.294 + 0.189 X_1 + 0.199 X_2 + 0.294 X_3 + e$$

From the results of multiple linear regression equation can be explained as follows:

The constant value of 12.294 indicates that the value of the employee's performance will be equal to 12.294 when the value of transformational leadership (X1), motivation (X2), and compensation (X3) had no change.

The coefficient of transformational leadership (X1) of -0.189 (negative showed no relationship unidirectional) state that each increment of 1 (one) value of transformational leadership will degrade the performance of employees amounted to -0.189 and vice versa every decrease of 1 (one) value of transformational leadership will raise the performance of employees by 0.189 assuming other independent variables such as motivation (X2) and compensation (X3) or remained constant.

The coefficient of motivation (X2) 0.199 (positive showing unidirectional relationship) states that each increase of 1 (one) value of motivation will increase the performance of employees amounted to 0,199 and conversely any decrease of 1 (one) value of motivation will degrade the performance of employees amounted to 0,199 assuming the other independent variables namely transformational leadership (X1) and compensation (X3) or remained constant.

The coefficient compensation (X3) of 0.294 (positive showing unidirectional relationship) states that each increase of one (1) the amount of compensation will increase the performance of employees amounted to 0.294 and conversely any decrease of 1 (one) the amount of compensation will degrade the performance of employees amounted to 0.294 assuming other independent variables namely transformational leadership (X1) and motivation (X2) or remained constant.

T test results on transformational leadership X1 is obtained t value of -1.352, there is a significance level of 0.183 which is above 0.05. Obtained t table of ± 2.009 . This means $t (-1.352) < t$ table (2.009), then the independent variable has no effect on the dependent variable, which means H_0 and H_a rejected. With a significance level of 5%, it can be concluded that there is no influence of transformational leadership on employee performance of Population and Civil Registration Lumajang.

T test results on the variable X2 is motivation obtained t value of 1.267, there is a significance level of 0.211 with a significance level above 0.05. Obtained t table of ± 2.009 . This means that $t (1.267) < t$ table (2.009), then the independent variable has no effect on the dependent variable, which means H_0 and H_a rejected. With a significance level of 5%, it can be concluded that there is no significant influence of motivation on employee performance of Population and Civil Registration Lumajang.

T test results on variable compensation X3 is obtained t value of 2,684, there is a 0.01 significance level was below 0.05. Obtained t table of ± 2.009 . This means that $t (2.684) > t$ table (2.009), then the independent variables affect the dependent variable mean H_0 rejected and H_a accepted so that it can be concluded that there are significant compensation to employee performance of Population and Civil Registration Lumajang.

Table 2. Results of Testing test F ANOVA^a

| Model | Sum of Squares | df | mean Square | F | Sig. |
|------------|----------------|----|-------------|-------|-------|
| Regression | 26 608 | 3 | 8869 | 3,515 | .022b |
| residual | 126 151 | 50 | 2,523 | | |
| Total | 152 759 | 53 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Compensation, Transformational Leadership, Motivation

Source: Data Olah, 2019

F test results in this study were obtained calculated F value of 3.515 with 0.022 significance level. With a limit of 0.05 or 5% is obtained F table 2.79. This means that F count (3.515) > F table (2.79) which means that H₀ is rejected and H_a is received, it can be concluded that there are significant transformational leadership, motivation, and a simultaneous significant compensation to employee performance of Population and Civil Registration Lumajang ,

Table 3, coefficient of Determination Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| | .417a | .174 | .125 | 1,588 |

a. Predictors: (Constant), Compensation, Transformational Leadership, Motivation

b. Dependent Variable: Performance

Source: Data Olah, 2019

By using SPSS can be known on the calculation that the coefficient of determination obtained at 0.174. That means 17.4% of employee performance can be explained by the independent variables are transformational leadership, motivation, and compensation. While the remaining 82.6% of employee performance is influenced by other variables not examined in this study include organizational culture, work environment, communication, employment, training, and discipline.

Discussion

Transformational leadership has no significant effect on the performance of employees of the Department of Population and Civil Registration Lumajang. From the t test results prove that transformational leadership no significant effect on the performance of employees of the Department of Population and Civil Registration Lumajang.

The results of this study are in line with research conducted by Ida Siswatiningsih, Kusdi Raharjo, and Arik Prasetya (2018), Ujang Tri Cahyono, Mohammad Syamsul Maarif, and Suharjono (2014), and Muh.Syaiful L, Diana K. Sulianti Tobing, and Dewi Prihatini (2016) and the results show that transformational leadership has no significant effect on employee performance.

Leaders can not give instructions to the employee how to complete a job. The leader's role is very inspiring employees to do the job. This resulted in increasing the employee can not perform its performance and therefore contributes to the work being done.

Leaders can not motivate employees to work better. Employee desperately need the motivation of the leadership because the motivation given capable of giving encouragement of employees. This resulted in an employee can not improve the performance of employees.

Leaders can not encourage employees to use creativity to get the job done. This resulted in employees feeling less able to contribute to the idea or ideas, in which the delivery of new ideas and the creativity and effort to enhancing the performance of employees.

Leaders can not increase the self-development of employees. This resulted in employees not being able to evolve to do the job so that employees are not able to improve its performance.

The results of this study contradict the research conducted by Tria Mondiani (2012), Yuyun Fitri Astuti (2015), and Roy Johan Supreme Tucunan, Wayan Gede Supartha, and I Gede Riana (2014) and the results show that transformational leadership significantly influences the performance employees.

Robbins and Judge (2009: 453) said that transformational leadership is an act to inspire followers to transcend themselves and fulfill their interests are able to achieve with have a profound influence and beyond for his followers (Sagala, 2018: 245).

Based on these results that the cause of transformational leadership does not affect the performance of employees of Population and Civil Registration Lumajang as a leader in shaping policy remains uncertain as additional working hours and working days in the services so that employees feel overburdened and cause the performance decline. Later in the provision of training or staff development were given to certain employees so that other employees do not have the same expertise and was not noticed by the leadership, it would make the employee's performance declined.

Motivation no significant effect on the performance of employees of Population and Civil Registration Lumajang. From the t test results prove that the motivation no significant effect on the performance of employees of the Department of Population and Civil Registration Lumajang.

The results of this study in line with research conducted by Anak Agung Ngurah Bagus Dhermawan, I Gde Adnyana Sudibya, and I Wayan Mudiarta Top (2012), Anriza Julianry, Rizal Syarif, and M. Joko Affandi (2017) and Reza Prasetya Siregar (2015) the results showed that motivation does not significantly influence employee performance.

Office of Population and Civil Registration Lumajang was not able to provide the infrastructure that supports all activities. This result could not have increased the performance of employees.

Employees feel insecure in doing this job. This is due to lack of health insurance or the security so that employees feel less motivated to improve performance.

Employees are not able to coordinate with other employees to do the job. This resulted in an error in the course of work or mis communication so as to improve the performance of employees to be blocked.

Motivation given by the leader makes an employee unable to work diligently and discipline in doing the job. This resulted in the confidence of employees decreased so as to improve the performance of employees can not be done.

The results of this study contradict the research conducted by Ni Ketut Ayu Astuti July and I Nyoman Sudharma (2013), Mohammad Iman Tindow, Peggy A. Mekel, and Greis Sendow M.

(2014), and Okto Abrivianto P, Bambang Swasto, and Hamidah Nayati Utami (2014) and the results showed that motivation significantly influence employee performance.

Motivation can be defined as a force that can affect other individuals in carrying out an activity, both from themselves and from outside individuals (Maslow, in Edison et al, 2017: 173).

Based on these results that the cause of motivation does not affect the performance of employees of the Department of Population and Civil Registration Lumajang for employees who have a good record is not awarded or rewarded by the leadership so that these employees feel under-appreciated and respected. Then an employee at the Department of temporary employee is dominated by as many as 31 people, which in terms of health benefits and pensions for permanent employees have been overlooked by the leadership so that it affects the need for security permanent employees. Although the motivation does not affect the performance of an employee, but a permanent leader should not overlook the motivation given for motivating employees before doing the work,

Compensation significant effect on the performance of employees of Population and Civil Registration Lumajang. From the test results tmembuktikan that compensation has a significant impact on the performance of employees of the Department of Population and Civil Registration Lumajang.

The results of this study are consistent with research Yuyun Fitri Astuti (2015), Tria Mondiani (2012), and Cristilia Posuma O. (2013) for the compensation of the research significant influence on employee performance. However, these studies are not consistent with the Aprilia Windy research and Gunasti Hudiwinarsih Murty (2012) for the research accomplishments of compensation does not affect the performance of employees.

These results can be explained that the compensation effect on the performance of employees of Population and Civil Registration Lumajang. With the provision of appropriate compensation in accordance with the rules established to employees will create a sense of satisfaction and will be motivated to continue to work with good and quality that will improve the performance of these employees.

Based on this research, the variables of transformational leadership, motivation and compensation simultaneously affect the performance of employees of Population and Civil Registration Lumajang. Transformational leadership and motivation should not be increased because there is no significant effect on improving employee performance. Compensation must be improved in order to increase morale in accordance with the capabilities and rules that have been defined.

Determination coefficient calculation results obtained for 0.174. That means 17.4% of employee performance can be explained by the independent variables are transformational leadership, motivation, and compensation. While the remaining 82.6% of employee performance is influenced by other variables not examined in this study include organizational culture, work environment, communication, employment, training, and discipline.

The results are consistent with research done by Tria Mondiani (2012), Yuyun Fitri Astuti (2015), and Tanto Wijaya and Fransisca Andreani (2015) which states transformational leadership, motivation, and compensation significant effect on employee performance.

Transformational leadership is the leadership that has charisma and is able to create a vision and an environment that motivates employees to excel beyond expectations (Bass and Avolio, 1994, in Desianty, 2005: 70). Thus, the employee's performance can be affected by transformational leadership, motivation, and compensation simultaneously or simultaneously.

With an effort to implement transformational leadership style and motivation by the leader, should be given appropriate compensation. Partially known that transformational leadership and motivation does not significantly influence employee performance, but when is combined with the compensation program had an impact on employee performance. Thus the case, because the combination of transformational leadership, motivation, and compensation can assist management in improving employee performance.

CONCLUSION

Based on the analysis and discussion of the results of research that has been presented in the previous chapter, it can be concluded from this study are as follows:

The first results of hypothesis testing, transformational leadership has no significant effect partially on the performance of employees of Population and Civil Registration Lumajang.

Results of testing the second hypothesis, motivation partial no significant effect on the performance of employees of Population and Civil Registration Lumajang.

Results of testing the hypothesis that a third, partially compensated significant effect on the performance of employees of the Department of Population and Civil Registration Lumajang.

Results of testing the hypothesis that the four, three independent variables namely transformational leadership, motivation, and compensation simultaneously significant effect on the performance of employees of the Department of Population and Civil Registration Lumajang.

Based on the results of the discussion and conclusions obtained in this study, the authors provide suggestions as follows Department of Population and Civil Registration Lumajang should pay attention to the leadership style applied to ensure that the leadership can improve employee performance and do not use transformational leadership as this research has proven no effect in improving employee performance. The leaders are advised to stay attentive employees by providing motivation to employees before work, at work, or have worked in order to make an evaluation will be the performance of employees and is expected to improve employee performance. For other researchers other researchers should have to do the assessment by developing or deepening of the variables in order to obtain other findings and useful for the development of science. Even this study can be used as a reference similar and can be replicated at other research on object or by changing the research model.

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