The Influence of Transformational Leadership toward Workers` Motivation in Regency of Aceh Selatan

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ABSTRACT: This study was conducted to identify the influence of transformational leadership on employee`s motivation in Aceh Selatan office. This study used the random sampling method by involving all offices in the Aceh Selatan district and the (226) respondents consist of staff and employees. This study was a survey using questionnaire instrument and document review to collect data. This data used correlation and simple regression tests between two variables. The findings showed that respondents agreed which the influence of transformational leadership was significant level influenced the value of the results of the R Square determination analysis of 0.330 and showed the results of the work motivation coefficient of 0.715 as the coefficient of regression direction and contained the meaning that the influence of transformational leadership on employee motivation in the office was 33% percentage and the rest was influenced by other variables. Demographic respondents described backgrounds of gender, age, education, work experience and current work experience. Therefore, it could be concluded that the influence of transformational leadership on employee` motivation was truly as a major study of employees in the office. The findings of this study were expected to assist the management and administration of the Aceh provincial government in general, and particularly in Aceh Selatan area related to improve the progressive work management system in the office. In addition, the outcome of this study was also hoped to be a source of reference to readers and other researchers in further studies.
KEYWORD: Transformational Leadership, Workers` Motivation

I.   INTRODUCTION

The impact of globalization era has changed the various social patterns of the community that leads to the demands everyone to improve the quality of work. Therefore, especially for a leader builds relationships with workers and doing good work quality improvement for achieving significant goals. The transformational leader has the ability to bring employees in various ways to organizational change to the best level.

Inpres (President Instruction) no 3 of 2003 on State development policies and strategies regulate good governance and improve community services that are effective and efficient and need the government's development policy and strategy that evolve on transformation. Leadership is an important part of the government where leaders have the power to bring the government better in the future as the leadership of transformation is one of the management systems that play an important role in running a human resource that has job responsibilities against a special government in South Aceh. Transformational leadership according to Robbins and Judge (2014: 90) is a leader style in inspiring subordinates through remarkable influence capabilities so subordinates are willing to focus on working beyond personal interests. Transformation leadership has a strong ability to bring about a change in its environment more effectively and to make clear changes to its employees.

Kovjanic, Schuh, and Jonas (2013) transformational leadership is the best way to maintain employee satisfaction and work performance. Therefore, in developing a good transformational leadership framework and full motivation in the workplace can lead to valuable insights into the development of leadership as well as the working environment of the energetic and this is the way leaders work in transformation. Meanwhile, the implementation of leadership transformation on employee motivation will shape a good work ethic of discipline responsive to work and time appreciation. This method illustrates the relationship between leaders and employees for more progressive and strategy building work capabilities in accordance with the vision and mission of the planned office to the best possible. In other words it is usually assumed that workers have a widespread and timeless need for transformational leadership (Li, Chiabaru, Kirkman, &Xie, 2013). The high influence of transformational leadership in transforming productive systems into regions makes leadership transformation a key choice to empower workers in achieving the next success for management.

Leadership transformation is a direction toward a change in leadership systems to be more aggressive in motivating workers to achieve group goals. Because the leader is the first person responsible for all aspects of the work as well as key management successes in achieving the goal of the group is achieved. According to Aga, Noorderhaven, and Vallejo (2016), have shown that in the context of development work, transformational leadership has a direct and indirect influence on work success. Because transformational leadership has a very important basic method of improving the quality of workers and management and who have the competitiveness.

The focus of this discussion is restricted only to the district of South Aceh which is a district that has stood 72 years ago and has considerable natural resources if compared to the surrounding areas. This area has a leadership dominated by a regent who is fully responsible for the future of South Aceh for the next 5 years and it is interesting that this paper deals with transformational leadership because policies born from the South Aceh government will determine the future of the region. Aceh is an area strategically located from sharing the corner of the south-western region directly to the Free water Ocean, while the east is bordered by Malacca straits and becomes the international waters line and becomes one of the world's largest trading boats. According to BPS data (2016) Aceh is in the category of left behind because of the low quality of human resources available today. In addition, it is difficult for job seekers to develop their quality without entering outside investors is one of the reasons for the wrong work crisis to become unemployed. Therefore it is necessary to have fundamental changes in making qualified human resources work well with the transformation of leaders and workers as a goal of reforming the leadership and worker management system in the task of power in carrying out the duties and responsibilities of each obligation then the leader must master all a form of possible conditions in a sudden time.

II. LITERATURE REVIEW

2.1 Transformational Leadership

Bass and Riggio (2006) transformation leadership is a leadership that relies heavily on system reforms to success and many experts explain about transformational leadership. The concept of transformational leadership has been provided by Burns in his inquiry on political leadership, and he thinks transformational leadership is the process of leaders and workers who are promoting each other's moral and motivational stages. According to Barling (2014) that transformational leadership has been thoroughly studied in all the theory of leadership over the past 20 years. Therefore transformational leadership theory was originally described by Burns (1978) who studied the characteristics of political leaders and suggested the diversity of quality management and leadership and leader behavior. Burns (1978) argues that follower behavior is based on rewards for (transaction) or motivation to meet high level requirements (transformation).

While Murdoko (2013) said that leadership is art and science, both parties are not oriented to sophisticated concepts but also want to see and want to learn from existing practical leadership. Demonstrating transformational leadership is to enhance the employee's valence mission by instilling the motivation and perceptions of civil servants on the clarity of the target. Leadership is also an activity to influence others to work voluntarily to achieve office goals and leadership as well as efforts to influence others to participate in achieving common goals. According to Hill, Seo, Kang, and Taylor (2012) that in a different context find leadership transformation effective in mobilizing workers' commitment to change. Workers are also supported to reflect themselves on the challenges of addressing the problem of solving the concept and considering creative ways to develop and develop their skills. Individually balanced leaders treat workers differently but quite each other.

Mittal and Dhar (2015) transformation leadership is the best way for leaders to develop their employees' creative skills and subsequently generate effective solutions to their problems. Because guidance and mentors are a good way of individual judgment and that method can bring employees to provide effective learning opportunities. Although transformational leaders tend to encourage their workers to convey results beyond the expected levels that may be possible with the use of higher trust and value from workers. The success of the office is not only from the leadership and the workers but also needs good co-operation and high working loyalty in the office (Chi and Pan, 2012).

2.2 Motivation

To discuss the theory of motivation there are some experts who explain how the purpose of motivation works. According to (Widodo, 2015) motivation is the power that exists in the entrepreneurial workforce to act. Motivation can also bring management in achieving a specific goal and states that motivation is a factor that encourages someone to do a good work. Beside M Zareen, Razzaq, &Ramzan (2013) showing many theories and experts has proven that the task of workers becomes more motivated and involved and mobilizes all their energy to perform tasks with higher job satisfaction. But the relationship between leaders and employees becomes an important element in employee satisfaction and mutual agreement in management objectives then with this method the transformation leader must make certain contracts with their employees for sustainable learning with good monitoring and ultimately the enhancement of capability and work efficiency.

In addition, Nguyen, Mujtaba, &Ruijs, (2014) motivated workers and leaders are less likely to feel depressed and become better leaders in the workplace. Motivation usually means energizing and directing and maintaining behavior also describes the stage and type of joint effort to encourage individual work in orgasm. On the other hand behind transformational leadership there is a hypothesis that leaders can exploit the needs of workers.

Hartatik (2014) Motivation is a situation in the worker who encourages the individual's desire to perform certain activities to achieve the goal. There are many factors that can influence employees' motivation in management because the motivation born within them should have more support from employees to bring satisfaction to what they are doing. Motivation lies in one's self to do a particular job if the worker is motivated then the job satisfaction is achieved.

2.3 Relationship between Transformational Leadership with Workers' Motivation

The relationship between transformational leadership and employee motivation has long been a discussion of experts and practitioners of human resources and the relationship of transformational leaders with employee motivation is closely linked. Panatagama, Nurkolis and Akmal (2017) based on their previous research find that transformational leadership has a significant relationship with increased work motivation. Samad (2015) also found that transformational leadership relates to employee welfare. The researchers point out that the relationship between employee leadership and employee welfare and the outcome of the organization consistently demonstrates that employee welfare has implications for motivation.

In addition Silalahi (2011) explains in his studies that transformational leadership inspires his employees to be eager in working and motivating and cultivating good working values. So it can foster commitment to employees for management where they work. So employees can dedicate their entire lives to management. Leaders are expected to foster motivation to maintain work motivation for their workers and bring good co-operation and are supported by a strong management framework to increase commitment to control.

2.4 Hypothesis
i.   H1: There is a significant influence of leadership transformation on employee motivation in the office.
ii. H2: There is a significant relationship between the leadership transformation and the motivation of workers in the office.

III. METHODOLOGY OF RESEARCH
3.1 Research Design

The methodology in this study uses descriptive and quantitative methods in determining and assessing the influence of transformational leadership on work motivation of employees in the regional office of South Aceh. Referring to Mohd Majid Konting(2006) states that the questionnaire is more practical and effective for large populations and can measure the characteristics or variables to be measured from large sample sizes. Simple random sampling is the individual sampling process individually and directly through a random process. This research will also examine the relationship between transformational leadership influences to employee motivation by using correlation analysis method. Influence of transformational leadership is measured using the 4x Multifactor Leadership Questionnaire (MLQ) introduced by Avolio, Bass, & Zhu (2014). The questionnaire used in this study was adapted from questionnaire forms Noor Muhammadi (2015) and Shufarynie (2016). Questionnaire items are based on various sources such as quiz questions that have been used by other researchers. Based on explanation Rowley's (2014) the questionnaire is one of the most widely used methods of collecting data and therefore many beginner researchers in business and management and other fields of research with other social sciences with questionnaires.

3.2 Place and Time of Research

This study was carried out in 18 subdistrict offices of South Aceh region at the time of the research in May until September 2017.

3.3 Population and Sample

According to BPS-Statistic of Southern Aceh Regency in July 2016, the total number of population working in all South Aceh provincial offices is currently 554 people in 18 subdistrict offices. To determine the sample of the population, the researcher uses the Krejcie& Morgan (1970) table and determined based on the table that is 226 respondents. The sample of this study is a group that has been determined by the researcher, the officer in the district office of South Aceh region while the respondent in this study is the total of all the number of employees who have answered the questionnaire given.

3.4 Method of Analyzing Data

The data collected were analyzed using SPSS version 23.0. There are two types of data analysis such as descriptive statistics and inferential statistics. According to Christensen Johnson, Turner, and Christensen (2011) that descriptive statistic describes the graphical representation of the centralized data center of the trend of the size of variability in the size of the relationship between the variables and the indicator size of inferences and inferential statistics how researchers obtain population characteristics estimates based on sample data and how researchers conduct statistical hypothesis testing. As well as Pratisto (2009), the always-related analysis in regression analysis is the correlation analysis because the independent variable (X) affects the dependent variable (Y) or is called strong correlation. So the automated changes in the X values will have an effect on the value of Y. Correlation is a term used to measure the magnitude of the relationship between variables (Hasan, 2003).

3.5 Normality Test

According to Coakes, Steed, &Dzidic (2006) that the use of parametric analysis techniques (inferential statistics) in the study requires that the variables to be tested must be normalized. To determine whether or not the normality should be done by observing the dissemination of data on the diagonal axis of a graph with the basis used to make the decision is a). If the data spread is estimated the diagonal line and follow the diagonal line direction the regression model has a normal residual b). If the data spreads away from the diagonal line and does not follow the diagonal line direction then the regression model does not meet the assumption of normality (Singgih, 2001).

IV. FINDINGS DEMOGRAPHIC PROFILE OF RESPONDENTS

The total sample of 226 selected in this study while 126 (55.8%) were male employees and 100 (44.2%) were female employees. This is a total of 226 people (100%). Thus, men's officers had a powerful figure with 55.8% dominating all the population of officials in the South Aceh office. Respondents aged 20-25 years old for 15 people (6.6%). This shows that fewer than all respondents for the age of 26-30 years have a total of 16 (7.1%) more than the first one at the age of 26 and above is dominant around 0.7% from the age of 20 years and above.

While the age of 31-35 and over has a total of about 44 (19.5%) and the other three have more percentage and for ages 36 and over have a total of 151 people with a percentage (66.8%). Thus, the conclusion can be seen from the age of 36 and above to have more work place in South Aceh office. Respondents at the post-secondary education level had the highest level of 126 people with percentage (55.8%) and followed by degree with percentage (31%) or 70 persons and Diploma Division ranked third with percentage (12%) 28 people from all while the lower level is Master's education (0.9%) or 2 out of 226 respondents.

Therefore, the discussion in this diagram explains that officers working in the South Aceh office have lower education than upper level education because it is more dominant in all quantities. Respondents who have served in the office year by year that the officer worked less than 1 year is 5 persons of the total only (2.2%) while the second line has a higher percentage of the first line of 36 people (15.9%) and shows that 1-5 years on more serving in the office with less than 1 year and instead the third rank is more dominant around 67 people (29.6%) showed that the third line ranks almost twice as much from the second row. Thus, the first rank in the ranks has been 11 to 15 years with 118 persons with a percentage (52.2%) more than half of all rows in the table above.

Below is a table describing the results of a regression analysis that has been studied by the SPSS statistics. And through this statistical analysis it will be known regression direction as well as indicate positive or negative results. In addition, the findings of questionnaire distribution were analyzed in determining the mean level to be determined from the influence of transformational leadership in South Aceh office.

Simple Regression Test

Simple regression is a regression analysis used for independent variable prediction tests of binding variables. So when the value of the variable is known then the value of the binding variable can be known how big the prediction is. Easy regression is also done to determine the degree of linearity of independent variables and bound variables.

The table below shows the dependent variable as a prediction and the method used is the enter method.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574[a]	.330	.327	11.06133
a. Predictors: (Constant), Leadership				

The table describes the magnitude of the correlation value of the relationship between R, which is 0.574 and shows the magnitude of the influence of the binding variables on the independent variable which is said to be the coefficient of determination which is the value of the added R. Thus the result of the R square determination coefficient of 0.330 which means that the influence of the dependent variable on the variable is 33% and the rest is influenced by other variables.

ANOVA[a]Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13495.569	1	13495.569	110.300	.000[b]
	Residual	27407.072	224	122.353		
	Total	40902.642	225			
a. Dependent Variable: Motivation						
b. Predictors: (Constant), Leadership						

The table above shows whether there is a significant influence between the dependent variable (Y) on the independent variable (X). Thus, the result explains and is seen that F count = 110.300 with a significant / probability rating of $P < 0.05$. So this regression model can be used to predict leadership variables.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.613	6.076		8.659	.000
	Leadership	.715	.068	.574	10.502	.000
a. Dependent Variable: Motivation						

This table shows the level of coefficients. In column B at constant (a) is 52.613 while the leadership value (b) is 0.574. Therefore, the regression equation can be written Y = a + bX or 52.613 + 0.715X. The coefficient b is the coefficient of regression direction and which shows the value of the average variable Y for each variable change of X for a unit. Therefore, this change is increased when b is marked positive and decreases if b is marked negative while that equation can be explained. Constant as much as 52,613 states that if not the value of leadership then the value of motivation is 52,613. The result of the regression coefficient X is 0.574 explaining that if there is an addition of 1 leadership value then the value of motivation increases by 0.574. In addition, among the regression equations this result also shows significant test using t test is to identify whether there is a significant influence of the leadership variable (Y) on motivational variables (X).

For that H1 hypothesis shows that there is a significant influence between the leadership-bound variable (Y) significantly against the independent variable of motivation (X). H2 shows that there is a significant (significant) relationship between the leadership-bound variable (Y) to the motivational variable (X). From the result above shows that the value of t count = 52.613 with the level (significant) $P < 0.05$. Therefore, H1 explained that the influence between leadership and work motivation and H2 was accepted which meant significant (significant) relationship between leadership variables toward employee motivational variables.

V. DISCUSSION

Overall, the influence of leadership on employee motivation has been conducted thoroughly from upper level to subordinate level which is based on this study based on data findings that influence leadership transformation has high value with 33% level. This study shows the desire of the Government of Indonesia especially the South Aceh government to apply leadership transformation in Inpres no 3 of 2003 on the basis and strategy of development of the State has resulted. In order to improve the quality of the workers, transformational leadership is a very important aspect to be practiced by employees and needs to be emphasized in building the quality of employees' motivation in offices other than good job creation. There must also be a balance and equip workers to continue to compete globally. Descriptive analysis shows that South Aceh

regional offices have transformational leadership practices on employee motivation in terms of defining vision and mission of office goals.

VI. CONCLUSIONS AND IMPLICATIONS

This research has been able to build a theoretical model of the values embodied in transformational leadership in relation to employee motivation. The outcome of the theoretical model explains that the values contained in transformational leadership directly affect the motivation of the worker. This study also emphasizes that the motivational model of the employees is very influential to management goals. The results of this study also highlight the importance of a leader's influence in improving employee motivation and management goals.

The findings from this study give some meaningful contributions in practice. The model used in this study can be a helpful guide and resource for executives and stakeholders in planning to implement and evaluate training programs to develop transformational leadership in the office. Leaders who work on transformational leadership in the workplace must be able to position themselves as good examples not as fault seekers. This is done so that there are no different misunderstandings and interpretations between workers and leaders. In addition to providing a sense of comfort for workers in carrying out continuous work processes and receiving all the improvements made by the leaders. The ultimate goal of transformational leadership is to provide employees with a better motivation to work well to achieve a successful work quality level.

Limitations and Future of Research

This ongoing study will also help the Indonesian government generally be Aceh and South Aceh specialized in determining breastfeeding over a long period of time. For that the situation is also actually influenced by the demands of today's demands which require a progressive change from leaders and employees in the office. Researchers propose to future researchers to make a more comprehensive study. This is because there are some researcher limitations in this study requiring an extended study from other researchers. The researcher proposes to another future researcher to work on the effectiveness of transformational leadership throughout the Aceh provincial office in general.

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