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The Influence of Motivation and Transformational Leadership to Performance with Job Characteristics as Moderating Variable

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ABSTRACT

Some research indicates that the performance of employees affected by transformational leadership, motivation and job characteristic. This study job characteristics positioned as moderation variable which moderates the effect of motivation and transformational leadership on performance. The sample in this study was the Employees of Public Service Institution District with totaling 85 people and collecting samples by using the census technique. Based on the survey results revealed that motivation and transformational leadership positively and significantly influence to performance. Job characteristic significantly can be moderating variable the affect of motivation and transformational leadership on performance.

Keywords: Job Characteristics, Motivation, Performance, and Transformational Leadership

1. Introduction

Success of Organization is determined by individual performance. Successful and effective Organization is the one with good individual performance. Billingsley (1996) stated that performance is resulted from hard work of employees. According to Gomes (2003), performance contains information about the level of success in reaching goal. The factors influencing employees' performance are motivation, job satisfaction, leadership style, work climate, organizational culture, discipline, and ability of employees (Flippo, 1998).

The interest of social scientists to Leadership concept is getting greater last a few decades. Recently, research on leadership has already transformed from transactional leadership into transformational leadership (Bass, 1985). Transformational leadership is also called Visionary Leadership (Westley & Mintzberg, 1989), Charismatic Leadership (Conger, 1989), or New Style Leadership (Bryman, 1992).

According to Bass (1985), Transformational Leadership is ability of leader in supporting followers with his vision in order to improve skill and ability; and pay attention to followers by supervising and training suitable with their needs. The result of Transformational Leadership drives employees' motivation influencing productivity. Judge and Piccolo (2004) have proven that Transformational Leadership positively influences employees' motivation. It is supported by the previous studies. Barbuto (2005) concluded that Transformational Leadership is positively significantly related to intrinsic motivation. Chaudhry Qayyum Abdul, et.al (2012) has proven positive significant relation between Transformational Leadership and Motivation.

The study about transformational leadership by Bass (1985) is especially focused on comparison between the influence of transformational and transactional leadership to employees' performance, satisfaction and effectiveness. This type of study shows that transformational leadership positively influences satisfaction and performance (Bass and Avolio, 1993). It is also stated that transformational leadership is related to effectiveness of leadership, innovation, quality improvement, and performance (Bass, 1995). The same study says that transactional leadership is positively correlated to performance and satisfaction but the correlation is much weaker than transformational leadership. Another study conducted by Boerner Sabine et.al, (2007) has proven that transformational leadership positively significantly influences employees' performance. The study by Natsir Syahrir (2005), however, shows that transformational leadership does not influence performance.

Hersey and Blanchard (1992) stated performance is the function of motivation and ability. Islam Talat et.al, (2012) shows the positive significant correlation between motivation and performance. Alike, Susan M Were et.al, (2012) has proven that motivation positively influences performance. Yet, Brahmasari and Suprayetno (2008), and Enrico Maramis (2013) found out that motivation does not influence performance. The same finding is stated by Lakoy Frisky Gainer (2013) that performance is not influenced by motivation.

Human resources department sometimes changes the need and characteristics of job in order to improve organizational effectiveness, business competitiveness, ability, and competence of employees in reaching achievement (O'Reilly et al 1991; Chatman, 1991; Edward, 1996; Hakim, 1996; Saks et al, 1997). Study of Asgari, M.H (2013) shows positive significant relation between job characteristics and internal motivation. Another previous study job characteristics influences internal motivation (Hadi, R., and Adil, A., 2010). Morgeson, Reider, and Campion, (2005), found that job characteristics directly influences performance.

Based on the previous studies, the research questions are:

1. Does motivation influence performance?

2. Does transformational leadership influence performance?
3. Does job characteristics become moderating variable for the influence of motivation to performance?
4. Does job characteristics become moderating variable for the influence of transformational leadership to performance?

2. Theori and Hypothesis Development

2.1 Performance

Bangun, W., (2012) stated that performance is achievement of someone based on the requirements. Each position has certain standard requirements to fulfill. An employee is considered to be successful after having achievement beyond the standard. Therefore, performance evaluation is needed. According to Robbins (2002), the evaluation is comprehensive performance evaluation consisting of: 1) Quality of job result, 2) Quantity of job result or product within certain term, 3) Knowledge and creativity, 4) Efficiency in working. According Bangun, W., (2012) performance measurement consists of: 1) Quantity of Job Result, this dimension shows quantity of result demanded by standard of job. 2) Quality of Job Result, this dimension shows quality of result demanded by job requirement. 3) Punctuality, this dimension shows the ability of employee to achieve good result of quality and quantity punctually. 4) Attendance, this dimension shows percentage of employees' attendance in working. 5) Ability to cooperate, this dimension shows ability of employees in working together with partners.

2.2 Job Characteristics

Mathis, R.L., (2002) defines job characteristics as basic conditions with important elements embedded on each position. Hackman and Oldham (1976) introduced five dimensions of job characteristics to describe job condition in order to motivate employees. The five dimensions are: 1) Skill Variety, each position requires several skills and talent. 2) Task Identity, each position requires ability to identify work and task from beginning until the end. 3) Task Significance, each position has great impact to others. 4) Autonomy, each position has substantial freedom in making decision. 5) Feedback, each position provides information about job result.

2.3 Motivation

Motivation is individual encouragement and spirit to behave. Harder (2008) mentioned several theories specifically showing factors influencing motivation. Some

of the theories agree that motivation is psychological process which stimulates spirit, mission, and intensity of action (Locke and Latham, 2004; Pinder, 1998). Robbins (2009) defines motivation as a process which results in individual intensity, mission, and diligence in order to reach the goal.

One kind of motivation theories is content theories or need theories. It is about the question "what causes action". Some theories included in content theories are, Hierarchical Need Theory by Abraham H Maslow, Two Factors Theory by Frederick Herzberg, and Achievement Theory by Mc Clelland.

This study uses Two Factors Theory by Frederick Herzberg (1966). The theory stated that generally new employees tend to concentrate on hygiene factors satisfaction like salary, safety, and benefit. After they are satisfied with hygiene factors, they struggle to fulfill motivating factors like initiative, creativity, and responsibility. Herzberg mentioned two factors influencing behavior in organization such as: 1) Satisfaction Factors, it is the factors which are able to satisfy employees like achievement, esteem, responsibility, progress, and job itself. 2) Faktor Hygiene, it is the factors which do not disappoint employees like salaries, organization policies and administration, supervision, relationship among employees, working condition, safety, and status.

2.4 Transformational Leadership

Bass (1985) stated that transformational leadership will result in good performance employees. Transformational Leadership style creates followers' awareness to improve their intellectual mind and inspirations in working for individual and collective purpose.

Rouche, et al.,(1989) defines transformational leadership as ability of leader in influencing value, attitude, trust, and behaviour of employees in order to reach organizational mission and goal. Hater and Bass (1988) found that transformational leadership dynamics involves strong personal identification of leader to form vision for the future of organization. According to Bass and Avolio (1995) authentic transformational leadership has four dimensions such as: 1) Idealized Influence, leader is able to persuade follower to have awareness on mission, pride, respect, and trust. 2) Inspirational motivation, leader is someone who is able to create high expectation by using symbols to focus on activities and inform important goals of organization with simple ways. 3) Intellectual Stimulation, leader is able to improve intelligence, rationality, and problem solving. 4) Individualized Consideration, leader is able to give attention, guide, supervise, and train employee specially.

2.5 The Influence of Motivation to Performance

Some experts like Billingsley (1996), Gomes (2003), and Kirpatrick & Lock (1996) agree that performance is the result of employees' activities. The similar findings stated by Bernadin H John-Joyce E.A & Russel (1993) defines performance as record of comes produced on a specified job function or activities during a specified time period. Hillriegel, Jackson & Slocum (1999) consider that performance is individual achievement as the result of his struggle.

Hersey and Blanchard (1992) stated that performance is the function of motivation, skill and ability. Motivation refers to individual passion to behave in order to reach the goal. Several theories show specifically the factors influencing motivation (Harder, 2008). Some of the theories assume that motivation is psychological process stimulating passion, goal, and behavior intensity (Locke & Latham, 2004; Pinder, 1998). Study by Islam Talat et. al, (2012) shows positive significant relation between motivation and performance. The same result of study by Susan M Were et. al, (2012) found that motivation positively influences performance. Yet, the study of Brahmasari & Suprayetno (2008), and Enrico Maramis (2013) found that motivation does not influence performance. The same result of study by Frisky Gainer (2013) stated that motivation does not influence performance. Based on the theories and previous studies, Hypothesis 1 is arranged:

H₁: Motivation positively influences Performance.

2.6 The Influence of Transformational Leadership to Performance

Bass (1990) stated that transformational leadership results in good performance in organization available to change suitable with circumstance. According to Bass, transformational leadership through policies on recruitment, selection, promotion, training and development creates health and happiness (well being) and performance effectiveness. It means that transformational leadership style will cause better performance and empower the followers. (Keller T. Robert, 1992); Boas Shamir, et.al, 2003). Study of Boerner Sabine et.al, (2007) shows significant positive influence of transformational leadership to employees' performance.

Talat Islam (2012) supported the previous studies by using another sample that transformational leadership influences academic performance of university student. While Natsir Syahrir (2005) found different result that transformational leadership does not influence performance. Based on the previous studies and theories, hypothesis 2 is arranged:

H₂: Transformational leadership positively influences performance.

2.7 The Influence of Job Characteristics to Motivation and Performance

The theory of job characteristics according to Hackman & Oldham (1976; 1980)

describes relation between job characteristics and individual response to work with good motivation (Faturochman, 1997). Study by Hackman & Oldham shows that job characteristics positively influences internal motivation of employees. It is supported by several other studies. Adil Adnan & Hadi Rabia (2010) stated that job characteristics is able to predict internal and external motivation of employees. It is also supported by Asgari Hadi M. (2013) showing that job characteristics positively significantly influences internal motivation. According to Panzano, Sifrin & Joniz (2002) job characteristics influences performance. It is supported by Indi Djastuti (2010) using another sample that job characteristics positively influences performance of managerial level employees. Based on the previous studies and theories, hypothesis 3 is arranged:

H₃: Job characteristics is moderating variable between motivation and performance.

2.8 The Influence of job characteristics to Transformational Leadership and Performance.

Job Characteristics model of Model Hackman & Oldham causes certain psychological condition of employees. Skill varieties, task identity, and task significance result in meaningful feeling of employees. Autonomy drives sense of responsibility and feedback motivate employees to measure performance and achievement.

When skill varieties, task identity, and task significance of employees are getting better they feel more comfortable with their job and they are able to perform better. Internal reward motivates employees to show good performance (Luthan, 2005). Study of Panzano, Sifrin & Joniz (2002) shows that job characteristics influences performance. The same result is shown by the study of Indi Djastuti (2010) with different sample that there is positive influence between job characteristics and performance of managerial level. Transformational leadership built by a leader more dominantly than transactional leadership will result in employees' performance beyond the expected level (Robbins, 1998). Based on theories and previous studies, hypothesis 4 is arranged:

H₄: Job Characteristics is able to be moderating variable between transformational leadership and performance.

The relation among variables is described in form of graphic model (Figure 2.1):

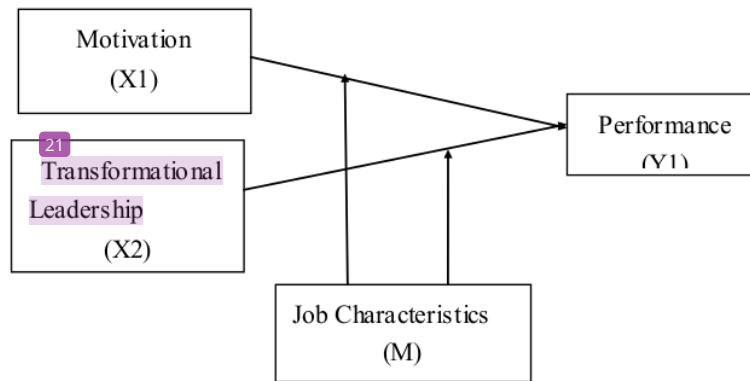


Figure 2.1
Relation among Variables

3. Research Methodology

3.1 Sample and Tests

The population in this study is all civil servants working for one of units of Government Institution. From the total population, 85 respondents are taken using purposive sampling method as a sample. Primary data is used in this study collected from questionnaire with Likert scale from 1 to 7 such as strongly agree (7), agree (6), rather agree (5), neutral (4), rather disagree (3), disagree (2), strongly disagree (1). Instrument in this study is tested by using validity and reliability test. Analytical methods used to test hypotheses are multi linear regression and interaction regression through determination coefficient (R^2), F test, and t test (partial test).

3.2 Variable Measurement

Bass (1985) stated that transformational leadership is able to produce good performed followers beyond expectation as the result of the power of leader. Transformational leadership improves individual and group confidence, awareness, and involvement in organization. This style of leadership supports the followers to achieve the goal and develops their capacity.

Rouche (1989) defined transformational leadership as ability of leader in influencing value, attitude, trust, and the behavior of followers in order to achieve organizational mission and goal. According to Bas & Avolio (1995), transformational leadership contains four components such as idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Transformational leadership variable is measured by using 11 questions.

According to Robbins (2009), motivation is defined as a process resulting in individual behavior intensity, passion, and diligence to achieve the goal. One of famous motivation theories is two factors motivation theory by Herzberg. He classified motivation into two factors influencing individual performance they are satisfaction, and hygiene factors. Satisfaction factor is the factors satisfying employees such as achievement, reward, job itself, responsibility, and development. Hygiene factor is the factors making employees' disappointment such as company policies & administration, supervision, payment, relations among employees, working conditions, safety, and status. In this study, motivation variable is measured by using 10 questions.

Robert L Mathis (2002) stated that job characteristics is basic condition and its important elements embedded on each job. According to Hackman & Oldham (1976), organization is able to support positive attitude in working in order to improve motivation, work quality, and performance by using five dimensions such as skill varieties, task identity, task significance, autonomy, and feed back. Job characteristics in this study is measured by using 15 questions.

Several experts agree that performance is achievement of job carried out by employee (Billingsley,1996; Gomes,2003; and Kipatrick & Lock,1996). The same statement was told by Bernadin H John-Joyce E.A Russel (1993) defining performance as record of comes produced on a spesified job function or activities during a spesified time period. Hillriegel, Jackson & Slocum (1999) consider that performance is individual achievement after his effort. As the statement by Billingsley and others, Wilson Bangun (2012) stated that performance is the result of job achieved employee based on job requirements. Indicators of performance according to Wilson Bangun (2012) are quantity, quality, punctuality, attendance, and cooperation ability. In this study, performance variable is measured by using 10 questions.

4. Result and Discussion

4.1 Description of Respondents

The sample in this study consists of 56 male respondents (65,9%) and 29 female respondents (34,1%). It shows that most employees working for the institution are male. In the matter of age, most of the employees are at productive ages. They are classified into 4 groups:

1. 25-35 years old = 41 respondents (48.2%),
2. 36-45 years old = 20 respondents (23.5%),
3. 46-50 years old= 11 respondent (12.9%),

4. 51 years old and above = 13 respondents (15.3%).

About education level, most respondents are Scholars (58.8%), Senior high graduates (27.1%), Diploma (7.1%), and Master Degree (7.1%).

4.2 Description of Variable

Mode of respondents' answer for Motivation is 6. It means that most of respondents answered Agree, so the level of Motivation in the institution in this study based on respondents' perception is good. Motivation has been measured by using 10 questions.

Mode of respondents' answer for Transformational Leadership variable is 6. It means that most of respondents answered Agree, so the level of Transformational Leadership in the institution in this study based on respondents' perception is good. Transformational leadership has been measured by using 15 questions.

Mode of respondents' answer for Job Characteristics variable is 6. It means that most of respondents answered Agree, so the level of Job Characteristics in the institution in this study based on respondents' perception is good. Job Characteristics has been measured by using 15 questions.

Mode of respondents' answer for Performance variable is 6. It means that most of respondents answered Agree, so the level of Performance in the institution in this study based on respondents' perception is good. Performance has been measured by using 10 questions.

4.3 Validity and Reliability Test

The result of validity test shows that KMO value of all variables in this study (Motivation, Transformational Leadership, Job Characteristics, and Performance) is over 0.5. It means that the number of sample in this study is adequate. Not all indicators have loading factor value over 0.4. There are four invalid indicators of Job Characteristics Variable, so they are not proceeded.

Reliability test is done based on Cronbach Alpha value. If the value is over 0.7, the variable is reliable (Nunnally,1978). Cronbach Alpha value of all variables in this study is over 0.7. Thus, all variables in this study are reliable.

4.4 Model and Hypothesis Test

The result of multi linier regression and interaction regression for hypothesis test is shown in table 4.1

Table 4.1
Result of Regression Analysis

Equation Model	Determination Test (Adjusted R Square)	F Test	T test		Remark
		Sig	β	Sig	
Multi Linier Regression					
Influence of Motivation and Transformational Leadership to Performance	0.788	0.000	0.498	0.000	Hypothesis 1 Accepted
			0.442	0.000	Hypothesis 2 Accepted
Interaction Regression					
Job Characteristics as Moderating Variable in the influence of Motivation to Performance	0.728	0.000	-1.934	0.028	Hypothesis 3 Accepted
Job Characteristics as Moderating Variable in the influence of Transformational Leadership to Performance	0.731	0.000	-2.651	0.001	Hypothesis 4 Accepted

Multi linier regression analysis is used to test hypothesis 1 and 2. Result of the test is shown in table 4.1:

Determination Coefficient (Adjusted R Square) is 0.788 (78.8 %). It means that Motivation and Transformational Leadership Variable are able to explain Performance Variable 78.8 %. While the rest 22.2 % is explained by the other variables.

F test shows significance value 0.000. The significance value is below 5% (0.05). It means that Motivation and Transformational Leadership simultaneously influence employees' Performance.

T test shows significance value 0.000. The significance value is below 5% (0.05). Standardized coefficient beta value of Motivation is 0.498. It means that Motivation positively significantly influences Performance. That is why hypothesis 1 is accepted. Higher Motivation makes better Performance.

Standardized coefficient beta value of Transformational Leadership is 0.442. It means that Transformational Leadership positively significantly influences Performance. Hypothesis 2 is accepted. Better Transformational Leadership style makes better Performance.

The result of interaction regression shows that Job Characteristics is able to be moderating variable between Motivation and Performance. It is also able to be moderating variable between Transformational Leadership and Performance. It is concluded that the significance value of both interaction regression is below 0.05.

4.5 Influence of Motivation to Performance

Test on Hypothesis 1 shows that Motivation positively influences Performance. It is caused by ability of institution in creating good condition. The condition enables employees to make good relationship in order to support their work. The result supports the theories and previous studies as those conducted by Herzberg, Blanchard, and Susan M Were et.al, (2012)

4.6 Influence of Transformational Leadership to Performance

Transformational Leadership positively significantly influences Performance. The result is consistent with the previous studies done by Islam Talet et.al, (2012) and Boerner Sabine et.al, (2007). The positive significant influence of Transformational Leadership to performance is resulted from the vision of leader that the followers are supposed to perform the best. The leader is open for criticism and suggestion from the followers. That way empowers the followers in completing their work according to the commitment.

4.7 Job Characteristics as Moderating Variable between Motivation and Performance

Test on moderation effect of Job characteristics between Motivation and Performance shows significant interaction between Motivation and Job characteristics in regression equation. It means that Job Characteristics is able to strengthen or weaken the influence of motivation to performance. In this study, beta is negative. It indicates that Job characteristics tends to weaken the influence of Motivation to Performance.

4.8 Job Characteristics as Moderating Variable between Transformational Leadership and Performance

Test on moderation effect of Job characteristics between Transformational Leadership and Performance shows significant interaction between Motivation and Job characteristics in regression equation. It means that Job Characteristics is able to

strengthen or weaken the influence of Transformational Leadership to Performance. In this study, beta is negative. It indicates that Job Characteristics tends to weaken the influence of Transformational Leadership to Performance. Actually, this study hopes Job Characteristics to be strengthening moderating variable. It is possible to happen since the sample is civil servants whose job is fixed.

5. Conclusion and Suggestion

5.1 Conclusion

Several conclusions taken from this study are:

1. Motivation positively significantly influences Performance. It means that Motivation is able to improve employees' Performance.
2. Transformational Leadership positively significantly influences Performance. It means that good Transformational Leadership style is able to improve employees' Performance.
3. Job Characteristics is moderating variable between Motivation and Performance. It means Job Characteristics is able to strengthen or weaken the influence of Motivation to Performance.
4. Job Characteristics is moderating variable between Motivation and Performance. It means Job Characteristics is able to strengthen or weaken the influence of Transformational Leadership to Performance.

5.2 Suggestion

1. To improve motivation, the institution is suggested to give reward for the achievement
2. Employees need to be proud of the institution
3. Institution needs to do job rotation, job enlargement, and job enrichment.
4. Institution needs to provide feedback for the result of work

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