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by Tristiana Rijanti

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THE DESIGN OF DECISION SUPPORT SYSTEM FOR THE ASSESSMENT OF THE PERFORMANCE OF LECTURERS

Titik Mildawati

School of Economics Indonesia (STIESIA) Surabaya
email: titikmilda@stiesiaedu.com

Abstract

This research is meant to design the Decision Support System (DSS) in order to provide an assessment on the performance of lecturers as one of the tasks of human resource management in universities. A criterion or an indicator which has been collected by using Analytical Hierarchy Process (AHP) is required by the DSS. The Data has been collected by issuing questionnaires to quality assurance units in universities in East Java and 33 questionnaires have been selected as respondents. Based on the result of the AHP, the weight of priority vector measurement values which have been gained are: education and teaching (0.23), students evaluation (0.19), research (0.18), community service (0.16), the achievement of lecturers either national or international (0.12), and commitment (0.11). The inputs of the DSS in this application are: the Data of lecturers, the result of AHP's criteria, the scores of lecturers' evaluation on the criteria call now. The process has been carried out by calculating the scores, putting the scores in order and giving the predicate of the lecturers' performance. The outputs are the result of the performance of lecturers recapitulation and the result of the evaluation on call now lecturers. The results of the evaluations on call now lecturers will be distributed to lecturers. The result of the research can be used as the feedback for lecturers and the management of universities to improve their performance by continuous reviews on their human resources.

Keywords: Decision Support System, Analytical Hierarchy Process, Assessment on the Performance of Lecturers

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE BY USING MOTIVATION WITH JOB CHARACTERISTICSS AS MODERATION ROLE

Tristiana Rijanti
Universitas Stikubank
email: tristianar@gmail.com

Kis Indriyaningrum
Universitas Stikubank
email: kis.indriyaningrum@yahoo.com

Anik Kristiana
Universitas Stikubank
email: admi.yucilik@gmail.com

Abstract

Leadership has important role to determining the success of the organization , whereas it depends on employees performance. Recently, the leadership focus has shifted from transactional leadership model to a new genre of leadership theory, with an emphasis on transformational leadership (Bass, 1985). Some research indicates that the performance of employees affected by transformational leadership , motivation and job characteristic. The purpose of this study was to investigate the effect of transformational leadership on performance by using motivation with job characteristics as moderation role. The population in this study was the Employee Department of Energy and Mineral Resources and Employee BLH Rembang District with totaling 85 people and collecting samples by using the census technique. Data were collected by using questionnaires and measurement scales using a likert scale. Data analysis was performed using linear regression and the software SPSS 19:00.

Based on the survey results revealed that transformational leadership significantly and positively affect on motivation and performance. Motivation positively and significantly affect on performance. Job characteristic is a variable that moderates the effect of motivation on performance. Department of Energy and BLH Rembang can improve the employee's Performance by strengthening the transformational leadership and increasing motivation .To strengthen the influence of motivation on performance,

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**The Effect of Transformational Leadership on Performance by Using
Motivation with Job Characteristics as Moderation Role**

Tristiana Rijanti, Kis Indriyaningrum, Anik Kristiana

tristianar@gmail.com, kis.indriyaningrum@yahoo.com,
adini.ayucilik@gmail.com

Abstract

Leadership has important role to determining the success of the organization, whereas it depends on employees performance. Recently, the leadership focus has shifted from transactional leadership model to a new genre of leadership theory, with an emphasis on transformational leadership (Bass, 1985). Some research indicates that the performance of employees affected by transformational leadership, motivation and job characteristic. The purpose of this study was to investigate the effect of transformational leadership on performance by using motivation with job characteristics as moderation role.

The population in this study was the Employee Department of Energy and Mineral Resources and Employee BLH Rembang District with totaling 85 people and collecting samples by using the census technique. Data were collected by using questionnaires and measurement scales using a likert scale. Data analysis was performed using linear regression and the software SPSS 19:00.

Based on the survey results revealed that transformational leadership significantly and positively affect on motivation and performance. Motivation positively and significantly affect on performance. Job characteristic is a variable that moderates the effect of motivation on performance.

Department of Energy and BLH Rembang can improve the employee's Performance by strengthening the transformational leadership and increasing motivation. To strengthen the influence of motivation on performance, institutions need to: Provide different jobs by periodic rotation, job enlargement and job enrichment.

Keywords: transformational leadership, motivation, employee performance and job characteristics

A. Research Background

The ⁸ success of an organization is determined by the performance of the employee (Nawawi Hadari, 2006). Billingsley (1996), stated that ⁸ performance is work result achieved by the employees on their job. Gomes (2003) as cited in Bernadin and Russell stated that the performance is information about the evaluation of employment success level in achieving its goal. Some factors that affect the employees' performance are motivation, job satisfaction, leadership style, work climate, organizational culture, work discipline, and the employees' ability, Flippo (1984).

The leadership concept has attracted ¹⁰ social scientists attention for decades. Recently, the leadership focus has shifted from transactional leadership model to a new genre of leadership theory, with an emphasis on transformational leadership (Bass, 1985), which has been called as visioner (Westley and Mintzberg, 1989), charismatic (Conger, 1989), or new leadership (Bryman, 1992).

Transformational leadership according to Bass (1985), is the ability of a leader to encourage the followers with his vision, increasing the followers skills and abilities, pay attention to their interests by fostering according to the required training. The results of this leadership style motivate the followers that have an impact on productivity. Judge and Piccolo (2004) found that transformational leadership positively affected motivation. Likewise, the results of Barbuto (2005) concluded that transformational leadership positively and significantly related to intrinsic motivation followed by a study conducted by Chaudhry Qayyum Abdul, et all (2012) showed ² that there was a positive and significant relationship between transformational leadership and motivation.

Research on transformational ² leadership by Bass (1985) mainly focused on comparing the effects of transformational and transactional leadership on individual performance, satisfaction and effectiveness. This genre studies showed that

transformational leadership was positively related to employee satisfaction and performance (Bass and Avolio, 1993). Transformational leadership has also been associated with outcomes such as leadership effectiveness, innovation, quality improvement, and performance (Bass, 1995). In the same study, transactional leadership also correlated positively with these results, however, generally, the relationship is weaker than transformational leadership. Studies conducted by Boerner Sabine et al (2007) showed that there was a positive and significant effect between transformational leadership with employee performance. However, the study conducted by Natsir Syahir (2005) had different result which found that transformational leadership does not affect the performance.

Hersey and Blanchard (1992), stated that performance was motivation and ability model. Study conducted by Ahmed Ishfaq et al (2012) showed a positive and significant relationship between motivation and performance. Similarly, a study conducted by Waititu A.G et al (2012) showed that motivation positive effect on performance. However, research conducted Brahmasari and Suprayetno (2008) and Enrico Maramis (2013) found that motivation did not affect the employee performance. Similarly with the research conducted by Lakoy Frisky Gainer (2013) stated that motivation does not affect the performance.

Human resources department sometimes changes needs and job characteristics to improve organizational effectiveness and competitiveness of business, and improve employee capabilities and competencies to accelerate the achievement of their performance (O'Reilly et al 1991; Chatman, 1991; Edward, 1996; Judge, 1996; Saks et al, 1997). Hadi Mohammad Asgari, 2013 results showed a positive and significant relationship between job characteristics with internal motivation. Another study stated that the job characteristics as predictors of internal motivation (Rabia Hadi and Adnan Adil, 2010). Studies conducted by Morgeson, Reider, & Campion, (2005), found that job characteristics directly affected performance.

Generally, the Department of Energy and Mineral Resources and the Environment Agency (DESMD and BLH) Rembang in providing services faces constraints due to the number of employees who less in quality and quantity are not comparable with the problems encountered in the field that requires problem solving, which have an impact on performance , as in table 1.1.

Table. 1.1 The expected performance and the actual performance of energy management efforts and Mineral Resources

Sektor	Kinerja yang Diharapkan	Kinerja saat ini
• Mineral	<ul style="list-style-type: none"> - On 2013 was targeted zero mining accident. - The increasing of mining entrepreneurs activity. 	<ul style="list-style-type: none"> - There were two mining accidents. - There were three reports about the mind of the public about mining because of health problems such as air and water pollution.
• Geology	<ul style="list-style-type: none"> - Increasing of contribution of geology field in the arrangement of space / area-based on geology environmental including environment monitoring and conservating (the kars area, etc.). 	<ul style="list-style-type: none"> - So far, there is no determination of environmental conservation areas such kars area.

<ul style="list-style-type: none"> • Groundwater 	<ul style="list-style-type: none"> - At the beginning of 2012 the Department of Energy and Mineral Resources especially the Groundwater Management expected to issue 100 licenses. 	<ul style="list-style-type: none"> - There were only 15 groundwater licenses followed up by the Department of Energy to be issued.
<ul style="list-style-type: none"> • Oil and Gas 	<ul style="list-style-type: none"> - Increasing of control, fuel distribution and administration of the agent and up to the final consumer. 	<ul style="list-style-type: none"> - There are only 75% which can be implemented in order to control, distribution and administration of fuel.
<ul style="list-style-type: none"> • Energy 	<ul style="list-style-type: none"> - At the beginning of 2012 the Department of Energy and Mineral Resources is targeting to increase LPJU in Rembang as much as 10 points along public roads of Rembang-Blora - No reports from the public about the lack of street lighting. 	<ul style="list-style-type: none"> - Actually, there were only 6 points had been installed. - There were many reports in the Department of Energy regarding the lack of lighting in some districts, especially on public roads that connect among district in Rembang.

Based on several theories, previous studies and performance phenomena in the Department of Energy and the BLH Rembang the purpose of this study was to investigate ⁵ the effect of transformational leadership on performance by using motivation with job characteristics as moderation role.

B. Literature Review

1. Performance

Bangun Wilson (2012) stated that performance is the result of the work accomplished by someone based on the job requirements. A job has certain requirements to be done to achieve the goal or it can be called as job standard. An employee is successful carrying out work or has a good performance, if the job result is higher than standard of performance. For those reason, a proper assessment for each employee performance in the company is needed. Performance evaluation have a number of purposes. According to Robbins (2009) one purpose is to help management make general human resource decisions such as promotions, transfer and termination. Evaluation also identify training and development needs, providing feedback to employee and basis for reward allocation.. While the measurement of employee performance by Bangun Wilson (2012) includes:

¹¹
a. The number of jobs

This dimension indicates the number of jobs generated individually or group as standard work requirements.

¹¹
b. Quality of work

Every employee in the company must meet certain requirements to be able to generate employment according to qualities required of a particular job.

¹¹
c. Punctuality

Every job has different characteristics, for certain types of job must be completed on time, because it has a dependency to another job.

d. Presence

A particular job requires the employees' presence to work at the determined time.

e. Cooperation Skills

Some jobs can not be completed by only an employee. There are some jobs should be completed by two persons or more, therefore, cooperation among employees is needed.

1
2. Transformational Leadership

Bass (1985) asserted that transformational leadership will produce followers perform beyond expected level as a consequence of a leader influence. Processes underlying the effects described in terms of raising awareness about the importance of the results shown by developing followers, intellectually stimulating and inspiring to overcome their own personal interests for higher / collective purpose. Rouché and Colleagues (1989) defined transformational leadership in terms of the ability of a leader to influence the values, attitudes, beliefs, and behaviors of others by working with and through them in order to achieve the organization mission and goals. Hater and Bass (1988) stated: The dynamics of transformational leadership involves a strong personal identification with the leader, joining in a common future vision, or beyond the interest exchange for compliance award (Hater and Bass, 1988). According to Bas and Avolio (1995) authentic transformational leadership contains four components, such as:

- a. Idealized Influence (ideal effect), the leader gives insight and awareness of the mission, evoke pride and cultivate an attitude of respect and trust in subordinates.

- b. Inspirational motivation, the leader is a person who fosters high expectation through the use of symbols to focus efforts and communicate the important objectives in a simple way.
- c. Intellectual Stimulation, leaders can improve the intelligence, rationality and carefully problem solving.
- d. Individualized Consideration, the leader provides care, nurture, guide and train each person particularly.

3. Job Characteristics

Robert L Mathis (2002) stated that the job characteristics are the basic condition and its elements inherent in every job. Hackman and Oldham (1976) introduced the theory of job characteristics to explain the conditions that workers would be intrinsically motivated while doing the job. According to this theory, the organization can encourage positive work attitude to improve the quality of work by improving the job using five dimensions as follows:

a. Skill Variety :

The extent the job requires the use of a number different skills and talents.

b. Task Identity

The ability of indentifying a job, or a task start from the begining to the last with its results.

c. Significant Task

The extent of a job has a huge impact on the others lives.

d. Autonomy

The extent of job provides substantial freedom; and

e. Feedback

The extent of job provides information about the job result.

4. Motivation

Motivation is the drive within the individual to act or do something, some theory particularly showed the factors affect motivation (Harder, 2008) some of them agreed that motivation is a psychological process that causes passion, direction and behavior intensity (Locke and Letham, 2004 ; Pinder, 1998). According to Robbins (2009), motivation is defined as a process that produces an intensity, direction, and individual persistence as an effort to achieve a goal.

One of motivation theory is content theories or sometimes called the needs theory which deals with the question of what the behavior causes. This theory includes the theory of Abraham H Maslow's hierarchy of needs, two-factor theory Frederick Herzberg, and the theory of achievement Mc Clelland (Handoko T Hani, 1995). In this study used two-factor theory proposed by Frederick Herzberg (1966) who suggested that generally, the new employees tend to focus on satisfying the needs lower in their first job, especially security, after it is fulfilled they will strive to meet the needs at the higher level, such as the need for initiative, creativity, and responsibility. In his research Herzberg divided the factors that affect a person's work in the organization, namely:

a. Satisfaction factor (Motivator Factor)

Satisfaction factor is a factor that can lead workers satisfaction such as achievements, awards, work itself, responsibility and advancement.

b. Factors dissatisfaction (hygiene factors)

Dissatisfaction factors are factors that not lead to satisfaction, but when it is upgraded, it can reduce dissatisfaction such as company policy and

administration, supervision, payroll, labor relations, working conditions, job security and employment status.

Relationship between Variables and Hypotheses Development

1. The effect of transformational leadership on motivation

Transformational leadership according to Bass (1985), is the ability of a leader to encourage followers with his vision, increasing the followers' skills and abilities, pay attention to workers interests by fostering, according to the required training. This leadership style result, motivate followers that have an impact on productivity. Chaudhry Qayyum Abdul et all (2012) research showed that there was a positive and significant relationship between transformational leadership and motivation. Judge and Piccolo (2004) concludes that there was a positive relationship between transformational leadership and followers' motivation. Study conducted by Barbuto (2005) also found a positive and significant effect between transformational leadership with intrinsic motivation, whereas the results of a study conducted by Natsir Syahrir (2005) found different results is that transformational leadership does not affect the performance.

Based on the results of previous research and theory, it can be formulated for first hypothesis (H1):

H1: There is a positive and significant impact of transformational leadership on motivation

2. The Effect of Transformational Leadership on performance

Bass, (1990) stated that transformational leadership brought the situation to the high performance in organizations dealing with the demands of reform and change. He stated that transformational leadership through a policy of recruitment, selection, promotion, training and development will result in health, happiness (well being) and effective performance in today's organization. Transformational leaders

have a better performance, Keller T. Robert (1992) and develop his followers (Boas Shamir et al, 2003). Studies conducted by Boerner Sabine et all, (2007) showed that there was a positive and significant effect between transformational leadership on employee performance.

The study conducted by Ahmed Ishfaq et all (2012) supports previous studies, with different objects found that transformational leadership affected the academic performance of university-level students.

Based on the results of previous research and theory, it can be formulated for second hypothesis (H2):

H2: There is a positive and significant impact of transformational leadership on performance

3. Effect of Motivation on performance.

Some experts agreed that the achievement of performance is the result of the job performed, Billingsley (1996), Gomes (2003) and Kirpatrick and Lock (1996). The same thing expressed by Bernadin H John-Joyce EA Russell (1993) which defined performance as a record of comes produced on a specified job function or activating during a specified time period. Hillriegel, Jackson and Slocum (1999) observed the job performance as individual job achievement after their efforts given.

Hersey and Blanchard (1992) stated that the performance is a model of motivation and ability. Motivation is the drive within the individual to act or do something, some particular theory showed the factors that affect motivation (Harder, 2008) some of them agreed that motivation was a psychological process that causes passion, direction and intensity of the behavior (Locke and Letham, 2004 ; Pinder, 1998). Studies conducted by Ahmed Ishfaq et all, (2012) showed a positive and significant relationship between motivation and performance. Similarly, a study conducted by Waititu A.G et all,(2012) showed that motivation positively affect on

performance. However, research conducted by Brahmasari and Suprayetno (2008) and Enrico Maramis (2013) found that motivation did not affect the performance of employees. Similarly, research conducted Lakoy Frisky Gainer, (2013) stating that motivation does not affect the performance

¹⁷ Based on the results of previous research and theory, it can be formulated for the third hypothesis (H3):

⁶ H3: There is a positive and significant effect of motivation on performance

4. Effect of Job Characteristics Motivation and Performance

The theory of job characteristics (Hackman and Oldham, 1976, 1980) describes the relationship between job characteristics on individual responses to work (Faturachman, 1997). Studies conducted by Hackman and Oldham showed that the positive effect of job characteristics on the employees internal motivation. The same results were shown by several other researchers. Adil Adnan Hadi Rabia (2010) stated that the job characteristics can predict the characteristics of employees internal and an external motivation, as well as studies conducted by Asgari Hadi M, (2013) showed a positive and significant relationship between job characteristics with internal motivation. Job characteristics affect the performance were shown by studies conducted by Panzano & Sifrin & Joniz (2002). Studies conducted by Indi Djastuti (2010) with different objects indicated that there was a positive influence between job characteristics on employees' performance at managerial level.

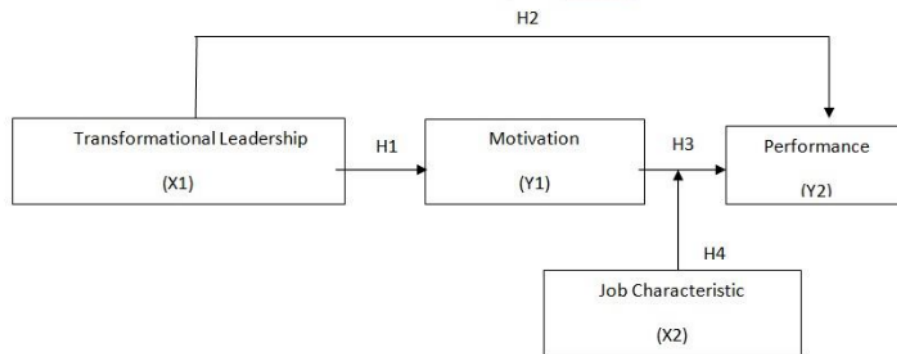
⁷ Based on the theory and the results of previous research, the fourth hypothesis can be formulated (H4).

H4: Job Characteristics moderate ³ the influence of motivation on performance.

Based on the relationship between variables can be described as a graphical model in the picture below:

Figure 1

Graphical Model :



7 C. Research Methods

Participant

The population in this study was all employees of the Department of Energy and the Environmental Agency of Rembang. The sampling technique used is census which the entire population was taken as respondents those are 85 employees of the Department of Energy and the BLH Rembang.

This study is a quantitative research by using explanatory research methods (explanation research). The data used in this study are primary data and secondary data. Primary data was collected by questionnaire, the assessment used a Likert scale of 1 to 7, while secondary data from the Department of Energy and Planning Section BLH Rembang on Strategic Plan 2011-2015. The questionnaire was tested using validity and reliability. The analysis technique used is descriptive statistical analysis, multiple linear regression analysis, F test (simultaneous test) and t test (partial test).

The respondents found were male 56 (65.9%), while women were 29 (34.1%). It showed that most employees Department of Energy & Environment are male. The most respondents are on productive age between 25-35 years old those are

41 people (48.2%), 20 respondents (23.5%) are 36-45 years old, 11 (12.9%) respondents are 46- 50 years old, and only 13 people (15.3%) are 51 years old. The most respondents are bachelor degree those are 50 people (58.8%), high school are 23 respondents (27.1%), diploma are 6 respondents (7.1%) and the postgraduate are 6 respondents (7.1%).

Measurement. Bass (1985) asserted that transformational leadership will produce followers who perform beyond expected levels as a consequence of the leader influence. Transformational leaders improve individual and group confidence, raise awareness and interest in the group and the organization, and try to move the subordinate attention to the existence achievement and development. Ruche and Colleagues (1989) defined transformational leadership in terms of the ability of a leader to influence the values, attitudes, beliefs, and behaviors of others by working with and through them in order to achieve the organization mission and objective. According to Bas & Avolio (1995), transformational leadership contains four components: idealized influence, inspirational motivation (motivational), intellectual stimulation (giving intellectual stimulation) and individual consideration. It is measured using 11-items. The average of the respondents' response to transformational leadership is 6.06. It indicates that most respondents provide answers to agree, so it can be interpreted the most employees argue that transformational leadership of Department of Energy and the BLH Rembang is good.

According to Robbins (2009), motivation is defined as a process that produces an intensity, direction, and individually persistence in an effort for a goal achievement. One of content theory about motivation is two-factor theory Herzberg (T. Hani Handoko, 1995). He divided into two motivational factors that affect a person's job, namely: the satisfaction factor (motivator) is a factor that can lead to satisfaction for workers such as achievements, awards, work itself, responsibility and advancement and dissatisfaction factors (higylene factors) are factors that not lead to satisfaction, but when it is upgraded, it can reduce dissatisfaction such as company

policy and administration, supervision, payroll, labor relations, working conditions, job security and employment status. It is measured by using 10 items of questionnaire. The average respondents' response to motivation is agree, (6) motivation variable is 6, this shows that the most employees opinion about employees motivation at the Department of Energy and the BLH Rembang is good.

Robert L Mathis (2002) stated that the job characteristics are the basic condition and its elements inherent in every job. Hackman and Oldham (1976) stated that an organization can encourage positive work attitude to improve the quality of work by using five dimensions of job skill variety, task identity, task significance, autonomy and feedback. It is measured by using 15 items. The most respondents' response to the job characteristics is barely agree (5). It shows that the most respondents argue about job characteristics at the Department of Energy and the BLH Rembang is barely poor.

Some experts agreed that the achievement of performance is the result of the job performed, Billingsley (1996), Gomes (2003) and Kirpatrick and Lock (1996). The same thing expressed by Bernadin H John-Joyce EA Russell (1993) which defined performance as a record of comes produced on a specified job function or activating during a specified time period. Hillriegel, Jackson and Slocum (1999) observed the job performance as individual performance after their efforts given.

The same opinion expressed by Billingsley and the others, Bangun Wilson (2012) stated that performance is the result of the work accomplished by someone based on the job requirements. Component performance by Bangun Wilson (2012) is the number of jobs, quality of work, punctuality, presence and cooperation skills. It is measured with the 10 items.

The validity test results showed that all variables (transformational leadership, job characteristics, motivation and performance) have $KMO > 0.5$. It indicates that the samples met the minimum requirement measure of sampling

adequacy (sufficiency of sample measurements). All the indicators of all variables have loading factor values > 0.4. It means that all indicators of the all variables studied are valid, except for the four indicators of job characteristics, there are 4 items that do not qualify, therefore it was not included in subsequent analyzes those are X2.1, X2.4, X2.12 and X2.15 . Reliability tests performed by observing at its Cronbach alpha value, otherwise reliable if Cronbach alpha > 0.7 (Nunnally, 1978). Based on that rule, all the variables in this study are reliable because they have Cronbach alpha values > 0.7.

D. Result and Discussion

The respondents' response and multiple linier regressions are shown in the table below.

Table 1

Respondents' Response and Regression Result

Dependent Variable	Independent Variable	Interaction Result Y1 X2	Mean	Beta Value	Sig
Regression I					
Motivation (Y1)			6,09		
R Square : 0,631 F Value 142.050, sig 0.000	Transformational Leadership (X1)		6,06	0,794	0,000
Regression II					
Performance (Y2)			6,13		
	Transformational Leadership (X1)		6,06	0,442	0,000
Adjusted R	Motivasi (Y1)		6,09	0,498	0,000

Square : 0,788 F value : 157,471, Sig : 0,000					
Regression Interaction					
Performance	Motivation (Y1)				
	Job Characteristics (X2)				
		-2.102			0.017

Multiple linear regression analysis used in this study is using SPSS for Windows version 19.0. We present a test of the coefficient of determination (R²), F test, t and the moderating effects test. The table above can be explained that the equation 1 gives the coefficient of determination (R Square) 0.631 (63.1%), it means that the independent variable that is transformational leadership can explain the motivation 63.1%, while the remaining 36.9 % is explained by other variables outside the research model. Whereas the F test results 142.050 with significance value of 0.000 <5% (0.05) it means that simultaneously transformational leadership affect employees' motivation. Regression analysis showed that transformational leadership has positive and significant effect on motivation; it is indicated with the significance level of 0.000, which is smaller than alpha 5% (0.05). Transformational leadership has standardized beta coefficients value of 0.794 in influencing motivation. It means that the transformational leadership has positive and significant effect on the employee motivation or means that the better transformational leadership will increase employee motivation.

The results of the second regression, it is found that coefficient determination value (Adjusted R Square) is 0.788 (78.8%). It indicates that the performance can be explained by transformational leadership and motivation for 78.8%, while the remaining 21.2% is explained by other variables outside the research model. F-test value is 157.471 with significance value is 0.000 <5% (0.05) it means that the transformational leadership and motivation simultaneously affect on employee performance. Regression analysis showed that transformational leadership has positive and significant effect on performance. It is indicated with a significance level of 0.000 which is smaller than alpha 5% (0.05). Transformational leadership has standardized beta coefficients value is 0,442 in influencing performance. Regression test results also showed that motivation positive and significant affect on performance, the standardized beta coefficients value is 0,442. It is shown by the significant value of 0.000 which is smaller than alpha 5% (0.05). The test results showed that transformational leadership and motivation positive and significant affect on performance. Standardized beta coefficients value, motivation has a stronger effect in increasing employee performance.

Moderating variable is the independent variable that will strengthen or weaken the relationship between the other independent variables on the dependent variable (Ghozali Imam, 2012). In this study the moderator variable is the job characteristics (X2). The test results moderating effect showed that multiplication level between motivation (Y1) and job characteristics (X2) is 0.017 <0.05, therefore the job characteristics variables moderate the influence of motivation on performance. The value of standardized beta coefficients of interaction between motivation and job characteristics (-2.102). It indicates that the job characteristics variables weaken the influence of motivation on employee performance.

The Effect of Leadership Transformasional on Motivation.

The hypothesis testing results showed that transformational leadership significant and positive affect on motivation. The results of this study are consistent with the results of previous studies which conducted by Piccolo (2004) which concluded that there was a positive relationship between transformational leadership and followers motivation as well as studies conducted Barbuto (2005) who found a positive and significant effect between transformational leadership with intrinsic motivation.

Chaudhry Qayyum Abdul et al (2012) stated that there was a positive and significant relationship between transformational leadership and motivation.

Transformational leadership motivates followers through four components: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration significantly positively influence motivation with the best items is leaders provide expectations about the followers' high performance. This expectation is supported by coaching which lead by the leader. Leaders try to help subordinates with guide, training and emphasizing to think systematically when encounter complex problems, by looking for key aspects of a problem. It has significantly influence the motivation increasing of employees in the Department of Energy and BLH Rembang. It is consistent with the four components of transformational leadership by Bass.

The Effect of Transformational Leadership on Performance

The hypothesis testing result showed that transformational leadership both positively and significantly affect on performance. The results of this study support the results of previous studies conducted by Sabine Boerner et al, (2007), which showed that there was a positive and significant effect between transformational leadership with employee performance.

The study also supports the results of a study conducted by (Ahmed Ishfaq et al, 2012) with different objects found that transformational leadership affect the academic performance of university-level students. Positive and significant influence of transformational leadership on employee performance Department of Energy and BLH Rembang is caused by the leader in achieving its vision, it had been explained to employees that they must be high performance. The way to make it happen is by make a working team and emphasize on each employee that the outcome is not the individual result but the team's results. Leaders also recognize of criticism from the employees. This way has an impact on the employees' ability to complete the work on time which is supported by the consistent presence with the regulation set.

The Effect of Motivation on Performance

The third hypothesis testing showed that transformational leadership positively and significantly affect on performance. The results of this study are consistent with results of previous studies conducted by Ahmed Ishfaq et al, (2012) which showed a positive and significant relationship between motivation and performance. Similarly, a study conducted by Susan M Were et al, (2012) showed that motivation has positive effect on performance.

The positive influence of motivation on performance can make favorable conditions, therefore the relationship among coworkers can develop well then they can support each other on job. The leaders also wish that the work is not the individual result but the team work result. The on time of work completion is also due to the work performed based on the procedures. Employees also felt that the salary they receive is appropriate with the responsibilities assigned to them.

To test the moderating effects of job characteristics on the influence of motivation on performance based on the results of the interaction motivation to job characteristics. The result found that the job characteristics moderate the influence of motivation on performance. The moderation test results showed that the job

characteristics weaken the influence of motivation on performance. It occurs because the job performed by the employees was monotonous and there was never any feedback on the job performed.

E. Conclusion & Suggestion

a. Some of the conclusions derived from this study are as follows:

1. Transformational Leadership significantly and positively affect on motivation. It means that transformational leadership significantly increases employee motivation.
2. Transformational Leadership positively and significantly affect on performance. It means that transformational leadership significantly increases the employees performance.
3. Motivation positively and significantly affect on performance. It means that the motivation significantly increases the employees' performance.
4. Based on the moderation test results found that the job characteristic is ³ a variable that moderates the effect of motivation on performance.
5. Job characteristics found to weaken the influence of motivation on performance.

b. Suggestions:

1. To improve employee performance by increasing the strength of the effect of transformational leadership is by explaining the vision and mission, therefore the employees can use it as a guide in their jobs. Besides, leaders also need to increase the insights to inspire employees to work better.
2. To increase employees' motivation, giving award for job achievement. Sense of pride is also need to be shown to the employees.

3. To strengthen the influence of motivation on performance, institutions need to:

1) Provide different jobs by:

a. periodic rotation to shift the worker from one task to another.

b. job enlargement (job expansion) is to increase the employees number and diversity of tasks.

c. job enrichment by giving authority to the employees to control the planning, implementation and evaluation of the job.

2) Provide feedback on employees' job.

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