



ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES AND ZAKAT COLLECTION UNITS

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Abstrak

This research is a causal quantitative research. The subjects of the study were employees and zakat collection units (UPZ) of Baznas Padang Pariaman Regency and the objects were transformational leadership, work motivation and performance. The population in this study is 75 employees and zakat collection units (UPZ) of Baznas Padang Pariaman Regency. Data was collected using questionnaires and analyzed by path analysis. The results showed that: First, transformational leadership and work motivation have a positive effect on employee performance with an influence of 72.8% Second transformational leadership has a positive effect on work motivation, contribution of influence by 70.0%, third transformational leadership has a positive effect on employee performance with an influence relationship of 61.7%, fourth Work motivation has a positive effect on employee performance with an influence relationship by 34.2%.

Keywords: transformational leadership, work motivation, performance.

INTRODUCTION

In the current era of globalization, organizations are always required to pay attention to the ability of organizations to adapt to changes that occur in their environment both externally and internally in order to win the competition. These external and internal changes will have implications for the competitive advantages possessed by the organization, especially the potential of human resources which now increasingly play an important role in the success of an organization, so the organization needs to review business strategies to improve its competitive

performance. This was emphasized by Moeheriono (2014:277) who said, these external and internal changes have implications for organizations to see the competitive advantage they have, especially the potential of human resources, in order to win global competition, so organizations need to review business strategies to improve their competitive performance. Human resource management really needs to be done to be able to improve the quality of human resources in supporting the progress of the organization so that it can compete globally. Therefore, organizations are expected to improve their performance,

because the ability of every organization to be able to compete is largely determined by performance.

Performance will not be separated from the leadership role that exists in the organization. This is because leadership can direct organizational goals, motivate behavior towards achieving these goals, and be able to define organizational culture (Griffin 2002:92). Leadership is an important factor of the company because in reality the leader can affect employee morale and job satisfaction, safety, quality of work life, and especially the level of achievement of an organization (Hani Handoko, 2001:293). The challenge in developing a clear organizational strategy lies primarily with the organization on the one hand and depends on leadership (Porter, 1996).

Jung and Avolio (in Sunarsih, 2001: 206) transformational leadership includes developing a closer relationship between the leader and his followers, not just an agreement but more based on trust and commitment So with the changes in the increasingly complex and competitive.

organizational environment, it demands the readiness of leaders so that the company survives. Advanced leadership models, such as organizational transformation leadership, will play an important role for every organization. Bass (in Sunarsih, 2001: 210) defines transformational leadership as a leader who has the power to influence

subordinates in certain ways. Employees feel trust, admiration, loyalty and respect for their superiors so that subordinates are motivated to do more than what they usually do and expect. Transformational leadership in principle motivates employees to do better than what is usually done, in other words can increase the trust or confidence of subordinates which will affect work improvement.

Motivation or drive to work is very important in determining the high and low work of a company or an organization. The success or failure of a company or organization depends on the activities and creativity of employees (Indriyo, 2001: 76). Motivation will also encourage someone to work better in order to achieve the expected performance, so as to get what they need. Therefore, motivation is very important for leaders and employees in improving morale and employee performance (Wursanto, 2001: 132). Motivation is a factor that greatly determines performance (Griffin 2002: 38). Because motivation is a process that directs how much effort is devoted to carrying out work (Buhler 2004: 191). So basically if a company or an organization wants to achieve optimal performance in accordance with the targets that have been set, the company must provide motivation to employees, so that employees are willing and willing to devote their energy and thoughts for work. The problem in motivating employees is not easy because in employees there are wants,

needs and expectations that differ from one employee to another. So if management can understand motivation problems and overcome them, the company and organization will get optimal employee performance in accordance with the specified standards.

According to Milkovich and Boudreau (in Wahyuningsih, 2003) performance is as a level where employees meet or achieve specified work requirements. Performance is a record of outcomes resulting from a particular job or activity over a certain period of time. In performance, it is known as the existence of performance appraisals used for performance measurement. Performance appraisal is an organizational process in assessing employee performance. Andrew E. Sikula (in Mangkunegara, 2008: 69), stated that performance appraisal is a systematic evaluation of employee work and potential that can be developed. So basically if the company wants to achieve optimal performance in accordance with the targets that have been set, the company must provide motivation to employees, so that employees are willing and willing to devote their energy and thoughts for work. The problem in motivating employees is not easy because in employees there are wants, needs and expectations that differ from one employee to another. So if management can understand motivation problems and overcome them, the company will get optimal employee performance in accordance with the specified standards.

RESEARCH METHODS

This study used a causal quantitative research design. According to Sugiyono (2014: 56) causal research is a study that looks for relationships between one variable and another variable that has a causal relationship. The variables in this study consist of independent variables, namely transformational leadership (X1), work motivation (X2) and dependent variables, namely employee performance (Y). Causal quantitative research design can be done with steps, namely (1) formulating problems, (2) reviewing theories, (3) formulating hypotheses, (4) collecting data, (5) analyzing data, and (6) making conclusions and suggestions (Sugiyono, 2014). The subjects in this study are employees and UPZ baznas padang pariaman district, while the objects in this study are transformational leadership (X1), work motivation (X2) and performance (Y).

According to Sugiyono (2017: 61), population is a generalized area consisting of: objects / subjects that have certain quantities and characteristics set by researchers to be studied which are then drawn conclusions. The population used in this study was UPZ and employees working in Baznas Padang Pariaman district which amounted to 75 people. Because the entire number of employees of Baznas Padang Pariaman District is used as the object of observation, this study includes population research. The type of data used in this study is the type of primary data. Primary data, namely data

obtained directly from the first source from individuals and individuals such as the results of filling out questionnaires. In this study, the primary data includes filling out transformational leadership questionnaires, work motivation, and employee performance sourced from UPZ and Baznas employees of Padang Pariaman district.

The data collection methods used in this study were (1) questionnaires, and (2) structured interviews. Questionnaires in a study must certainly meet the requirements of validity and reliability. In this study, instrument testing was carried out at agencies in order to obtain data accuracy. The method of data analysis in this study is to use path analysis. Path analysis is used to determine the magnitude of the total influence and direct or indirect influence of transformational leadership style variables and work motivation on employee performance in Baznas, Padang Pariaman Regency. The calculation of path analysis in this study was assisted by the *Statistical Package for Social Science* program (SPSS) 25.0 for windows. The previous variable data used ordinal data, but because data processing with parametric statistical determination requires that the data must be measured at least on an interval scale, it is necessary to transform it to interval data using the *Internal Succesive Method* (MSI) both for transformational leadership variables and work motivation, as well as employee performance variables.

RESULTS AND DISCUSSION

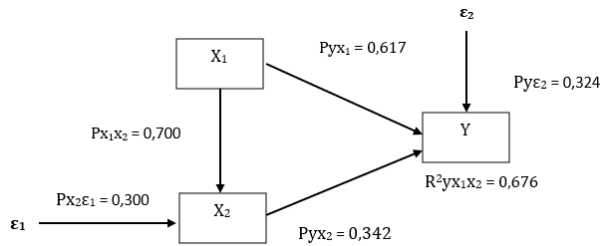
Based on the results of the calculation of the statistical test of path analysis using the help of the Statistical Package for Social Science (SPSS) 21.0 For Windows program, the results of SPSS calculations were obtained on the influence of transformational leadership style variables and work motivation on the performance of Baznas employees of Padang Pariaman district as shown in Table 1 below.

Table 1. SPSS Output Analysis of the Influence Path of Transformational Leadership (X1) and Work Motivation (X2) on Employee Performance (Y) Baznas Padang Pariaman District.

Parameters	Coefficient	p-value	Alpha
Ryx1x2	0,728	0,000	0,05
R2yx1x2	0,676	0,000	0,05
Px1x2	0,700	0,000	0,05
P2x1x2	0,540	0,000	0,05
Pyx1	0,617	0,000	0,05
P2yx1	0,237	0,000	0,05
Pyx2	0,342	0,004	0,05
P2yx2	0,086	0,004	0,05
Px2e1	0,300	-	-
PYE2	0,324	-	-

(Source: SPSS 25 For Windows)

The influence of each variable of transformational leadership style and work motivation on employee performance and UPZ Baznas Padang Pariaman Regency can be illustrated in Figure 1 below:



The contribution of direct and indirect influences of transformational leadership style (X1) and job satisfaction (X2) on employee performance (Y) can be seen in Table 2 below.

Table 2. The contribution of the influence of variables X1 and X2 to Y

Information	Large Donations	Percentage
The direct influence of X1 on Y	0,237	23,7%
The magnitude of the indirect influence of X1 on Y through X2	0,323	32,3%
The total influence of X1 on Y	0,560	56,0%
The direct influence of X2 on Y	0,086	8,6%
The total influence of X1 and X2 on Y	0,676	67,6%
Other Influences on Y	0,324	32,4%

(Source: Research Data Calculation Results)

Based on the calculation results of statistical tests, path analysis shows that transformational leadership (X1) and work motivation (X2) have a positive effect on the performance (Y) of employees and UPZ in Baznas, Padang Pariaman district. The relationship between transformational leadership (X1) and work motivation (X2) on the performance (Y) of employees and UPZ in Baznas Padang Pariaman District was 0.728 or 72.8%. This is indicated by the p-value $R_{yx1x2} = 0.000 < \alpha = 0.05$. The contribution of transformational

leadership (X1) and work motivation (X2) on the performance (Y) of employees and UPZ in Baznas Padang Pariaman District was 0.676 or 67.6%, while the contribution of other factors on performance (Y) was 32.4%.

Based on the calculation of statistical tests, path analysis shows that transformational leadership (X1) has a positive effect on employee motivation (X2) and UPZ in Baznas, Padang Pariaman district. The relationship between the influence of transformational leadership (X1) on employee motivation (X2) and UPZ in Baznas Padang Pariaman District is 0.700 or 70.0%. This is shown by the p-value $P_{x2x1} = 0.000 < \alpha = 0.05$. The contribution of the influence of transformational leadership (X1) on work motivation (X2) is 0.540 or 54.0%, while the influence of other factors on work motivation (X2) is 30.0%

Based on the results of statistical test calculations, path analysis shows that transformational leadership (X1) has a positive effect on the performance (Y) of employees and UPZ in the Baznas of Padang Pariaman District. This is indicated by the pvalue $P_{yx1} = 0.000 < \alpha = 0.05$. The relationship between the influence of transformational leadership on employee performance and UPZ Baznas of Padang Pariaman District was 0.617 or 61.7%, while the contribution of transformational leadership influence on performance (Y) was 23.7%.

Based on the calculation of statistical tests, path analysis shows that work motivation (X2) has a positive effect on the performance (Y) of

employees and UPZ in the Baznas of Padang Pariaman district. This is indicated by the p-value $P_{yx^2} = 0.004 < \alpha = 0.05$. The magnitude of the influence of work motivation on employee performance and UPZ in Baznas Padang Pariaman Regency was 0.342 or 34.2%, while the contribution of the influence of work motivation on performance (Y) was 8.6%.

Discussion

Transformational leadership and work motivation positively affect the performance of employees and UPZ Baznas Padang Pariaman Regency. The results of this study support the theory of Gomes-Mejia et.al (2008: 76) states that overall, transformational leadership is more likely than transactional leadership to reduce *turnover* rates, improve performance, and increase employee motivation. If employees assume that the transformational leadership of a leader in the organization is appropriate, the higher the work motivation that employees feel, so as to improve employee performance. Transformational leadership style and work motivation positively affect the performance of employees and UPZ Baznas Padang Pariaman Regency because when viewed from the results of data description analysis shows that transformational leadership style has reached the capable category, meaning that the transformational leadership style applied by the leadership of Baznas Padang Pariaman Regency is very good. This is supported by the contribution of the influence of transformational

leadership style and work motivation on employee performance and UPZ Baznas Padang Pariaman Regency.

Based on the results of these influence contributions, it shows that the indirect influence of transformational leadership style on employee performance through work motivation is greater than the direct influence of transformational leadership style on employee performance, meaning that the higher transformational leadership style must be followed by high work motivation in order to improve employee performance. If employees are dissatisfied even though the transformational leadership style applied by the leader is good, high performance will be difficult to achieve. Therefore, cooperation motivation is as important as transformational leadership style to be able to improve employee performance and UPZ Baznas Padang Pariaman Regency. The transformational leadership style applied by the leadership of Baznas Padang Pariaman Regency is very good, this can be seen from the leadership's attitude, namely: 1) able to be an inspiration, able to foster employee loyalty to the vision and mission of the organization, and involve more employees in making decisions. 2) able to communicate intensively with employees and able to encourage subordinates to work together to achieve goals optimistically, 3) able to develop the ability of subordinates to solve problems with new perspectives, and 4) able to pay attention and treat

subordinates individually well, and able to develop the personal strengths of each employee so as to increase employee motivation and be able to improve employee performance and UPZ Baznas Padang Regency pariaman.

Transformational leadership positively affects the motivation of employees and UPZ baznas Padang Pariaman district. The results of this study are in line with the opinion of Widodo (2015: 176), who said that superiors who have the characteristics of a transformational leader, the workforce will increase motivation and at the same time can feel satisfied with their work. This opinion is supported by Risambessy et.al (2012: 39) who said that the application of transformational leadership style will affect work motivation. If the more effective the transformational leadership style applied, the higher the level of employee motivation. This also supports the findings of empirical research results from Kumbara (2017), which states that transformational leadership style has a significant effect on work motivation. This is also supported by empirical research conducted by Lestari and Suryani (2018) which states that transformational leadership style has a positive effect on work motivation. The transformational leadership style positively affects the work motivation of employees and UPZ baznas of Padang Pariaman district because when viewed from the results of the data description analysis shows that the transformational leadership style has reached the capable category, meaning that the

transformational leadership style applied by the leadership of the UPZ baznas of Padang Pariaman district is very good so that it can increase employee motivation and UPZ baznas district Pariaman Field.

The transformational leadership style positively affects the performance of employees and UPZ baznas Padang Pariaman district. The results of this study are in line with the theory of Robbins (2010: 263) which says that if the leader succeeds in influencing subordinates with his vision, instilling charisma, motivating and inspiring, stimulating intellectual, creativity, and appreciating his employees, it can be ascertained that employees will work well, sincerely and loyally to the company so that their performance increases. This is in line with Hasibuan's opinion (2009), which states that employee performance is influenced by the attitude of the leader in his leadership. This also supports the findings of research results from Yuliati (2015), which states that transformational leadership has a positive influence on performance. This is also supported by empirical research conducted by Krisna, et al (2015), which states that there is a partial influence of transformational leadership style on performance. The transformational leadership style positively affects the performance of employees and UPZ baznas of Padang Pariaman district because when viewed from the results of the data description analysis shows that the transformational leadership style has reached the capable category,

meaning that the transformational leadership style applied by the leadership of the UPZ baznas of Padang Pariaman district is very good so that it can improve the performance of employees and UPZ baznas of Padang Pariaman district.

Work motivation positively affects the performance of employees and UPZ baznas of Padang Pariaman district. The results of this study are in line with the opinion of Sinambela (2014: 255) who said that high employee performance will continue to affect work motivation. This opinion is supported by Gibson (2000: 110) who says that it clearly illustrates the interrelationship between performance and work motivation. On the one hand, it is said that work motivation causes increased performance so that satisfied workers will be more productive. On the other hand, work motivation can also occur due to performance or work performance so that more productive workers will get motivation. This also supports the findings of research results from Diastuti (2014), which states that there is a significant positive influence of work motivation on employee performance. Work motivation positively affects the performance of employees and UPZ baznas of Padang Pariaman district because when viewed from the results of the data description analysis shows that work motivation has reached the category of quite satisfied, meaning that the work motivation felt by employees and UPZ baznas of Padang Pariaman district is good so that it can improve employee performance and

UPZ baznas of Padang Pariaman district. This can be seen from the attitude of the leader, namely 1) able to increase motivation and make employees play an active role in the work done. 2) provide a salary that is proportional to the workload obtained and is able to provide a salary that can meet the needs of employees. 3) Provide promotional opportunities for achievements that have been achieved by employees. 4) The leadership of UPZ Baznas Padang Pariaman district needs to provide technical assistance and behavioral support. 5) More frequent activities that can foster a sense of community in order to strengthen relationships between employees and can support each other technically and socially, in order to prevent conflicts between employees. 6) Provide comfortable and adequate working situations and conditions to facilitate the process of carrying out work.

CONCLUSION

Based on the results of the research and discussion that have been described, several conclusions can be drawn as follows: (1) transformational leadership style and work motivation have a positive influence on employee performance and UPZ baznas Padang Pariaman district. This shows that transformational leadership style and work motivation both play a role in supporting the formation and improvement of employee performance and UPZ baznas Padang Pariaman district, (2) transformational leadership style has a positive influence on

employee motivation and UPZ baznas Padang Pariaman district. This shows that transformational leadership style plays a role in efforts to support increased employee motivation and UPZ baznas Padang Pariaman district, (3) transformational leadership style has a positive influence on employee performance and UPZ baznas Padang Pariaman district. This shows that the transformational leadership style applied by the leadership plays a role in efforts to support the improvement of employee performance and UPZ baznas Padang Pariaman district, and (4) work motivation has a positive influence on employee performance and UPZ baznas Padang Pariaman district. This shows that high work motivation plays a role in efforts to support the improvement of employee performance and UPZ baznas of Padang Pariaman district.

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