

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT RELIGIOUS COURT OFFICE, SINJAI DISTRICT

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Abstract

Nurfaaizah 2023. This study aims to find out how the influence of transformational leadership style and work motivation on employee performance at the Sinjai District Religious Court Office. The population and this study were 40 employees of the Sinjai District Religious Court. Data collection was carried out using the method of interviews, documentation and distribution of questionnaires. The data analysis technique used is multiple linear regression analysis using Statistical Product and Service Solution (SPSS).

Keywords: *Transformational Leadership Style, Work Motivation, Employee Performance*

1. INTRODUCTION

The performance of an organization is largely determined by the quality of human resources in the organization, the success of an organization is strongly influenced by the performance of its employees. Various efforts made by the organization in improving the performance of its employees, such as through education, training, compensation, motivation, and leadership style.

The factor of the success of an organization lies in the leadership style used in the organization which will become a model that is imitated by subordinates for success in carrying out the vision and mission in improving the formation of quality human resources. One of the appropriate leadership styles in dealing with change and responding to the proactive nature of employees is the transformational leadership style.

According to Bass in Chua and Ayoko (2019) explains that "transformational leaders create significant changes to both their followers and the organization. Transformational

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leaders are agents who try to re-transform the organization as a whole so that the organization can achieve more optimal performance in the future.

A leader must be able to generate high work motivation from his employees to carry out the assigned tasks. Employees feel they have high motivation to carry out the tasks given. Employees feel they have high motivation to carry out their work so that the resulting performance will be better and increase. Superior performance will be found with strong motivation and enthusiasm to make it happen, the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. In addition, in order to achieve goals, the ability of leaders to provide motivation is still needed. Motivation is the encouragement that is generated so that employees or staff want to carry out effective activities.

Fatmawaty, Ramli and Rahmatullah (2018:24) argue that performance is an individual characteristic, such as talent or ability, but is a manifestation of the talent and ability itself. Thus performance is about doing the job and the results to be achieved from the job.

Good performance management can improve organizational, group and individual performance driven by groups and leaders. In essence, performance management is a process shared by managers or leaders and the individuals and groups they manage. This process is based more on the principle of management by convention than management, although it includes the need to include expectations.

The Sinjai Religious Court has a vision, the realization of the great Sinjai Religious Court. The mission of the Sinjai Religious Court is to maintain the independence of the Sinjai Religious Court, provide prompt and fair legal services to justice seekers, improve the quality of leadership and exercise supervision of the performance and behavior of the Sinjai Religious Court officials, and increase the credibility and transparency of the Sinjai Religious Court.

Based on the results of observations made by researchers, several problems and obstacles were found that are currently occurring at the Sinjai Religious Court office, such as the low quality of assignments given by employees so that tasks given by leaders are not conveyed properly, there are employees who do not understand about the directions given by the leadership, this is due to the lack of leaders and subordinates holding meetings both formally and informally which later can indirectly stimulate / activate the leadership / subordinates regarding the wishes of each party.

There is still a lack of opportunity from the leadership to hold regular meetings as a means of evaluating the work of each employee because the leadership is rarely in the office. In addition, Court office employees are often found to be late for work from the supposed start time of 08.00 WITA, and some employees go home before their time. In the table above, it is recorded that employee performance recapitulation has decreased from year to year.

In line with this, presumably the transformational leadership factor can be the main reference/indicator of expected employee performance discrepancies, as previously explained that the transformational leadership style is one of the reasons that can result in decreased employee performance. Therefore, the management or implementation of a good and appropriate leadership style will also directly influence employees to carry out their duties in accordance with their respective assigned tasks.

2. IMPLEMENTATION METHOD

In this study using a type of quantitative descriptive research. Quantitative descriptive research is a problem solving procedure that is investigated by using the current state of the subject or object of research based on the facts that appear or as they are. This study uses quantitative data from questionnaires that have been distributed with a sample of 40 people.

The scale in this study uses a Likert scale. According to Sugiyono (2008: 93) with a Likert scale, the variables to be measured are translated into variable indicators. Then these indicators are used as a starting point for compiling question items or questions. This study aims to determine the effect of transformational leadership style and work motivation on employee performance at the Office of the Religious Court of Sinjai Regency. The population in this study were 40 employees of the Religious Court of Sinjai Regency.

Data collection techniques in this study using Observation is direct monitoring in the field to find out the situation and conditions at the research location. Documentation is a method used to provide documents using accurate evidence and recording specific sources of information from writings, wills, books and laws, and questionnaires. (questionnaire) is a list of questions given to other people who are willing to respond according to user requests. The purpose of the questionnaire is to find complete information about a problem.

3. RESULTS AND DISCUSSION

3.1 Research Results

a. Validity test

Validity is a determination or accuracy of an instrument in measuring what it wants to measure. The validity test is used to measure whether or not a questionnaire is valid, a questionnaire is said to be valid if the statements or items in the questionnaire are able to express something that the questionnaire will measure. The validity test is calculated by comparing the value of r table, if r count $>$ from r table (at a significance level of 5%) then the statement is valid. Complete validity testing can be seen in the table below.

Table 12 Results of the Validity Test of Transformational Leadership Styles

Question Items	R count	R table	Information
1	0.695	0.312	Valid
2	0.877	0.312	Valid
3	0.818	0.312	Valid
4	0.476	0.312	Valid

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5	0.524	0.312	Valid
6	0.524	0.312	Valid
7	0.861	0.312	Valid
8	0.877	0.312	Valid

Source: 2023 questionnaire data processing results

Based on the table above, it can be seen that all variable statements have an R hit value greater than the R table. The r-table value for the number of samples (n = 40) is 0.312 so it can be concluded that all statement items in the Transformational Leadership Style variable (X1) are declared valid and can be processed further.

Table 13. Results of Work Motivation Validity Test

Question Items	R count	R table	Information
1	0.529	0.312	Valid
2	0.673	0.312	Valid
3	0.452	0.312	Valid
4	0.453	0.312	Valid
5	0.444	0.312	Valid
6	0.481	0.312	Valid
7	0.544	0.312	Valid
8	0.501	0.312	Valid
9	0.676	0.312	Valid
10	0.813	0.312	Valid

Source: 2023 questionnaire data processing results

Based on the table above, it can be seen that all variable statements have an R hit value greater than R table so it can be concluded that all statement items on the Work Motivation variable (X2) are declared valid and can be continued for further tests.

Table 14 Employee Performance Validity Test Results

Question Items	R count	R table	Information
1	0.578	0.312	Valid
2	0.619	0.312	Valid
3	0.814	0.312	Valid
4	0.751	0.312	Valid
5	0.838	0.312	Valid
6	0.859	0.312	Valid
7	0.699	0.312	Valid
8	0.719	0.312	Valid

Source: 2023 questionnaire data processing results

Based on the table above, it can be seen that all variable statements have an R hit value greater than R table so it can be concluded that all statement items on the Employee Performance variable (Y) are declared valid and can be continued for further tests.

b. Reliability Test

The reliability test is basically to find out how far the results of a measurement carried out can be trusted. If the results of repeated measurements are relatively the same, then the measurement is considered to have a good level of reliability. The most frequently used

reliability test is the alpha test. In this reliability test, the researcher used Cronbach's alpha value. If the value of Cronbach's alpha is greater than 0.60 then the questionnaire is said to be reliable. This reliable test uses SPSS. Following are the test results for each item of the research variable statement.

Table 15 Reliability Test Results

Variable	<i>cronbach's Alpha</i>	Alpha Limit Value	Information
X1	0.907	0.60	Reliable
X2	0.617	0.60	Reliable
Y	0.920	0.60	Reliable

Source: 2023 questionnaire data processing results

Based on the results of the reliability test that occurs in the table above, it shows that all the variables used as items in this study have a good level of reliability. This can be seen from the test results, the Cronbach's Alpha value for each variable is above 0.60. Thus the questionnaire on each variable in the research used can obtain consistent data so that all instruments can be further processed.

c. Classic assumption test

The classical assumption test aims to determine whether or not the conditions required for a data can be analyzed. Thus the equation used will be valid if used to predict. The classic assumption test used relates to the analytical techniques used as follows:

1) Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between variables (independent). If there is a correlation, then it is called a multicollinearity problem. A good regression model should not have a correlation between the independent variables. The method commonly used is by looking at the inflation factor (VIF) and tolerance values in the regression model. If the VIF value is less than 10 and the tolerance is more than 0.1 then the regression model is free from multicollinearity.

Table 16 Multicollinearity Test

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	std. Error	Betas			tolerance	VIF	
1	(Constant)	-17,631	5,322		3,313	.002		
	Transformational Leadership Style	.614	.136	.470	4,524	.000	.743	1,347
	Work motivation	.755	.158	.496	4,773	.000	.743	1,347

a. Dependent Variable: Employee Performance

Based on the table it is known that the VIF value of the Transformational Leadership Style variable (X1), Work Motivation (X2) is 1.347 <10 and the Tolerance value is 0.743 > 0.1, so that the data does not have multicollinearity.

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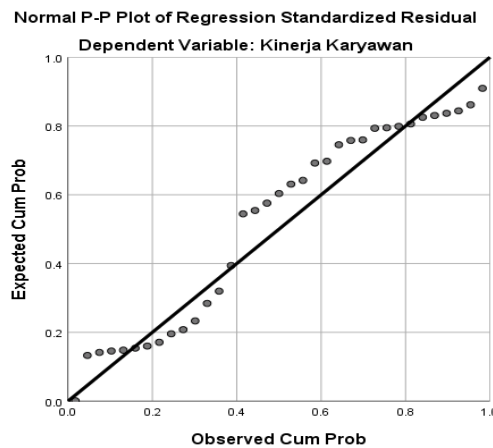
2) Normality test

The data normality test is used to determine whether the data population is normally distributed or not. A good regression model is a normal or nearly normal data distribution. Normal detection is done by spreading the data (points) on the diagonal axis of the graph. The basis for the decision is:

- 1) If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression meets the assumption of normality.
- 2) If the data spreads far and/or does not follow the direction of the diagonal line, then the regression model cannot fulfill the assumption of normality.

The results of the normality test can be seen in the following figure:

Figure 3. Normality Test



Based on the normality test on the output, it can be seen that the plotting points or data spread always follow and approach the diagonal line. Thus, the regression model meets the assumption of normality.

d. Multiple Linear Regression Analysis

This analysis is used to determine how much influence the independent variables have, namely: transformational leadership style (X_1), work motivation (X_2), on the dependent variable, namely employee performance (Y). The multiple linear regression equation is as follows:

Table 17 Results of Multiple Linear Regression Analysis

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	F
		B	std. Error	Beta				
1	(Constant)	-17,631	5,322		-3,313	.002		
	Transformational Leadership Style	.614	.136	.470	4,524	.000	.743	1,347
	Work motivation	.755	.158	.496	4,773	.000	.743	1,347

a. Dependent Variable: Employee Performance

Source: Results of 2023 Questionnaire Data Processing

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = -17.631 + 0.614X_1 + 0.755X_2$$

The a value of -17.631 is a constant or condition when the Employee Performance variable has not been influenced by other variables, namely the Transformational Leadership Style (X1) and Work Motivation (X2) variables. If the independent variable does not exist, then the Employee Performance variable does not change.

b₁ (regression coefficient value X1) of 0.614, indicating that the Transformational Leadership Style variable has a positive influence on Employee Performance, which means that every 1 unit increase in the Transformational Leadership Style variable will affect Employee Performance by 0.614, assuming that other variables are not examined in this study. this research.

b₂ (regression coefficient value X2) of 0.755, indicating that work motivation has a positive influence on employee performance, meaning that every 1 unit increase in the work motivation variable will affect employee performance by 0.755, assuming that other variables are not examined in this study.

e. Hypothesis Testing Results

1) Determination Coefficient Test (R² Test)

To measure how far the model's ability to explain the variation of the dependent variable, the coefficient of determination is used. In this study the value of the coefficient of determination used is the value of R Square. The following table presents the coefficient of determination of the research model.

Table 18 Test Results for the Coefficient of Determination (R² Test)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.839a	.703	.687	1624

a. Predictors: (Constant), X2, X1

Source: Results of 2023 Questionnaire Data Processing

Based on the table above, the coefficient value R = 0.839 can be seen from the table of coefficient interval values according to Prasetyo, which means that the relationship between work motivation has a moderate relationship to transformational leadership style, namely 83.9%. While the value of the coefficient of determination or KP = 0.703 (R² X 100%). This means that the work motivation variable contributes to the transformational leadership style variable by 70.3%. While the remaining 29.7% is influenced by other factors outside of the independent variables in this study.

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a. Test (T)

The basis for decision making is to use significant probability numbers, namely:

- If the significance probability > 0.05, then H₀ is accepted and H_a is rejected.
- If the probability of significance <0.05, then H₀ is rejected and H_a is accepted.

Table 19 Results of the t-test (Partial)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	-17,631	5,322		-3,313	.002		
	Transformational Leadership Style	.614	.136	.470	4,524	.000	.743	1,347
	Work motivation	.755	.158	.496	4,773	.000	.743	1,347

a. Dependent Variable: Employee Performance

Source: Results of 2023 Questionnaire Data Processing

1) Hypothesis Test 1 (Transformational Leadership Style on Employee Performance)

Based on the table above shows that the significance value of the Transformational Leadership Style variable (X1) is 0.00. This value is smaller than the significance value of 0.05. So it can be concluded that the Transformational Leadership Style has a significant influence on Employee Performance. So it can be concluded that H₀ is rejected and H₁ is accepted.

2) Testing Hypothesis 2 (Work Motivation on Employee Performance)

Based on the table above, it shows that the significance value of the Work Motivation variable (X2) is 0.00. This value is smaller than the significance of 0.05. So it can be concluded that work motivation has a significant influence on employee performance. So it can be concluded that H₀ is rejected and H₁ is accepted.

3) F- Test (Simultaneous)

The basis for decision making is to use a significance probability number, namely:

- A. If the value of f count > f table, then H₀ is rejected and H₁ is accepted.
- B. If the value of f count <f table, then H₀ is accepted and H₁ is rejected.

Table 20 F-Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	231,478	2	115,739	43,867	.000b
	residual	97,622	37	2,638		
	Total	329,100	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Results of 2023 Questionnaire Data Processing

Based on the table above, it shows that Transformational Leadership Style (X1) and Work Motivation (X2) with a calculated value of 43.867 and F table as a comparison with a significance of 0.05, it is known that F table is 3.26, because the calculated F value > F table then H0 rejected, meaning that the Transformational Leadership Style and Work Motivation simultaneously have an influence on the Performance of the Employees of the Sinjai Regency Religious Court Office.

3.2 Discussions

1. The Effect of Transformational Leadership Style on Employee Performance at the Sinjai District Religious Court Office

The results of this study indicate that the Transformational Leadership Style has a positive and significant effect on Employee Performance. The influence of Transformational Leadership Style on performance, the results of this study are in line with research conducted by Dany Marthen (2015) Title Effects of Transformational Leadership Style and Work Motivation on Employee Performance (study on CV Batik Indah Rara Djonggrang) which says that transformational leadership has an influence on employee performance .

Based on the description above, it can be concluded that the respondents' responses regarding the Transformational Leadership Style mostly chose the agree statement so that the results of the percentage of respondents were classified as good. From this explanation it can be said that the Transformational Leadership Style has a significant effect on the Performance of Employees at the Sinjai Religious Court Office.

Based on the explanation above, it can be concluded that the Transformational Leadership Style is a form of leadership that has the power to motivate a person or employee to improve their performance. Therefore, considering how important the Transformational Leadership Style is for employees, what needs to be done by superiors is to provide guidance, direction and encouragement, besides that what is important in this case is to appreciate employees who have good achievements or are dedicated. This can make employees more active and responsible for their main tasks and realize better performance. This reason is reinforced by Robbins' theory (2008) which in his explanation states that leaders are able to stimulate subordinates to think creatively and innovatively.

2. The Effect of Work Motivation on Employee Performance at the Sinjai District Religious Court Office

The results of this study indicate that work motivation has a positive and significant effect on employee performance. These results have the same results as Tanuwibowo's research (2015) which states that work motivation influences employee performance. Employees who have high work motivation will have the urge to use all their abilities to work. Kinnan (2001) said that money or feedback is one of the extrinsic factors that influence a person's motivation so that they have clear goals to improve their performance.

From the respondents' answers, it shows that employees are currently very happy with office conditions which always motivate employees, giving bonuses and no deductions from certain parties. If the leadership continues to apply the Transformational Leadership Style, of course employees will feel more comfortable so that employees will become more active in working in the office.

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Based on the presentation of the test results, the supporting theory can be concluded that a boss really needs to provide encouragement or work motivation to employees, because in this way, employees will have higher morale in completing their duties and be more disciplined in carrying out their duties. Thus, the employee's performance will increase.

4. CONCLUSION

Based on the research results described above. The conclusions in this study are:

1. Partial research results (t test) show that the Transformational Leadership Style has a significance value of 0.00 or less than 0.05 with a beta value of 0.470. So it can be concluded that the Transformational Leadership Style has a significant effect on the Performance of Employees of the Sinjai Regency Religious Court Office.
2. The partial results of the study (t test) show that work motivation has a significance value of 0.00 or less than the value of 0.05 with a beta value of 0.496. So it can be concluded that work motivation has a significant effect on the performance of employees of the Sinjai Regency Religious Court Office.
3. The results of the study simultaneously (F test) showed Transformational Leadership Style and Work Motivation with a calculated F value of 43.836 and F table as a comparison with a significance of 0.05, it is known that F table is 3.26, because the F count value > F table then H₀ is rejected, it means that the Transformational Leadership Style simultaneously has an influence on the Performance of the Employees of the Sinjai Regency Religious Court Office.

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