

The Effect of Transformational Leadership Style on the Lecturers' Performance at University: Study at Business Administration Program Telkom University

Auliya Arifah¹, Dr. Ida Nurnida²

Business Administration, Faculty of Communication and Business, Telkom University

Abstract: *This research is about the effect of transformational leadership style on the performance. Study conducted at Business Administration program, with the aim of study is to determine the effect of the transformational leadership style on the performance of permanent lecturers. The method used is quantitative research through descriptive analysis approach. Data collection techniques saturated sampling with simple regression analysis method. The variables of transformational leadership style, are: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, and the variables of the performance are: Quantity and quality of work, working time, cooperation, and team work. The result of this research shows that transformational leadership style have a positive effect on the lecturers' performance but not significant. The effect of transformational leadership on the lecturers' performance reached 11% and 89% remaining is influenced by other variables that not part of this study. The most weakness of the lecturer's performance is the 'timely attendance', which is part of working time. That weakness can improved through increasing dimensions of Inspirational Motivation, where the leaders get the commitment to be able to enforce discipline.*

Keywords: Leadership style, Transformational, Performance

1. Introduction

Leadership styles that used by a leader can affect the performance of an organization. Transformational leadership is, when the leader can transform and motivate followers by: (a) to make them more aware of the importance of the results of a job, (b) ask the individual concerned with the team's interests above personal interests, and (c) changing levels of need (Hierarchy Maslow) subordinate or subordinates expanding needs.

Transformational Leadership is used by S1 Business and Administration program as one of the courses at the University of Telkom in improving the quality. It also make the improvements and new innovations continuously in order to develop international standard education in the field of business by spreading knowledge in the field of information technology-based business, conducting research and community service activities. From the above phenomenon, the researcher wanted to do a research on how to: the effect of transformational leadership style to the performance of the permanent lecturer on the S1 Business Administration program.

In the S1 Business and Administration program of Telkom University, employee performance evaluation can be seen in three aspects in accordance with the standard of performance of institutions refers to the tridharma college, teaching, research and community service. Teaching here is the activity carried out in the framework to continue knowledge or in other words, in the context of the transfer of knowledge by the lecturer to the students at the college. As for research and development has a very important role in the context of the advancement of science and technology. Community service can be interpreted in the

framework of the application of science and technology that has been developed in universities, especially as a result of various studies. Community service is a series of activities in order to contribute to the community college that is concrete and direct perceived benefits in a relatively short time.

Based on the data obtained by the researchers, the performance of each permanent lecturer is still not always stable. In other words, the performances of lecturers have not reached the target set by the university. In the public service, is not yet even lecturers do this. Still, there is some permanent lecturer in courses of an S1 Business Administration that have not implemented targeted community service provided by the university. So, also in the field of research some lecturers still have not reached the target in the publication of the study. In terms of teaching, there are professors who do not meet the target of reference credits that have been assigned based on a title they have.

2. Research Problems

The problem of this research are: (1) How is the implementation of transformational leadership style at Business Administration program? (2) How is the lecturers' performance of Business Administration program? and (3) How is the influences of the transformational leadership style to the lecturers' performances at Business Administration program?

3. Objective

The purposes of this study is to investigate the application of transformational leadership style at Business

Administration program, to determine the level of lecturers' performance at Business Administration program, and to know and analyze the influences of transformational leadership style on the lecturers' performance at Business Administration.

4. Literature Reviews

Leadership

The concept of leadership is the influence, where leadership occurs because of the influence process [9]. Leadership is the ability of a leader in the use of various forms of power they have to influence the members of the organization that would carry out their duties [1].

Transformational Leadership

Transformational leadership is a process where people engage with others and create relationships that improve motivation and morality within the leader and follower [3]. According to Northouse [3] of transformational leadership include other forms of extraordinary influence that moves followers to accomplish more than what is normally expected of them. Providing transformational leadership vision, mission and awareness of industry or organization that produces high levels of capability and expertise. In addition, the leader like this, moves the employees to see and pay attention to their interests and make the organization successful.

Dimensions of Transformational Leadership

Dimensions of transformational leadership, according to Bass and Avolio in Northouse [3] are as follows:

a. Ideal influence (Idealized Influence), describes a leader who acts as a powerful role model for the followers. Followers associate himself with these leaders, and are eager to imitate them. Leaders typically have very high standards will moral and ethical behavior, and can be relied upon to do the right thing. They are highly appreciated by followers who usually really believewith them.

b. Inspirational Motivational (Inspirational Motivation), describes leaders communicate high expectations to followers, inspire them through the motivation to be faithful to, or be part of a shared vision of the organization. The team spirit is enhanced by this type of leadership. They do this through encouraging words and a brief conversation. To give a clear passion to communicate the important role, they play in the future growth of the company.

c. Intellectual stimulation (Intellectual Stimulation), it includes stimulation followers to be creative and innovative as well as stimulate their own beliefs and values, as well as the values and beliefs as well as the organization's leader. Junis leadership supporting followers when trying new approaches and develop innovative ways to deal with organizational issues. It

encourages employees to think about things independently and participate in making decisions carefully.

d. Personal considerations (Individualized Consideration), these factors represent a leader who gives a favorable climate, where they listen carefully to the needs of each of the followers. The leader acts as a coach and adviser, as he tried to help followers really realize what is desired.

Performance

The performance is about doing the work and results of the work [1]. Performance is about what to do and how doing it [8]. According to Build [1], the performance is the result of the work accomplished person based on the job requirements (job requirement). A job has certain requirements to be made in achieving the objectives referred to also as a standard job (job standards). To determine whether or not the performance of subordinates, it can be seen from the comparison work undertaken by employment standards. The performance standards are the expected level for a particular job can be completed, and the comparators on goals or targets to be achieved.

Dimensions of Performance

According to Sudarmanto [4], dimensions or performance indicators are aspects that could be used in assessing performance. The sizes used as a benchmark in assessing performance. Dimension or measure of performance is needed because many things that will benefit both parties. John Miner cited in Sudarmanto [4] suggests four dimensions that can be used as a benchmark in assessing the performance, namely:

a. Quality

Explaining the error rate, damage and accuracy. Quality work will produce a quality of work that is based on established standards. Quality work can be measured by indicators of accuracy, thoroughness, skill and work success. The quality of work includes precision, accuracy, neatness and cleanliness of the work.

b. Quantity

The size of the quantity is the amount of work generated. The amount of work in accordance with the existing working time. Noteworthy is not the result of a routine, but how quickly the work can be completed. Quantities work includes output, and should be noted also that the routine is not only output, but also how quickly he can accomplish the extras.

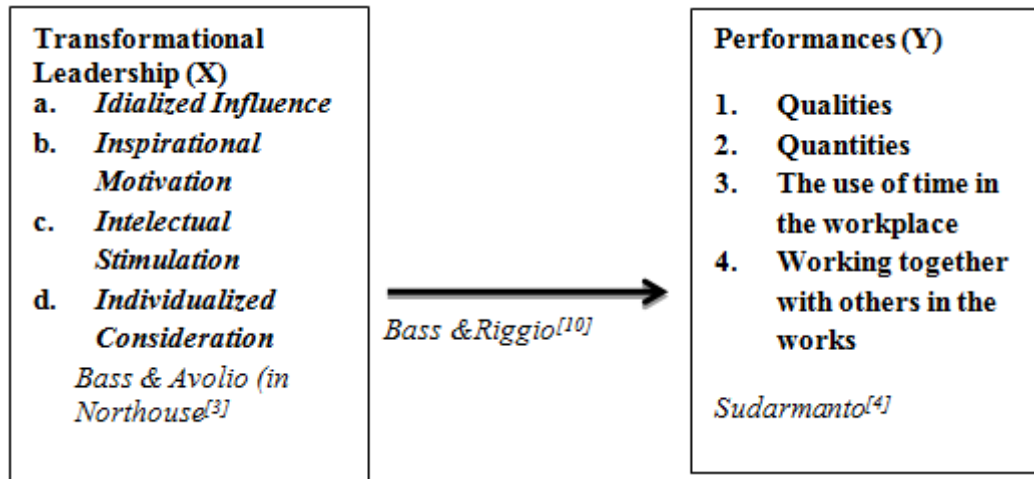
c. The use of time in the workplace

This is related to the time needed to complete an activity or time needed to produce goods and services. The indicators include absenteeism, tardiness, effective working time / working hours lost.

d. Working together with others in the works

The ability to cooperate with others in accomplishing the task group. Someone may look more likely to decrease or increase performance in contribution group assignment.

The Research Model



Source: researcher, 2016

Figure 2.1: Cogitation Framework

Hypothesis

Based on the framework of this study, the hypothesis of this study is "Transformational Leadership Style to the Influences of Lecturers' Performance at Telkom University Lecturer: Studies in Business and Administration Program".

5. Methodology

This type of research is a kind of research with uses descriptive qualitative method. According to Darmawan [2], descriptive research aims to describe an object or activity to the attention of researchers. This research is more structured than exploratory research as required sample representative. This study uses a formula associative problem with the shape of a causal relationship. Sugiyono [7], associative problem formulation is a formulation of research problems that are to question the relationship between two or more variables.

According to Sugiyono [6], the sample is a part of the number and characteristics possessed by this population. In a sample, the research taken must be representative of the population or represent the population as a whole. On the other hand, the used by saturated sample / population is a lecturer and lecturer YPT power remains fixed propotionalfull time totaling 32 people.

The sampling technique used in this research is non probability sampling that the sample is saturated. According Sugiono [5] The saturated sample is sampling technique when all members of the population used as a sample. This is often done when the population is relatively small.

The research data are primary data and primary data secondary. The primary data was collected by questionnaire (questionnaire), and secondary data collection was done by the method of literature study and internal data.

Researchers analyzing the data in this study using simple regression methods. Regression analysis can be used to determine and predict changes in certain variables that can be affected by changes in other variables. Simple regression can be analyzed because it is based on the functional relationship or causal relationship (causal) independent variable (X) on the dependent variable (Y). The measures undertaken in this simple regression analysis are:

- 1) Simple Regression Analysis
- 2) Hypothesis
- 3) Test Determinant Coefficient

6. Result and Discussion

Simple Regression Analysis

Simple linear regression analysis is a calculation based on the functional relationship or causal one independent variable and one dependent variable. The calculation result can be seen in the table below:

Table 4.1: Simple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.291	.434		2.976	.006
	X	.311	.161	.332	1.927	.063

a. Dependent Variable: Y

Source: Researcher result

Data management simple linear regression, obtained from the following equation:

$$Y = a + bX$$

$$Y = 1,291 + 0,311X$$

From the equation above, it can be obtained that, Value constant a (1.291) means that when X (transformational leadership) is 0 then Y (performance) worth 1, 291, while the regression coefficient b (0, 311) means that every X increases by one, then Y will be increased by 0, 311.

Hypothesis Testing

The results of the partial testing calculation are as follows:

Significance level used in this study is $\alpha = 0.05$.

Determining the level of significant degrees of freedom $df = (n-2)$, $32-2 = 30$, where the value t table amounted to 1.697.

Hypothesis Testing transformational leadership style variables on the performance of lecturers:

Because $t_{count} > t_{table}$, then rejected H_1 H_0 accepted, this means that the transformational leadership style affects the performance of permanent lecturers in S1 Business Administration program. Due to a significant degree on the results of the simple linear regression test showed 0.063, then the leadership style influence on the performance of tenured faculty Business Administration study program S1 is not significant.

Testing criteria:

1. If $t < t_{table}$, then H_0 H_1 accepted and rejected.
2. If $t > t_{table}$, then H_0 H_1 rejected and accepted.

Table 4.2: The Result of T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.291	.434		2.976	.006
	X	.311	.161	.332	1.927	.063

a. Dependent Variable: Y

According to the table above, noted that t-count is equal to 1.927. Whereas t- table for $df = 30$ and at a significant level of 5% or 0.05 is equal to 1.697. Because t arithmetic (1.927) is greater than t table (1.697), which means H_0 (H_1 accepted) that transformational leadership style affect the performance of tenured faculty at Business Administration program, but it is not significant.

Coefficient of Determination

The coefficient of determination (R^2) is the coefficient used to determine the contribution of independent variables to the changes in the dependent variables together. The result of the calculation of the coefficient of determination performed using SPSS 20.0 for windows software, the calculation results can be seen in Table 4.9 as follows:

Table 4.3: Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.081	.6340755

a. Predictors: (Constant), X
 b. Dependent Variable: Y

Based on the calculation of the coefficient of determinant in table 4.9, it can be seen that the determinant coefficient obtained amounted to 0.110 or 11%. This result can be interpreted that the influence of leadership style transformational on the performance of permanent lecturer study of Business and Administration program reached 11%. While the remaining 89% is influenced by other variables outside variables studied work motivation, job satisfaction, job design, commitment, management functions, clarity of career direction, competence and organizational culture.

7. Conclusion and Recommendation

Conclusion

Based on the result of this research, can be concluded as follows:

First, the adoption of transformational leadership style at Business Administration program are in the category of "high", especially Inspirational motivation dimension which reached highest performance, and then followed by the dimensions of idealized influence. Furthermore, the individual dimension and last consideration is the dimension of intellectual stimulation.

Second, the level of lecturers' performance at Business Administration program in category "high".

Third, the transformational leadership style has a positive influence on the lecturers' performance at Business Administration program, but not significant.

Recommendations

Based on this research, the lecturers' performance at Business Administration program showed a high performance, wether there are still some aspects that need attention, that the most important is indicators of 'timely attendance' as part of working time.

Solutions that can be pursued by increasing dimensions of Inspirational Motivation, where the leaders get the commitment to be able to enforce discipline.

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