

## **LEADERSHIP STYLE AND WORK MOTIVATION: DRIVING PERFORMANCE OF ISLAMIC BOARDING SCHOOL**

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### **Abstract**

*This study analyzes the effect of transformational leadership and work motivation on performance of the administrators of the Nurul Hidayah Islamic Boarding School, Malang, East Java. This study uses a quantitative approach and data collection through questionnaires distributed to 33 boarding school administrators. The results of multiple linear regression analysis show that transformational leadership significantly affects the performance of the Nurul Hidayah Islamic Boarding School administrators. However, work motivation has no significant effect on the performance of the management. The results of this study provide positive implications for the leadership of Islamic boarding schools in improving the performance of the management through the implementation of transformational leadership values such as charisma, inspirational motivation, intellectual stimulation, and attention to individuals.*

**Keywords:** *Transformational leadership, Work motivation, Employee Performance*

### **Abstrak**

*Tujuan penelitian ini adalah menganalisis pengaruh kepemimpinan transformasional dan motivasi kerja terhadap kinerja pengurus Pondok Pesantren. Penelitian ini menggunakan pendekatan kuantitatif dan pengumpulan data melalui kuesioner yang disebarkan kepada 33 pengurus Pondok Pesantren Nurul Hidayah, Malang Jawa Timur. Hasil analisis regresi linier berganda menunjukkan bahwa kepemimpinan transformasional berpengaruh signifikan terhadap kinerja pengurus Pondok Pesantren Nurul Hidayah. Tetapi, motivasi kerja tidak berpengaruh signifikan terhadap kinerja pengurus. Hasil penelitian ini memberikan implikasi positif bagi pimpinan pondok pesantren dalam meningkatkan kinerja pengurus melalui implementasi nilai-nilai kepemimpinan transformasional seperti karisma, motivasi inspirasional, stimulasi intelektual, dan perhatian terhadap individu.*

**Kata Kunci:** *Kepemimpinan transformasional, Motivasi Kerja, Kinerja Pegawai*

## **A. INTRODUCTION**

Human resources are essential assets in organizations that can survive and succeed if managed effectively (Elbaz et al., 2018; Sihombing et al., 2018). Human resources are urgent in organizations because they have an active role in every company activity as planners, implementers, and determinants of the realization of organizational goals and success. Human resources are an essential element of the organization that can be seen in quantity and quality. Human resources are needed to drive organizational functions, so it is necessary to pay attention to the adequacy of human resources in quantity. However, the number of qualified human resources without being accompanied by quality skills as needed is also a burden for the organization. Therefore, leaders must seriously pay attention to investment in human resources so that employee performance effectively supports the organization's success. As revealed in previous research results, employee performance is an essential factor in determining organizational success (Gunapalan & Ekanayake, 2019).

Employee performance refers to the results of each employee's activity in the organization for a specific time (Islam et al., 2019). A similar opinion explains that performance is the result of work achieved by a person or group of people, refers to the completion of tasks or improvement of tasks, and is determined by the level of skills, efforts of employees, the nature of a person and external factors (Andriprianto & Maridjo, 2022). The performance consists of two dimensions: task performance and contextual performance (Bhardwaj & Kalia, 2021). Task performance is the behavior and results of work technically to achieve organizational goals, while contextual performance is behavior that is not directly related to the technical work but supports the organizational, social, and psychological environment. Both task and contextual performance have a strategic role in organizational performance.

Employee performance in the organization cannot be separated from influencing factors such as leadership. Leadership is influencing and motivating others (Bakker et al., 2022). Influential leaders have a leadership style that makes employees dedicated and perform well. The results of previous studies strengthen the argument that leadership style affects employee performance (Baig et al., 2021; Jyoti & Bhau, 2015; Kim & Beehr, 2017; Ogbeide et al., 2008). The orientation of leadership styles, such as giving autonomy to subordinates and creating innovative ideas to improve the quality of employee work (Baig et al., 2021; Kim & Beehr, 2017; Teoman & Ulengin, 2018). Past research has revealed a

variety of leadership traits and styles related to followers' attitudes, motivation, and performance. One of the practical approaches is the leadership model, as revealed by Bass (Bakker et al., 2022). The leadership model consists of transactional and transformational leadership styles. Transactional leadership leads to social exchange, whereas transformational leadership tends to pay attention to, inspire, and develop followers' skills. Although the results of other studies point to an instrumental leadership style (Antonakis & House, 2014), transformational leadership has gained widespread recognition that it motivates employees (Gang Wang et al., 2011; Hoch et al., 2018).

Work motivation has attracted the attention of researchers because of its function as a significant predictor of employee work behavior (Steers et al., 2004). Organizations are constantly looking for ways to promote and maintain motivation among employees. The existing literature identifies two primary motivation sources, intrinsic and extrinsic. Curiosity, satisfaction, interest, engagement, and positive challenges are intrinsic motivations for work. While financial bonuses, certificates, prizes, rewards, and punishments are extrinsic motivations (Ouakouak et al., 2020). The results of previous research indicate that motivation affects better employee performance (K & Ranjit, 2022; Ouakouak et al., 2020). As revealed in Self Determination Theory, higher employee motivation positively affects performance (Deci & Ryan, 2008). In another sense, when individuals' psychological needs for autonomy, competence, and relatedness are met, they are intrinsically motivated, resulting in better performance, persistence, and creativity.

Previous research with the same study was dominated by the business sector, while the same study had not been widely carried out in educational organizations, especially Islamic boarding schools. The Nurul Hidayah Islamic Boarding School is an Islamic Education Institution established within the Foundation and is one of the oldest institutions in the Malang Regency area. This educational institution adheres to a paternalistic work culture with a traditional leadership style; in other words, Kyai's role is dominant in managing the organization. As revealed in previous research, the leadership style of the previous Islamic boarding school was dominated by traditional leadership demanding the obedience of the administrators and their students (Ridwan, 2020). Modern development demands leadership styles in Madrasah environments that are more adaptive and meet subordinates' expectations for modern developments such as transformational leadership. In addition, the leadership role is required to motivate subordinates by providing intrinsic and extrinsic appreciation so that

employees make various efforts to perform well.

Qualitative research with leadership style studies has been conducted in Islamic boarding schools. The results showed the suitability for applying the transformational leadership style in Islamic boarding schools. Contributions to applying transformational leadership styles for Islamic boarding schools, such as santri, feel pride, ownership, and respect for kyai (Muhammad & Sari, 2021). However, this research has not explicitly examined the work motivation variable. Work motivation is considered to be able to improve employee performance effectively. The results of previous studies indicate a relationship between leadership style, work motivation, and employee performance. Leaders have the essential task of motivating subordinates to do work effectively (Baard et al., 2004). Furthermore, higher employee motivation positively affects performance (Deci & Ryan, 2008). This study fills the gap by analyzing the performance variables influenced by transformational leadership and work motivation using a quantitative approach.

## **B. LITERATURE REVIEW**

### **Employee Performance**

Employee performance is basically what employees do or do not do. Employee performance contributes to the organization, including output quantity, output quality, work attendance, and cooperative attitude for a particular duration (Islam et al., 2019; Pawirosumarto et al., 2017). Employee performance can be categorized in two ways: task performance and contextual performance (Bhardwaj & Kalia, 2021). Task performance refers to the results of technical work and behavior in achieving organizational goals. Technical work results require employees to have knowledge, skills, and abilities as well as task skills (Bhardwaj & Kalia, 2021; Borman et al., 1995; Motowidlo & Van Scotter, 1994). In another sense, when employees use technical skills and knowledge to produce goods or services through the organization's technical processes, employees are engaged in task performance. Meanwhile, contextual performance refers to the tendency and willingness of employees. That is, when employees voluntarily help coworkers who are behind on work, act in a way to maintain good working relationships, or go the extra mile to complete tasks on time, employees engage in contextual performance. Contextual performance is not directly related to the technical work but supports the organizational, social and psychological environment. The contextual work behavior orientation is shown by employees, such as volunteering to help colleagues and the compatibility between the organization and employees (Santos et al.,

2018).

The results of previous studies reveal how contextual performance can affect organizational performance and effectiveness. First, contextual performance behaviors that involve persistence, effort, compliance, and self-discipline can increase the effectiveness of employees and managers. Second, helpful, caring, and cooperative behavior can increase the effectiveness of work groups and improve organizational coordination and control by reducing friction among organizational members (Motowidlo & Van Scotter, 1994; Podsakoff & MacKenzie, 1997). Pawirosumarto et al. (2017) have formulated performance dimensions including quality, quantity, time efficiency, work effectiveness, need for supervision, and self-influence. High or low employee performance is influenced by several factors, including transformational leadership and work motivation. The results of previous studies strengthen the argument that employee performance is influenced by transformational leadership (Baig et al., 2021; Bakker et al., 2022; Jyoti & Bhau, 2015) and work motivation (K & Ranjit, 2022).

### **Transformational leadership**

Transformational leadership is the ability of a leader to motivate followers through charisma, inspirational motivation, intellectual stimulation, and individual attention (Bakker et al., 2022). Charisma or idealized influence refers to followers' admiration for their leader through conveying a clear vision and mission and acting as a positive role model. Charismatic leaders communicate symbolically and convince followers that the vision brings a bright future for the organization (Antonakis & House, 2014). Inspirational motivation is the leader's ability to inspire and motivate followers to achieve ambitious goals. Through optimism and enthusiasm, leaders inspire followers to feel confident about success. Intellectual stimulation involves followers providing challenging ideas and ways of working—leaders who apply this form of leadership change followers about how they frame and think about obstacles. Individual attention refers to followers' support, leadership coaching, interaction, and assistance to maximize potential. Transformational leaders pay attention to individual needs and want and recognize that each follower is unique. Therefore, followers will be more enthusiastic about work engagement and improve their work results.

Several previous research results show the effect of transformational leadership on employee performance. Transformational leaders are essential in creating creative ideas and improving quality and can effectively improve employee performance (Jyoti & Bhau, 2015;

Teoman & Ulengin, 2018). Transformational leadership style influences followers through stories, humor, personal reflection, and images rather than punishment. According to the transformational leadership style point of view, it is beneficial to develop more commitment and motivation among employees (Baig et al., 2021). Based on the explanation of the concept and the results of previous research on the influence of transformational leadership on employee performance, the research hypothesis is formulated as follows:

Ha: Transformational leadership has a significant effect on performance

### **Work motivation**

Previous research has identified work motivation as essential to improve employee performance, which leads to a company's competitive advantage (Gupta, 2020; Ouakouak et al., 2020). Self Determination Theory shows that when an individual's psychological needs for autonomy, competence, and attachment are met, employees will be intrinsically motivated and exert more significant efforts to fulfill performance which ultimately has an impact on increasing performance, persistence, and creativity (Deci & Ryan, 2008). According to Self Determination Theory, work motivation is divided into two types, namely intrinsic and extrinsic (Deci & Ryan, 2008; Ouakouak et al., 2020). Intrinsic motivation is doing work because you are interested, feel satisfied after doing it, and show curiosity. In other words, when a person is intrinsically motivated, the activities carried out to bring positive feelings. In contrast, extrinsic motivation is involved in a job because it has several consequences. The orientation of extrinsically motivated behavior is doing work to get a reward or avoid punishment.

Integration occurs when external rules are fully assimilated with oneself. Other literature explains that, just like intrinsic motivation, integrated extrinsic motivation has also been shown to affect performance when individuals get support for competence, autonomy, and attachment (Gupta, 2020). Participative behavior and employee empowerment lead to autonomy, while coaching and mentoring lead to the need for attachment. Furthermore, feedback and rewards given in recognition of exemplary performance can also increase integrated extrinsic motivation because it can increase employees' perceived competence. Integrated extrinsic motivation also tends to be positively related to innovation. For example, suppose an employee who does his job because he understands the value and benefits of a career does a job because of superior control and fears punishment. In that case, the employee is extrinsically motivated. In contrast to intrinsic and integrated extrinsic motivation, extrinsic

motivation relies on pure rewards, which may be negatively related to innovative performance. When employees are rewarded for agreeing to perform a task, their work creativity can be undermined and impact work productivity (Gupta, 2020). Based on the description of the concept and the results of previous empirical studies on the effect of work motivation on employee performance, the research hypothesis is formulated as follows:

Ha: Work motivation has a significant effect on performance

### **C. RESEARCH METHOD**

This study uses a quantitative approach and data collection through questionnaires distributed to 33 boarding school administrators in Nurul Hidayah, Malang, East Java. The place of this research was chosen because of the characteristics of transformational leadership that is applied, such as establishing a formal school. The questionnaire structure consists of several statements related to the variables of transformational leadership, work motivation, and employee performance. Following the opinion of Bakker et al. (2022), Indicators of transformational leadership include charisma, inspirational motivation, intellectual stimulation, and individual attention. Work motivation using indicators recommended by Gupta (2020) include intrinsic motivation, integrated extrinsic motivation, and extrinsic motivation. While performance cites indicators recommended by Pawirosumarto et al. (2017) covering quality, quantity, time efficiency, work effectiveness, need for supervision, and self-influence. Each respondent's statement was asked to rate on a five-point scale (Likert scale) ranging from 1 (very dissatisfied), 2 (not satisfied), 3 (quite satisfied), 4 (satisfied), and 5 (very satisfied). The research sample was taken using the census technique. Namely, the entire population in this study was sampled (Nirel & Glickman, 2009). The data analysis technique in this study used multiple linear regression (Moore et al., 2006) to analyze the relationship between a single dependent variable (teacher performance) and several independent variables, namely transformational leadership (x1) and work motivation (x2).

### **D. RESULTS**

#### **Validity test**

The validity test aims to determine whether an instrument has met the criteria for a valid value if it is used as a data or information mining tool (Taherdoost, 2016). The test criteria are if correlation coefficient  $r_{\text{count}} > r_{\text{table}}$  then the instrument is declared valid. The results of the validity test are presented in the following table:

Table 1. Validity Test Results

Variable	Indicators	Items	Items	r count (correlations )
Transformational Leadership (X1)	Charisma	Followers admire the leader	X1.1	.451
		Leaders clearly convey the vision and mission	X1.2	.536
		Leader actions provide positive role models	X1.3	.598
		Leader communicates symbolically	X1.4	.454
	Inspirational Motivation	Leader inspires and motivates followers to achieve goals	X1.5	.422
		Leader inspires followers to feel confident about success	X1.6	.636
	Intellectual Stimulation	Leader engages followers to provide creative ideas	X1.7	.698
		Followers are engaged on challenging tasks	X1.8	.554
		Leader changes the mindset of followers how to solve task barriers	X1.9	.422
	Individual Attention	Leader provides guidance to followers	X1.10	.536
		Leader is not reluctant to interact with followers	X1.11	.698
		Leader helps followers to maximize potential	X1.12	.654
		Leader pays attention to the needs and wants of followers	X1.13	.422
Motivation (X2)	Intrinsic Motivation	I do my job because I'm interested in doing new things	X2.1	.451
		I do my job because I'm happy after doing it	X2.2	.414
		I do my job out of curiosity	X2.3	.442
	Integrated Extrinsic Motivation	Institutional regulations are values that I must obey	X2.4	.426
		Employees do the job because it is useful for career developme	X2.5	.518
	Integrated Extrinsic Motivation	Employees do work because they expect a reward	X2.6	.414
		Employees do their jobs because they expect praise	X2.7	.426
Performance (Y)	Quality	Employees do work because they expect a reward	Y1.1	.546
		Employees do work because they expect praise	Y1.2	.512
	Quantity	Employees complete tasks well	Y1.3	.479
		Employees complete tasks according to standards	Y1.4	.587
	Time efficiency	Employees are happy with the quantity of work charged	Y1.5	.530
		Employees are happy to have finished the job	Y1.6	.512
	Work Effectiveness	Employees strive to achieve maximum profitability	Y1.7	.479
		Employees avoid making losses	Y1.8	.587
	Monitoring Needs	Employees have the ability to work without supervision	Y1.9	.430
		Employees have the ability to work independently	Y1.10	.512
	Self Influence	Employees have the ability to maintain self-esteem	Y1.11	.458
		Employees have the ability to maintain a good reputation	Y1.12	.532



Employees have the ability to work together Y1.13 .610

R table at 0.05, nk at 0.355

Source: Processed Data, 2022

Based on the calculation of the product-moment correlation in table 1 above, it can be seen that all statement instruments are valid with a calculated r value more significant than the r table (0.355). This means that all statement instruments can be used as a collection tool for data.

### Reliability Test

The reliability test aims to measure the reliability of the research instrument by measuring the reliability of the research instrument technique Alpha Cronbach (Taherdoost, 2016). If the Cronbach Alpha value is more significant than 0.60, then an instrument is reliable, and vice versa. The results of the reliability test of this research instrument are as follows:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha
X <sub>1</sub>	0.875
X <sub>2</sub>	0.789
Y	0.766

Source: Processed Data, 2022

Table 2 above shows that the *Cronbach Alpha value* is greater than 0.6, meaning that all instruments are reliable for taking data .

### Multiple Linear Regression Analysis

The regression model of this study has met the requirements of the classical assumption test, including normality, autocorrelation, heteroscedasticity, and multicollinearity tests. The results of multiple linear regression test the influence of Transformational Leadership (X1) and Work Motivation (X2) on Performance (Y) as follows:

Table 3. Multiple Linear Regression Test

Model	-value	Std. Error	t	Sig	Descriptions
(Constant)	1.103	.368	2,996	.005	
Transformational Leadership (X1)	.887	.252	3.521	.001	Support
Work Motivation (X2 )	.161	.227	.709	.484	Reject

F-value = 37,024  
 Sig = .000

R = .844<sup>a</sup>

R2 = .712

n = 33

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Source: Processed Data, 2022

Statistically, the transformational leadership variable has a significant effect, which is indicated by the -value less than 0.05, while the work motivation variable has no significant effect because the -value is greater than 0.05.

## **E. DISCUSSION**

### **Transformational leadership**

The research questionnaire distributed showed a positive response. The results showed that transformational leadership had a significant effect on the performance of the administrators at the Nurul Hidayah Islamic Boarding School. These results indicate that the performance of Islamic boarding school administrators depends on the leadership values applied in this institution, including charisma, inspirational motivation, intellectual stimulation, and attention to the board. The charisma attached to the leadership (Kyai) of the Islamic Boarding School affects the behavior of the administrators, such as admiration and respect for Kyai's orders. This fact is in line with the research of Bakker et al. (2022) that charisma or ideal influence is the admiration of followers for their leader through conveying a clear vision and mission and acting to provide positive role models. Previous research has also shown that charismatic leaders communicate symbolically and convince followers that the vision brings a bright future for the organization (Antonakis & House, 2014). This opinion underlies the facts on the ground that the behavior and actions shown by Kyai are believed to be role models for the administrators of Islamic Boarding Schools. This result is consistent with previous research that leaders have an essential role in changing followers for the better regarding values, attitudes, and behavior (Muhammad & Sari, 2021).

The implementation of the transformational leadership values shown at the Nurul Hidayah Islamic Boarding School, such as involving the board in conveying their creative ideas in developing the institution, involving the board in challenging tasks, the administrator participating in various pieces of training to increase knowledge and skills in managing the institution. Other transformational leadership traits implemented by leaders in Islamic boarding schools are individual attention, such as providing guidance, and leaders are not reluctant to interact with subordinates. Bakker et al. (2022) define individual attention as the support, coaching, interaction, and assistance offered to followers to maximize potential. Furthermore, transformational leaders pay attention to individual needs and want and recognize that each follower is unique. The orientation of applying transformational leadership values above affects the performance of the management. Managers feel valued in their duties, and leaders notice their needs and desires. Several previous research results are in line with the results of

this study, showing that transformational leaders play an essential role in creating creative ideas and improving quality and can effectively improve employee performance (Jyoti & Bhau, 2015; Teoman & Ulengin, 2018 ).

### **Work motivation**

The results of this study indicate that work motivation has no significant effect on the performance of the management. This means that work motivation is not a determining factor for the performance of the management. The questionnaire results show that the administrators carry out their daily tasks because they are triggered by intrinsic motivation. They work because they are interested in completing the work and feel happy. After all, they are involved in completing tasks and are curious about new things. These behaviors ultimately lead to better performance. These results are consistent with the results of previous studies; when individuals' psychological needs for autonomy, competence, and relatedness are met, they are intrinsically motivated, resulting in better performance, persistence, and creativity. (Deci & Ryan, 2008) . Other interpretations show that integrated extrinsic motivation also affects management's performance, such as doing work because they understand the benefits and values obtained and completing work because of regulations and control from the leadership. That is, it can be concluded that both intrinsic and integrated extrinsic motivation affect performance.

In contrast to the integrated intrinsic and extrinsic motivation, extrinsic motivation does not affect the work behavior of the Nurul Hidayah Islamic Boarding School administrators. This result can be seen from the average response, which tends to be low. In carrying out the tasks the management gives, it does not depend on the rewards obtained. Many or little rewards are obtained, and the management feels happy to do the tasks given. The fact that happened at the Nurul Hidayah Islamic Boarding School cannot be separated from the leadership role of the Kyai, who teaches values such as humility (tawadu') and sincerity inherent in the personalities of the administrators in completing tasks and responsibilities. These values align with organizational citizenship behavior (OCB), interpreted as pro-social behavior, sensitive to things that promote organizational effectiveness, carried out spontaneously, not formally ordered, and not related to the organizational reward system. (Organ, 2018; Podsakoff et al., 2016; Zhang & Xie, 2017). The results of this study are in line with the results of previous studies, which explain that extrinsic rewards in the form of incentives do not affect innovative performance (Gupta, 2020).

This study's findings are that human resources characteristics in a religious-based environment, such as Islamic boarding schools, prioritize intrinsic values that come from their hearts. Intrinsic values such as humility, sincerity, prioritizing organizational effectiveness, and working voluntarily without expecting a reward have been attached to the attitudes and behavior of the management and affect improving performance. These intrinsic values motivate someone to do good

in organizational citizenship behavior (OCB). In line with the results of previous research, which revealed that OCB is a voluntary behavior, not tied to the organizational reward system that directly has a positive impact on the overall success of the organization (Ahmed, 2021; Kaur & Randhawa, 2021; Organ, 2018; Sari & Muhammad, 2019).

## **F. CONCLUSIONS AND IMPLICATIONS**

Employee performance in the organization cannot be separated from several influencing factors including transformational leadership and work motivation. The results of this study indicate that transformational leadership has a significant effect on the performance of the administrators of the Nurul Hidayah Islamic Boarding School. However, work motivation has no significant effect on the performance of the management. The results of this study provide positive implications for the leadership of Islamic boarding schools in improving the performance of the management through the implementation of transformational leadership values such as charisma, inspirational motivation, intellectual stimulation, and individual attention. In addition to practical implications, the results of this study also have positive implications for scientific development, especially work behavior and employee performance. Further research is suggested to examine more deeply the effect of intrinsic motivation and organizational citizenship behavior (OCB) on performance.

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