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## THE RELATIONSHIP OF ACHIEVEMENT MOTIVATION AND TRANSFORMATIONAL OF LEADERSHIP STYLE WITH PUBLIC ORGANIZATIONAL PERFORMANCE

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### **Abstract**

*This study determines the relationship between achievement motivation and transformational leadership style with public performance. The object of this research is the state civil apparatus with an unlimited population who work for Indonesian Government Ministries and Institutions located in the city of Jakarta and its surroundings. The research method uses descriptive quantitative research, namely the analysis technique using multiple linear regression. Aims to describe and explain the characteristics of a situation at a certain time in order to summarize the relationship that occurs between achievement motivation and transformational leadership style with performing public organizations. While the number of samples taken by convenience was as many as 70 participants with data collection using a Likert scale. The results showed that there was a relationship between achievement motivation and performing public organizations with a value of  $(r) = 0.366$ . And there is a relationship between transformational leadership style and performing public organizations with a value of  $(r) = 0.286$ . Then achievement motivation and transformational leadership style with the performance of public organizations with a value of  $(R^2) = 0.136$ , this shows that there is a simultaneous relationship.*

**Keywords:** Achievement Motivation, Transformational Leadership Style, Public Organization Performance

### **Introduction**

Performance results from a certain process carried out by all organizational components against certain sources used. Performance is a process of activities carried out to achieve organizational goals. Performance for the organization results from cooperative activities among members of the organization in order to realize the goals of the organization as a whole, both public organizations, business organizations and social organizations. Public organizations are the largest organizations that accommodate all levels of society with the scope of the State and have legitimate (legitimized) authority in the fields of politics, government administration, and law in an institutionalized manner so that they have the obligation to protect their citizens, serve the needs of their people, Thus, public organizations are often seen as government organizations whose function is to regulate services needed by the community in general. Psychologically, in determining the success of an organization, the need for the use of human resources is a must for the organization, therefore the amount of costs incurred is only to maintain human resource assets to assess organizational performance.

Organizational performance is the effectiveness of the organization as a whole to meet the defined needs of each concerned group through systemic efforts and continuously improve the organization's ability to achieve its needs effectively. The level of organizational performance highly depends on the state civil apparatus, which is the most important element in determining progress in a public organization. To achieve the goals of public organizations, namely overall effectiveness, they needed a state civil apparatus that is under the requirements and criteria set out in the applicable regulations. In fulfilling these requirements, the state civil apparatus must have incentives related to achievement, namely mastering, regulating the social or physical

environment, overcome obstacles or maintain high quality work, compete above past achievements and influence others. In addition, the state civil apparatus must also can identify the changes needed, develop a vision that will pave the way for changes to be made and implement the necessary plans for these changes to occur. Therefore, the achievement of performing public organizations very depends on the ability of the state civil apparatus, especially achievement motivation and transformational leadership style. Thus, performing public organizations has a close relationship with achievement motivation and transformational leadership style.

## **Literature Review**

### *Public Organization Performance*

Performance results from a certain process carried out by all organizational components against certain sources used. Performance is a process of activities carried out to achieve organizational goals. Performance for the organization results from cooperative activities among members of the organization in order to realize the goals of the organization as a whole, both public organizations, business organizations and social organizations. We can interpret performance as an achievement of tasks employees have successfully carried that out within the company under their respective roles, which aim to improve the ability and success of the company. The term performance comes from the word job performance or actual performance (job performance or actual achievement achieved by individuals). Payaman J. Simanjuntak (2011) suggests that performance is the level of achievement of results in implementing certain tasks in order to realize company goals. We can see that in order to realize the objectives, it organized the organization into work units with a clear division of labor, work system, and mechanisms to get maximum results. AA said the same thing. Anwar Prabu Mangkunegara (2015) understanding of performance (work achievement) results from work in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to them. We can see that in order to fulfill work duties and responsibilities,

Meanwhile, public organizations are the largest organizations that accommodate all levels of society with the scope of the State and have legitimate (legitimized) authority in the fields of politics, government administration, and law in an institutionalized manner so that they have the obligation to protect their citizens, serve the needs of the community. Often seen as government organizations that function to regulate services needed by the community in general. Psychologically, in determining the success of an organization, the need for the use of human resources is a must for the organization, therefore the amount of costs incurred is only to maintain human resource assets to assess organizational performance.

### *Achievement motivation*

Motivation has aspects of needs, goals, activities or activities and the energy used to carry out activities. The amount of energy used depends on degree of importance of goals for employees. Suseno & Sugiyanto (2010) also stated the same thing that motivation is a model in moving and directing employees to be able to carry out their respective tasks in achieving goals with full awareness, enthusiasm, and be responsible. We can see that to achieve a goal, a driving model with full awareness, enthusiasm and responsibility needed that can move and direct employees to carry out an activity. In line with the previous theory, Keitner & Kinicki (in Kiki Cahaya Setiawan, 2015) defines motivation as a psychological process that causes the emergence of an action that has a direction to achieve certain goals. We can see that the emergence of a directed action cannot separate from the psychological processes needed to achieve a certain goal. Based on Luthans' theory (in Miftah Thoha 2016) which comprises four characteristics namely,

likes to take moderate risks, requires immediate feedback, considers success and integrates with the task.

Thus, achievement motivation can be considered as a disposition to approach success or the capacity to gain pride in fulfillment when success is achieved in an activity. If it is concluded that the notion of achievement motivation is a desire that encourages individuals to achieve success and achieve standards of excellence. This individual strives or strives to improve and maintain his/her abilities as high as possible in all activities using his/her standard of excellence. Achievement motivation (nAch) is a separate variable that attracts the attention of researchers on employee performance variables because of the closeness of its aspects, which are hypothesized to have a strong relationship with the formation of a high degree of employee performance towards the company. Achievement motivation is an urge to complete something or improve performance in a task in a fast and efficient way, better and faster than other individuals, and achieve a standard of excellence. Achievement motivation is needed by employees to achieve high work productivity. So that employees who have a high need for achievement prefer jobs with moderate risk. The results of Gayatri's research (Widjoyo, 2010) show that there is a relationship between achievement motivation and employee performance. The existence of a positive response where employees have the will, awareness, high motivation in the implementation of work. If achievement motivation is increased, it can significantly improve organizational performance.

#### *Transformational Leadership Style*

Leadership is the process of influencing employees in their activities related to the tasks of group members. According to Kreitner and Kinicki (in Susilo Susiawan and Abdul Muhid, 2015) leadership is follows: Influencing employees voluntarily pursue organizational goals. We can interpret this understanding that leadership is a process of social influence in which the leader seeks the voluntary participation of subordinates an effort to achieve organizational goals. The same thing also stated by Siagian (in Debby Rosiana Safitri, 2015) leadership in tcontext of an organization, is the ability and skill of a person who occupies a position as a work unit leader to influence the behavior of others, especially his subordinates, to think and act in such a way, so that through positive behavior, leaders contribute really to achieving organizational goals. The achievement of organizational goals can occur if there is the ability and skill of someone who has a position or position able to influence and contribute really to his subordinates. In line with the theory above, Kartono (Krisna, et al. 2017) suggests leadership is an activity to influence individuals so that they like try to achieve group goals. In order to achieve the group's goals, they need individuals who can influence other individuals try to achieve these goals. Munandar (2008) which comprises five aspects, namely: associated charisma, inspiring leader, intellectual stimulation, individual consideration, and ideal influence. Bernard M. Bass, in 1985, formulated four fundamental elements that a figure with a transformational leadership style, namely: intellectual stimulation, individual consideration, inspirational motivation and idealization of influence.

The intellectual stimulation, which is a stagnant organizational condition, is the number one enemy of transformational leaders. They are always trying to change the outdated thinking, techniques, and targets that are still being maintained. The goal is to get more useful results and for the greater common good. To achieve this, leaders always open up new opportunities for each member to learn. They proactively move each member to explore new ways of doing things and innovate to produce solutions.

The individual considerations, namely a leader with a transformational leadership style, can understand the individual differences between his subordinates. Because every human being

is a unique individual. One way to understand everyone is to listen. A good leader can keep the lines of communication open so that members share ideas to suggestions and criticism. With two-way communication, leaders can directly provide support or appreciation for the achievements and growth of their members. They can also directly pay special attention to the needs of each individual.

The inspirational motivation, namely a transformational leader, has a clear vision and can communicate with each of his subordinates. When everyone in the office has a uniform view, it's easier for them to work together to make it a reality. A figure with a transformational leadership style acts as a mentor to assist. They provide not only challenges while guiding their subordinates to hone their potential. However, it also always raises optimism, enthusiasm, and motivation in each member.

The idealization of influence is that a transformational leader focuses on building an organizational culture in which everyone in it will work together for the common good. He knows the leader is a role model. So, the leader must set the same moral standards in the organization so that everyone in it has the same views. Through coaching and mentoring efforts, subordinates can imitate the behavior and work ethic and absorb the values and principles of the leader through various self-development opportunities. That way, the leader will transmit his passion to all subordinates. Everyone in the office can empathize with the leader's vision. In return, the leader can earn the trust, respect, and admiration of each member. Thus, definitively transformational leadership is values, beliefs, and needs that include change as a form of new breakthrough. We believe a leader with a transformational style to affect overall performance.

## **Research Methods**

The research method used is an investigative type with descriptive survey methods and explanatory survey methods, which are correlational ( $r$ ) and causality ( $R^2$ ). This study uses three variables, namely achievement motivation, transformational leadership style as the independent variable and performing public organizations as the dependent variable. Judging from the reasons the research has practical reasons, where the reasons are based on the desire and willingness of researchers to know and test these variables. The population in this study is the state civil apparatus in the Jabodetabek area at the level who occupies the position of head of the department at the office of the Ministry and Government Institutions as a public organization and the number of population is unknown.

## **Result**

First, the results of data analysis using SPSS for windows software, where achievement motivation and performance get a value of  $(r) = 0.366$ , the results that there is a relationship between achievement motivation and performing public organizations. The results of the study found that achievement motivation can improve the performance of public organizations, where the organization can achieve or exceed predetermined targets with satisfactory results with a contribution of 30.60%. The higher the achievement motivation, the higher the performance of public organizations.

Second, the correlation between transformational leadership style with performing public organizations gets a value of  $(r) = 0.286$ , so the results that there is a relationship between transformational and public organizational performance. The results of the study found that transformational leadership style can improve the performance of public organizations by providing encouragement, inspiration, criticism and suggestions to subordinates in completing a job with a contribution of 28.60%. The better the transformational leadership style, the better the performance of public organizations.

Third, achievement motivation and transformational leadership style with employee performance with multivariate analysis got a value ( $R^2$ )=0.136 with  $p=0.000 < 0.05$ . The results that there is a relationship between achievement motivation and transformational leadership style with employee performance with a contribution of 13.60%. Meanwhile, 86.40% is the influence of variables outside this study. The results can confirm the results of Widjojo's research (2010) which states that achievement motivation and performance are strongly and positively related, so we can say that employees who have high achievement motivation will have a high level of performance as well.

Based on the analysis results show that the biggest contribution to performing public organizations is achievement motivation, thus the higher the achievement motivation, the higher the performance of public organizations and vice versa, the lower the achievement motivation, the lower the performance of public organizations.

### **Conclusion**

There is a relationship between achievement motivation and performing public organizations and we can state that the higher the achievement motivation, the higher the performance of public organizations. Meanwhile, vice versa if the achievement motivation is low, performing public organizations will be lower. There is a relationship between transformational leadership style and employee performance in public organizations. The better the transformational leadership style, will improve the performance of public organizations. Vice versa, if the employee's transformational leadership style is bad, performing the public organization will be low. There is a relationship between achievement motivation and the transformational leadership style of performing public organizations. Achievement motivation is the dominant contribution to improving organizational performance.

### **Suggestion**

Based on the results in the study, there are several limitations, so that the results are not satisfactory. Theoretically, suggestions for those who are interested in conducting further research are expected to consider other factors that have a greater contribution to influencing organizational performance, such as technological factors, work discipline, work safety, and using a wider and varied population and sample. In addition, in future research, it is better to pay more attention to the proportion of the distribution of participants which can be seen in terms of age, gender, education level, length of work, number of dependents and positions so that the sample is more representative. And it is recommended to pay attention to the language used in the statement items, both favorable and unfavorable, on the measuring instrument.

Practical advice, see the results of the research that the state civil apparatus needs to increase achievement motivation. Then, for state civil apparatus whose capabilities are above average, it is necessary to give proper attention and appreciation. For superiors to pay more attention and help subordinates who are having difficulties in carrying out their responsibilities. Applying values or achievement motivation that can encourage organizational performance improvement, such as providing space for state civil servants in deciding and ideas to provide opportunities to show their best work and then provide rewards that are under the work results. Should continue to improve the application of transformational leadership and improve organizational performance and impact on organizational programs.

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