

## The Influence of the Madrasah Principal's Transformational Leadership on Teacher Work Motivation (Studies at *Madrasah Aliyah* Manbaul Ulum Wonosari Bondowoso)

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**Abstract:** *Advanced educational institutions are very dependent on the role of the school or madrasah principal that has. Teachers and Employees have a desire to be led by certain people who have a clear vision of goals, understand how to realize goals and try to teach them. The role of the madrasa head is very urgent in boosting employee motivation. Leader characteristics influence the work climate in an educational institution. This study was designed to test whether transformational leadership has a significant effect on work motivation. The research method uses a quantitative approach. MA Manbaul research sample Ulum Wonosari Bondowoso, data collection was carried out by distributing 82 questionnaires. The analysis technique uses simple linear regression analysis. Based on the simple linear regression analysis used, the results show that transformational leadership has a significant positive effect on employee motivation.*

**Keywords:** *Transformational Leadership; Work Motivation*

## INTRODUCTION

Educational institutions are currently experiencing extraordinary shifts, especially at the operational level. The development of sophisticated technology is expected to be able to assist all educational activities through reliable human resources. However, all controls will work properly if they can be managed with leadership that is in accordance with the existing field context. So that the role of the leader is very vital in the existence of an organization, especially educational institutions (Wahjosumidjo, 1999).

The conceptualization of leadership theories has also attracted attention and lengthy discussion for researchers and practitioners. According to Pawar & Eastman (1997) (in Utomo, 2002), research on leadership places more emphasis on transformational leadership. The need for leaders and the organizations they lead must continue to make changes as needed, so they can compete in fast-

paced economic changes is one of the assumptions that underlie the development of this transformational leadership.

Transformational leadership is a leadership model for a leader who tends to motivate subordinates to work better and focuses on behavior to help transform between individuals and organizations. According to Hater & Bass (1988) (in Wahyuddin, 2001) states that transformational leaders are charismatic leaders and have a central and strategic role in bringing the organization to achieve its goals.

The leadership style displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results. This leadership style is one of the leadership styles whose usefulness is starting to be taken into account in dealing with changes in an organization. Because the transformational leadership style concerns how to encourage others to develop and produce performance beyond the expected standards (Bass, 1999, in Utomo, 2002). Leaders who have a transformational style are able to inspire others to see the future optimistically, project an ideal vision, and are able to communicate that this vision can be achieved (Benjamin & Flynn, 2006, in Saragih, 2007).

Transformational leadership experts (Bass, 1999 & Burns, 1978, in Utomo, 2002) argue that transformational leadership is more proactive and more effective in terms of motivating subordinates to achieve better performance. This argument is widely supported by a number of research findings such as (Dumdum et al, 2000, in Utomo, 2002). Transformational leaders are more capable and more sensitive in feeling their environment, and henceforth forming and disseminating strategic goals that are able to capture the attention and interest of their subordinates (Bersona & Avolio, 2004, in Wijaya, 2005).

Followers of transformational leaders show a higher level of commitment to the organization's mission, a willingness to work harder, higher trust in leaders, and a higher level of cohesion (Avolio, 1999, in Utomo, 2002). All effects of transformational leadership are expected to create better conditions for understanding and disseminating the strategic vision, mission and goals, as well as a better level of employee acceptance (Bersona & Avolio, 2004, in Wijaya, 2005).

(Bryman, 1992, in Utomo, 2002) refers to transformational leadership as the new leadership, while (Sarros & Butchatsky, 1996, in Utomo, 2002) calls it a breakthrough leader (breakthrough leadership). Called a breakthrough because this kind of leader has the ability to bring enormous changes to individuals and organizations. Breakthrough leaders understand the importance of major,

fundamental changes in their lives and work in achieving the results they desire. Breakthrough leaders have broad thinking, and with this mindset the leader is able to create a paradigm shift to develop current organizational practices with newer and more relevant ones.

Many researchers and management practitioners agree that the transformational leadership model is the best leadership concept in describing the characteristics of leaders (Sarros & Butchatsky, 1996, in Utomo, 2002). The concept of transformational leadership integrates ideas developed in the approaches to character (trait), style (style) and contingency. The concept of transformational leadership combines and refines previous concepts developed by sociologists, such as (Weber, 1947) and political experts, such as (Burns, 1978) in Utomo, (2002).

Transformational leaders can set an example as role models for their employees, can encourage their employees to behave creatively, innovatively and are able to solve problems with new approaches. In addition, transformational leaders also care about the problems faced by employees and always provide motivation so that they can improve performance so that work motivation will be created for employees.

Employee work motivation is one of the important things in an organization, so employees will try to provide the best for the benefit of the institution. Work Motivation is an attitude towards work which is the result of a person's perception of something that is felt in his work and is based on work aspects (intrinsic & extrinsic). Therefore, conducive working conditions are expected to create work motivation in an employee.

Research on transformational leadership has resulted in the conclusion that the behaviors of transformational leaders are able to generate work motivation and the work motivation of their subordinates. Locke (1998) (in Saragih, 2007) defines Work Motivation as positive emotions or feelings of pleasure, as a result of an employee's assessment of work factors or work experiences. Meanwhile, according to (Blum, 1956, in Saragih, 2007) Work Motivation is closely related to the attitude of employees towards work, work situations and the existence of good cooperation between employees and employees, or between employees and their leaders.

Work motivation is a very complex factor because work motivation is influenced by various factors, including leadership style (Judge & Locke, 1993, in Saragih, 2007). In this case, transformational leadership is considered as the right leader model, the reason is because transformational leadership is still one of the factors that influence employee motivation. Because, transformational leadership refers to the process of building commitment to organizational goals

and giving trust to employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to the creation of employee motivation. Judge & Bono's research (2000) (in Pareke, 2004) found that the behaviors of transformational leaders affect employee motivation.

This research is empirically a replication of research conducted by Utomo (2002) with different samples. In this study, researchers conducted studies at educational institutions; to be precise at Madrasah Ibtidaiyah Assaidiyah Surabaya, for this reason MI Assaidiyah, always tries to create fairness and justice for its employees or teachers with the hope that the employee's work motivation can be maintained.

Efforts made by MI Assaidiyah include applying an appropriate leadership style, but this needs to be examined whether the policies that have been carried out by the institution so far have had a significant influence on the work motivation of its employees. Researchers used MI Assaidiyah as a research sample to verify theory by focusing on empirical evidence of the relationship and influence of transformational leadership on employee motivation.

## **LITERATURE REVIEWS**

### **Transformational leadership**

Transformational leadership is a subordinate's perception of the leader's behavior in treating subordinates by being more aware of business results, prioritizing group interests and increasing needs at a higher level and paying more attention to individual factors. Transformational leadership refers to the process of building commitment to organizational goals and empowering followers to achieve those goals. Transformational theory also studies how leaders change organizational culture and structure to be more consistent with management strategies to achieve organizational goals.

The definition of transformational leadership according to (Hater, 1988, in Wahyuddin, 2001) is a charismatic leader and has a central and strategic role in bringing the organization to achieve its goals. Transformational leaders must also have the ability to align the vision of the future with their subordinates, as well as elevate the needs of subordinates to a higher level than what they need. Bass (1990) defines transformational leadership as the leader's ability to change the work environment, work motivation, and work patterns, and work values perceived by subordinates so that they are better able to optimize performance to achieve organizational goals. In his theory Burns (1997) (in Pareke, 2004), also explains transformational leadership as a process in which "leaders and followers raise each other to a higher level of morality and motivation", such as

freedom, justice, and humanity, and not based on over emotions, such as greed, social jealousy, or hatred. Robbin (2003), defines transformational leaders as leaders who provide individualized consideration and intellectual stimulation and who have charisma.

According to (Bass & Avolio, 1990, in Utomo, 2002), there are 4 elements that underlie transformational leadership, namely:

1. Charisma, a transformational leader gets his charisma from the views of followers, a charismatic leader will have a lot of influence and can move his subordinates.
2. inspirational leader can articulate common goals and can determine an understanding of what is important and what is right.
3. Intellectual stimulation, leaders are required to be able to help their subordinates to be able to rethink old problems with new methods or ways.
4. Individualized consideration, a leader must be able to treat his subordinates differently but fairly and provide infrastructure in order to achieve goals and provide challenging work for subordinates who like challenges.

According to Yulk (1998), there are several things related to transformational leadership, namely:

1. Work Motivation, motivation is a process by which a person's work behavior is energized, directed and maintained in work and organizational life. Transformational leadership behavior can enhance a person's motivation to spend extra effort to achieve the planned performance.
2. Organizational Commitment, transformational leadership directly influences organizational performance through its influence on organizational members in order to gain their acceptance, support, commitment and involvement in organizational change through charismatic behaviors, articulation of vision and emphasis on individual attention . To foster the commitment of organizational members to change, this can be done by applying transformational leadership.
3. Work Motivation, transformational leadership behaviors affect work motivation and subordinate satisfaction with their leaders. The relationship between work motivation and the behaviors of transformational leaders is because one aspect of work motivation is supervision. The supervision that leaders provide through individual attention, and inspirational motivation will enable subordinates to do good work.

4. Desire to Switch, transformational leader behaviors are negatively related to employee desire to leave the profession and current job. For example, if a leader applies " oriented attention " by supporting subordinates, then the level of desire to leave a subordinate will be relatively low.

In the opinion of (Northouse, 2001, in Wijaya, 2005), there are several tips for implementing transformational leadership, namely:

1. Based on all subordinates to do the best for the organization.
2. Trying to be an exemplary leader based on high values.
3. Listen to all subordinates' thoughts to develop a team spirit.
4. Create a vision that everyone in the organization can believe in.
5. Act as a change agent within the organization by providing examples of how to initiate and implement a change.
6. Helping the organization by helping others to contribute to the organization

The theory of transformational leadership (transformational leadership theory) was initiated by John McGregor Burns in his book entitled Leadership. This book received a Pulitzer Prize and a National Book Award. In the book he uses the term transforming leadership or transforming leadership. According to (Burns, 1978, in Utomo, 2002) transforming leadership has the following characteristics:

1. Leaders and followers have a common goal that describes their values, motivations, desires, needs, aspirations and expectations. The leader sees that purpose and acts on his own behalf and on behalf of his followers.
2. Although leaders and followers have common goals, their levels of motivation and potential to achieve these goals are different.
3. Transforming leadership seeks to develop an ongoing system by presenting a vision that encourages the development of a new society. This vision connects leaders and followers and then unifies them. Both lift each other to a higher level creating higher and higher morale. Transformational leadership is moral leadership that improves human behavior.
4. Transforming leadership ultimately teaches followers how to become leaders by taking an active role in change. This participation turns followers into leaders. implementation of the final values which include freedom, independence, equality and brotherhood in society

## Teacher Work Motivation

Motivation comes from the word "movere" which means encouragement in the English term called "motivation". (Bukit, Malusa, & Rahmat, 2017). Motivation can be defined as an effort to generate motivational encouragement in individuals or groups to act (Anwar, 2000). This motivation is only given to humans, especially to subordinates or followers. Motives cannot be observed directly, but can be interpreted in behavior, in the form of stimulation, encouragement or generating the emergence of a certain behavior. Motive is the power within a person that encourages him to do something, or the condition of a person or organism that causes his readiness to start a series of behaviors or actions (Soeprapto, 2006). While motivation is a process of activating motives into actions or behavior to meet needs and achieve goals, or circumstances and readiness within the individual that encourages his behavior to do something in achieving certain goals (Hasibuan, 2000).

According to Sedarmayanti motivation is (1) every feeling or will and desire that greatly influences the individual's will so that the individual is encouraged to behave and act, (2) the influence of forces that cause individual behavior, (3) any action or event that causes a person's behavior to change, (4) the process that determines individual movement or behavior toward goals (Serdarmayanti, 2001).

Based on the opinions of experts, it can be concluded that motivation is an impulse that creates the persistence of individual behavior to be able to do something and can direct action towards a goal to be achieved.

Teacher work is a collection of various tasks to achieve educational goals. Satisfaction in carrying out tasks is an important aspect of one's performance or productivity, this is because most of the teacher's time is used for work. Teachers are required to be able to work by providing the best possible service to those related to schools such as students, parents, and the community. One of the factors that support teachers to be able to work as well as possible is job satisfaction. According to (Adamy, 2016), states that "Work motivation is encouragement from within and outside of a person to do something, which is involved from internal dimensions and external dimensions" So from the opinion above it can be concluded that teacher work motivation is an encouragement that moves and can influencing teachers to be able to carry out their duties and responsibilities as well as possible in accordance with the goals set. Teachers who have high work motivation will always develop their professionalism and innovative programs to improve student learning (students).

## **Relationship between Transformational Leadership and Employee Work Motivation**

Previous studies on transformational leadership have concluded that leader behavior is significantly related to the behavior and responses of followers, such as employee satisfaction, self-reporting efforts, task performance, and role clarity (Podsakoff et al., 1996). In the study of Judge & Bono (2000) (in Pareke, 2004) found that transformational leader behaviors affect work motivation and subordinate satisfaction with their leaders.

Individuals perceive that leaders who embody transformational leadership behaviors tend to have higher levels of Work Motivation. Judge & Bono (2000) (in Pareke, 2004) proposed an explanation that there is a relationship between work motivation and transformational leader behaviors due to one aspect of work motivation, namely supervision. The supervision provided by the leader through individual attention, and inspirational motivation will enable subordinates to do their jobs well.

Research on the relationship between transformational leadership and employee motivation is also supported by a study conducted by Bass (1999) which is based on the premise that transformational leaders have the ability to align the vision of the future with their subordinates, as well as elevate the needs of subordinates at a higher level than what they need, transformational leadership also refers to the process of building commitment to organizational goals and giving trust to employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee motivation.

From the thoughts above and supported by previous research, the hypothesis (H1) is formulated: There is a positive relationship between transformational leadership and employee motivation.

## **The Influence of the Madrasah Principal's Transformational Leadership on Teacher Work Motivation**

Transformational leadership is that everyone will follow someone who can provide inspiration, have a clear vision, and good ways and energy to achieve a big good goal (Wijaya, 2005). Leaders expected by employees of educational institutions are leaders who are able to provide work motivation for their employees. Because work motivation, as stated by Riggio (1990), is an important factor affecting employee life satisfaction because most of the time employees are used to work. As one of the determinants of organizational performance, job satisfaction is a very complex factor because work motivation

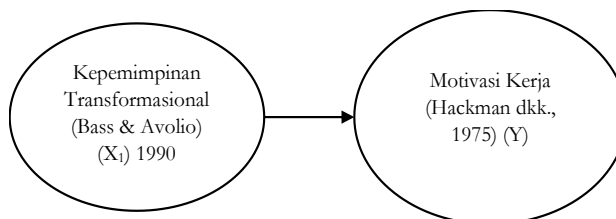


is influenced by various factors, including leadership style (Judge & Locke, 1993).

(Bass, nd) proposed another theory, namely the theory of transformational leadership. According to his theory, Transformational leadership is built on the initial ideas of (Burns, 1993) (in Saragih, 2007). The degree to which a leader is called transformational can be measured in relation to the leader's effect on subordinates. Subordinates of a transformational leader feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than the leader originally expected. The leader motivates subordinates by: making them more aware of the importance of job results, encouraging them to put the organization ahead of themselves, and activating higher level needs.

Effective transformational leaders try to raise the needs of subordinates. Increased motivation can be achieved by increasing expectations of needs and performance, which will lead to work motivation. Research (Robbins & Judge, 2013) (in Pareke, 2004), also found that transformational leader behaviors affect employee motivation. From the explanation above and supported by previous research, the 2nd hypothesis (H2) is formulated: Transformational leadership has a positive effect on employee motivation

To find out and understand the effect of transformational leadership on work motivation, it can be formulated in the following frame of mind:



**Figure 1.** *Leadership Conceptual Model on Work Motivation*

## RESEARCH METHOD

The sample in this study was employees, both teachers and staff of MA Manbaul Ulum Wonosari Bondowoso which totaled 64 people. According to Arikunto (1996), there are several formulas that can be used to determine the number of sample members. If there are less than 100 research subjects, then all of these subjects are taken so that the research is a population study. However, if the number of subjects is large, meaning that the number of subjects is more than 100 people, then 10-15% or 20-25% of the existing subjects can be taken as samples. In accordance with the description above, the researcher made all

employees of MA Manbaul Ulum Wonosari Bondowoso as a research subject. Data collection was carried out by distributing questionnaires to the respondents and distributed as many as 64 copies, and all of them were returned to the researchers, namely 64 copies (response rate 100%). All questionnaires are filled in completely and can be used in this study.

### Variable Measurement

#### Transformational leadership

1. *Charisma*, a transformational leader gets his charisma from the views of followers, a charismatic leader will have a lot of influence and can move his subordinates (Bass & Avilio, 1990; in Utomo, 2002). In this research, *charisma* measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument was used in Utomo's research (2002).
2. *inspiration motivation*, an inspirational leader can articulate common goals and can determine an understanding of what is important and what is right (Bass & Avilio, 1990; in Utomo, 2002). *inspiration motivation* measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument was used in Utomo's research (2002).
3. *Intellectual stimulation*, leaders are required to be able to help their subordinates to be able to rethink old problems with new methods and ways (Bass & Avilio, 1990; in Utomo, 2002). *Intellectual stimulation* measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument was used in Utomo's research (2002).
4. *Individualized consideration*, a leader must be able to treat his subordinates differently but fairly and provide infrastructure in order to achieve goals and provide challenging work for subordinates who like challenges (Bass & Avilio, 1990; in Utomo, 2002). *Individualized consideration* measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument was used in Utomo's research (2002).

### Work Motivation

Work motivation is an encouragement that creates the persistence of individual behavior to be able to do something and can direct action towards a goal to be achieved (Handoko, 2009). Work motivation is measured by the Job Diagnostic Survey (JDS) instrument developed by (Hackman et al., 1975; in Partina, 2002; in Setiawan, 2006) which consists of 5 question items. This instrument has been used by Setiawan (2006)

For data analysis techniques carried out in several ways as follows, for testing instruments researchers use validity tests, reliability tests to obtain valid and reliable instruments. Furthermore, after obtaining a valid and reliable instrument, the researcher conducted a prerequisite hypothesis test by conducting a normality test and a heteroscedasticity test variable. To test the hypothesis, the researcher conducted a simultaneous test (F test), partial test (t test) and R2 determination test.

## **RESULT AND DISCUSSION**

### **Respondent Profile**

An overview of the profiles of the respondents as many as 64 respondents divided into ages ranging from 26-35 years dominated in this study, namely 35.9% (23 respondents), ages between 36-45 years by 32.8% (21 respondents), age between 19–25 years by 12.5% (8 respondents), ages between 46–55 years by 17.2% (11 respondents), and aged over 55 years by 1.6% (1 respondent). The sex of the respondents was dominated by men, namely 64.1% (41 respondents), and the remaining 35.9% (23 respondents) were women. Between 1-5 years, 13 respondents (20.3%), between 6-10 years, 17 respondents (26.6%), between 11-15 years, 9 respondents (14.1%), between 16- 20 years as many as 13 respondents (20.3%), and more than 21 years as many as 12 respondents (18.7%).

Based on position, 16 respondents (25%) who filled out the questionnaire in this study were permanent teacher employees, other respondents each included 4 administrative staff, 5 office boys, 2 security guards, 7 foundation supervisors, contract teachers 12 respondents, Diniyah teachers 5 respondents, Qur'an teachers 5 respondents, technicians 4 respondents, and garden workers 4 respondents. Based on the last education of the respondents, 67.2% (43 respondents) were S1 graduates, 23.4% (15 respondents) held Diploma 3, 7.8% (5 respondents) were high school graduates, and 1.6% (1 respondent) graduated from junior high school. Marital status of the respondents was 71.9% (46 respondents) who were married, 20.3% (13 respondents) were not married, 6.2% (4 respondents) were widowers, and 1.6% (1 respondent) widow status.

### **Validity Test Results and Reliability Tests**

Validity is a measure that shows the level of validity of a research instrument. And the validity test is intended to see whether the measuring device can be accounted for for the accuracy of its measurements (Cooper & Schidler, 2001, in Santosa, 2006). Reliability is a degree that indicates the level of consistency between various measurements of a variable (Hair et al, 1998; in

Setiawan, 2006). The reliability test is intended to see the accuracy of the measurement procedure (Cooper & Schidler, 2001; in Santosa, 2006). The results of the validity and reliability tests are shown in the table.

**Table 1.** *Validity and Reliability Test Results*

Variable	$\Sigma$ Items	$\Sigma$ Items Which No Valid	$\Sigma$ Items that Valid	Mark <i>Cronbach Alpha</i>
Work motivation	5	1	4	0.743
Leadership transformational	40	5	35	0.970
<b>Amount</b>	<b>45</b>	<b>6</b>	<b>39</b>	

Based on the results of the validity test, it shows that in the job satisfaction variable there is one item that is not declared valid so it is not included in the next test, while in the transformational leadership variable there are 5 items that are not valid. The reliability test above shows that all items are reliable because each variable has a Cronbach's value alpha is greater than 0.7, and all constructs can be used for further testing

### Hypothesis testing

All hypotheses in this study were tested using a simple linear regression analysis method with the help of SPSS software to test whether there is a relationship and influence of transformational leadership on work motivation. The results are presented in the table

**Table 2.** *Linear Regression Test Results*

Variable	Work motivation
<b>Stage 1</b>	
constant	0.043
Age	0.169
Gender	-0.168
Length of work	0.206
Position	-0.084
Last education	0.106
Marital status	0.200
R	0.304
R Square	0.092
Adjusted R Square	-0.021
F	0.813
<b>Stage 2</b>	

Age	0.023
Gender	0.022
Length of work	-0.021
Position	0.096
Last education	0.015
Marital status	-0.002
Wages	-0.072
Transformational leadership	0.870
R	0.868***
R Square	0.754***
Adjusted R Square	0.718
F	21,036***

Source: Data that has been processed

1. dependent variable: Work Motivation
2. \*\*\*significant at  $p < 0.001$
3. \*\* significant at  $P < 0.05$
4. \* significant at  $P < 0.1$

In testing hypotheses 1 and 2, linear regression was carried out, which is an analysis of the linear relationship between the independent variables and the dependent variable. This test was carried out to determine the relationship and influence of transformational leadership on work motivation, so that it can be seen how much the relationship, influence and significance of transformational leadership has on employee motivation.

Simple linear analysis was carried out in 2 stages, the first stage by including 7 control variables (age, gender, length of work, position, last education, marital status, salary) with Work Motivation as the dependent variable. The second stage adds an independent variable in the form of transformational leadership. From this stage, the amount of standardized will be analyzed coefficient beta/ $\beta$ , R Square as the coefficient of determination (coefficient indicating the magnitude of the influence of the independent variable on the dependent variable), the significance of R Square, adjusted R Square (the coefficient of determination that has been adjusted for the number of independent variables), and F (Anova test); then it will be known how big and significant the influence of transformational leadership on employee motivation.

Thus, table 2 above shows that transformational leadership has a positive and significant effect on work motivation. R Square = 0.754; (F = 21.036;  $p = 0.000$ ). Thus hypotheses 1 and 2 are supported.

## Discussion

Work motivation is a feeling that supports or does not support employees who are related to their work or to their own conditions (Mangkunegara, 2001). The results of simple linear regression analysis show that there is a positive relationship and a significant influence between transformational leadership on work motivation. Work motivation that can be obtained from the work environment (internal) is physical factors and working conditions, social relations among employees/between employees and superiors, emotions and work situations (Burt, 2002, in Pareke, 2004). All samples in this study were employees of Madrasa Aliyah Manbaul Ulum Wonosari Bondowoso.

The results of this study are hypothesis 1 and hypothesis 2 are supported, this means that it is in line or in other words adds support to research conducted by Utomo (2002) and research by Podsakoff et al (1996). In this research, transformational leadership becomes an antecedent of work motivation. Thus transformational leadership has a direct and positive effect on work motivation, meaning that transformational leadership can increase employee motivation.

In the background Against the background of globalization and technological development, as we know that previously there was only one Madrasah Ibtidaiyah that collaborated on general education and recited it in the Brebek area of Surabaya. But at this time there are many new educational institutions that have sprung up in similar fields. Even for just getting general education and its diniyah, namely reciting the Koran, people can already get it at a relatively cheap and affordable cost. For this reason, in the midst of increasingly complex competition, Madrasah Aliyah Manbaul Ulum Wonosari Bondowoso, always tries to create fairness and justice for its employees with the hope that employee motivation can be maintained. Efforts made by Madrasa Aliyah Manbaul Ulum Wonosari Bondowoso, among others, by applying the appropriate leadership style. In this study, the role and role of transformational leadership succeeded in increasing employee motivation at Madrasa Aliyah Manbaul Ulum Wonosari Bondowoso.

## CONCLUSION

This study empirically follows up research conducted by Utomo (2002) with a different sample. This research is intended to prove the relationship and influence of transformational leadership on employee motivation. According to the results of research that has been done, the results of the analysis are consistent with research conducted by Utomo (2002). The results of simple linear regression analysis show that there is a positive relationship and a

significant influence between transformational leadership on work motivation. The results of this study also have implications that the results of this study are expected to be a source of information and consideration for the company in order to increase employee motivation, one of which is the need to cultivate a transformational leadership style. This leadership problem will affect employee work motivation both for their work and for the company where they work, so that in the long run it will make the company ineffective. This is also expected to be an evaluation for the management of educational institutions, namely in Madrasah Ibtidaiyah Assaidiyah, because it needs to be understood that in the service industry, the role of employees is very large in serving all consumers, namely students or the public.

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