

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON
WORK MOTIVATION WITH AMBIDEXTERITY AS A
MEDIATING VARIABLE
(PT. BANK PEMBANGUNAN DAERAH PAPUA, SURABAYA
BRANCH OFFICE)**

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Abstract

The purpose of this study is to examine the effect of transformational leadership on work motivation with ambidexterity as a mediating variable at PT. Bank Pembangunan Daerah Papua, Surabaya Branch Office.

This study uses quantitative methods and the data used in this study are primary data in the form of questionnaires and secondary data in the form of company documents and archives. The sampling technique used in this study is non-probability sampling, taken from the population namely the employees of Bank Papua Surabaya. A sample of 31 people is determined by using saturated sampling technique. The data analysis technique used in this study is regression analysis on the mediating variable. The results showed that leadership behavior had a positive and significant effect on work motivation and leadership style had a positive and significant effect on ambidexterity. Ambidexterity didn't have a positive and significant effect on work motivation and thus ambidexterity was not proven to have a role as a mediator between Transformational Leadership and Work Motivation.

Keywords : Transformational leadership; Ambidexterity; Work motivation

Introduction

In a company, a leader must have a leadership behavior that is believed to be true and can be used as a basis for daily work, namely a human-oriented leadership. The term human relationship states that humans or employees are to be treated well. Leaders need to have tolerance and pay attention to the welfare of employees and can create a pleasant work environment. This will greatly affect the motivation of employees to work harder so that employees will feel very satisfied which leads to higher productivity and better performance for the company.

According to Gary Yukl (2017) the definition of leadership over the past 50 years reflects the assumption that leadership is related to the deliberate process of a person to emphasize his strong influence on others to guide, structure, and facilitate activities and relationships within groups and organizations. Sule and Priansa (2018: 21) state that leadership behavior is related to the special/personal behavior of leaders related to their duties and roles as leaders. The behavioral approach links leadership to what leaders do; How they delegate their duties and authority, how they communicate with employees, motivate their employees, and carry out various other tasks within the organization. Aunjum et al., (2017) revealed that followers are willing to interact with their leaders because of the personality of the leader and the attitude of those who are motivated. This motivates followers to achieve the organization's mission, which plays an important role in improving organizational performance. Zacher and Rosing (2015) Ambidexterity contribute to employment and company growth as well as the welfare of individuals and society. Zacher (2014) also shows that a better understanding of the concept of ambidexterity in organizations can benefit individual employees in ambidextrous leader behavior that can increase employee confidence and motivation to innovate.

Literature

Review Work

Motivation

Alderfer introduced a theory which was a continuation of Maslow's Theory. Alderfer in Sule and Priansa (2018: 227-228), argues that the Alderfer Theory is an input to weaknesses in Maslow's theory. Alderfer's theory is known for its acronym "ERG". The acronym "ERG" in Alderfer's theory is the first letters of three terms, namely:

E = Existence (need for existence)

R = Relatedness (the need to connect with other parties)

G = Growth (the need for growth)

Ambidexterity

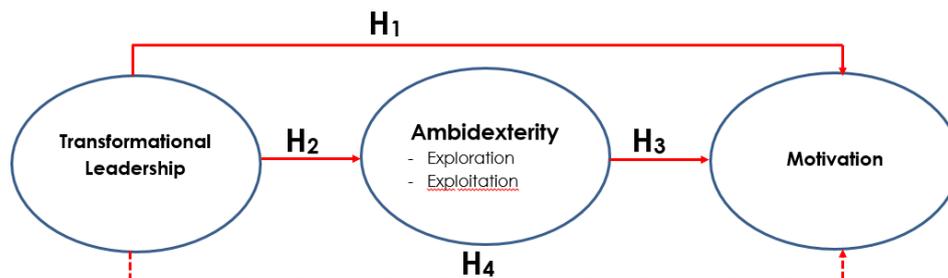
Ambidexterity is a new and unique approach to leadership domains for innovation that outlines two different, but complementary, behaviors through which leaders can enhance the exploration and exploitation of employee behavior which in turn combines to facilitate employee innovation. Leaders with open and close behavior must be able to meet innovation requirements because they can encourage high level exploration and exploitation behavior among them (Rosing et al., 2011).

Transformational Leadership

Yukl (2017) states that transformational leadership is a leadership that influences employees so employees feel a sense of trust, pride, loyalty, and respect for the leader and are motivated to do more than expected. According to Bass & Avolio (in Ahmad et al., 2014: 16), transformational leadership has four dimensions which include Idealized Influence (II), Individual Consideration (IC), Intellectual Stimulation (IS) and Inspirational Motivation (IM).

Concept Framework and Research Hypotheses

Based on the theory of transformational leadership, ambidexterity, and motivation, a theoretical model can be determined regarding the variable Transformational Leadership with Ambidexterity that affects Work Motivation. Transformational Leadership as the dependent variable, Ambidexterity as a mediator or mediating variable and Work Motivation as the independent variable. The relationship between the dependent variable, mediating variable, and independent variable can be seen in the following figure:



H₁ : Transformational Leadership has a significant effect on Work Motivation.

H₂ : Transformational Leadership has a significant effect on Ambidexterity.

H₃ : Ambidexterity has a significant effect on Work Motivation.

H₄ : Ambidexterity as a mediating variable of Transformational Leadership has a significant effect on Work Motivation

Research Methods

This study uses quantitative methods and the data used in this study are primary data in the form of questionnaires and secondary data in the form of company documents and archives. The sampling technique used in this study is non-probability sampling, taken from the population namely the employees of Bank Papua Surabaya. According to Sugiyono (2017: 84) the definition of nonprobability

sampling is a sampling technique that does not provide the same opportunity for each element or member of the population to be chosen as a sample. A sample of 31 people is determined by using saturated sampling technique. This study uses data analysis techniques in two forms of regression analysis, where the first is linear regression between Transformational Leadership as the independent variable and Ambidexterity as the dependent variable. Furthermore, a second modeling is done using multiple linear regression analysis where Transformational Leadership and Ambidexterity are the independent variables and Work Motivation is the dependent variable. In this study, a direct and indirect effect were also tested to determine the extent of the role of the mediating variable, namely Ambidexterity, in mediating the relationship between the effect of Transformational Leadership and Work Motivation. One method that can be used to determine the significance of the indirect effect of Transformational Leadership on Work Motivation is by using the Sobel test.

Results

Validity Test

It was found that all statement items forming the variables Transformational Leadership (X), Ambidexterity (M), and Work Motivation (Y) have p-value values that are smaller than the significance level of 0.05 (5%). This shows that all statement items forming the variables Transformational Leadership (X), Ambidexterity (M) and Work Motivation (Y) are valid.

Reliability Test Table

1

| Reliability Test Results | | |
|---------------------------------|-------------------------|---------------|
| Variable | Cronbach's Alpha | Result |
| Transformational Leadership () | 0.885 | Reliable |
| Ambidexterity () | 0.876 | Reliable |
| Work Motivation () | 0.878 | Reliable |

It can be seen from the results of the validity test shown in Table 1 that each variable has a Croncbach's Alpha value of more than 0.7. This means that the statement items of each variable is reliable.

Table 2

Simple and Multiple Linear Regression Test Results

| Model | Independent Variables | Dependent Variables | Standardized Coefficients | t-Value | P-Value |
|--------------|------------------------------|----------------------------|----------------------------------|----------------|----------------|
| 1 | | | 0,726 | 5,691 | 0,000 |
| 2 | | | 0,554 | 3,197 | 0,003 |
| | | | 0,275 | 1,588 | 0,123 |

The results of the t-test in model 1 show that Transformational Leadership (X) has a significant effect on Ambidexterity (M) with a positive coefficient of 0.726. Transformational leadership has a significance value of 0,000, indicating that the significance value is smaller than the required level of significance (5%). Therefore, it can be concluded that transformational leadership (X) has a significant effect on Ambidexterity (M) (H2 is supported). The results of the t-test show that Transformational Leadership (X) has a significance value of 0.003 with a positive coefficient of 0.554. This shows that Transformational Leadership partially has a positive and significant effect on Work Motivation (Y) (H1 is supported). However, Ambidexterity (M) has a significance value of 0.123 with a positive coefficient of 0.275. This shows that the significance value is greater than the required level of significance (5%), meaning that Ambidexterity (M) does not significantly influence Work Motivation (Y) (H3 is not acceptable).

Path Analysis Test
Figure 1 Path Analysis Test Results

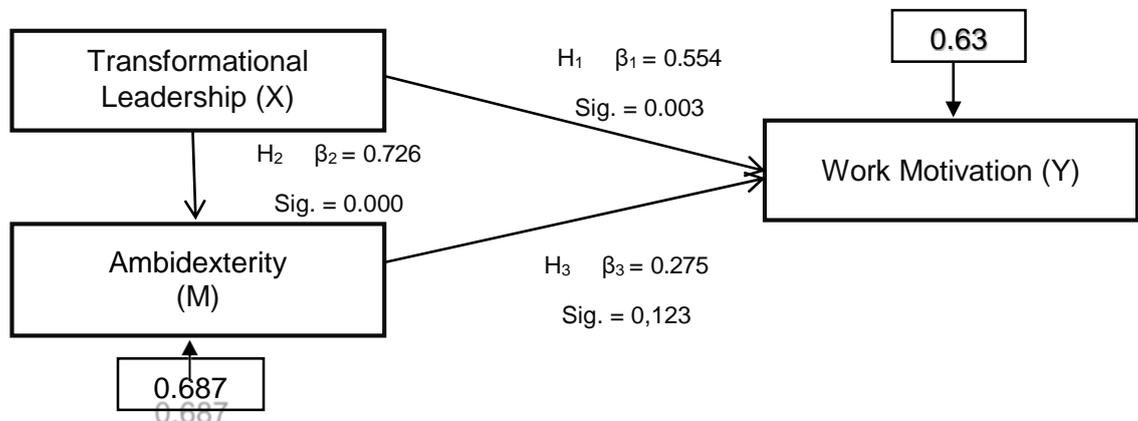


Table 3
Direct dan Indirect Effect Estimation Results

| Independent Variables | Dependent Variables | Direct Effect | Indirect Effect | Total Effect |
|---------------------------------|---------------------|---------------|-----------------------------------|--------------|
| Ambidexterity () | Work Motivation () | 0.275 | - | 0.275 |
| Transformational Leadership (X) | Work Motivation () | 0.554 | $(0.726) \times (0.275) = 0.1996$ | 0.7536 |

From the direct and indirect effect estimation results, Ambidexterity (M) is not proven to have a role as a mediator between Transformational Leadership (X) and Work Motivation (Y) of Bank Papua employees in Surabaya.

Sobel Test

It was found that the direct effect coefficient value for variable X against M is 0.749 with a standard error value of 0.132, and the direct effect coefficient value for variable M with Y is 0.266 with a standard error value of 0.168. After getting the value of t-count, the next step is to find the value of t-table using the free degree n-k, 31-3 so that the free degree is 28 with a significance level of 5% obtained by the t table value of 2.04841. From the calculation results, it was found that the value of t-count < t-table, so it can be concluded that Ambidexterity has no effect as the mediating variable in this study.

Discussion

H₁: Effect of Transformational Leadership on Work Motivation

This study found that transformational leadership has a positive and significant direct effect on work motivation of Bank Papua employees in Surabaya. This shows that Transformational Leadership has a linear effect on Work Motivation, which means that increasing employee perceptions of Transformational Leadership will increase the perception of Work Motivation at Bank Papua as well.. This is also supported by the differences felt by the employees at Surabaya branch office where there is a sense of comfort in the leadership behavior that is present in the acting branch leader. This result is in line with the research conducted by Aanjum et al (2017).

H₂: Effect of Transformational Leadership on Ambidexterity

Transformational Leadership was found to have a positive and significant effect on

Ambidexterity. This means that the higher the Transformational Leadership of Bank Papua Surabaya employees, the higher the Ambidexterity. The majority of respondents agreed with the statement that each of them promoted efficient actions, fulfilled targets, and adhered to the rules and plans in the company. The branch leader has tried to make approaches to try to explore and utilize the capabilities of the employees in Surabaya branch office to help realize his goals in implementing the company's vision and mission..

H₃: Effect of Ambidexterity on Work Motivation

This study found that the Ambidexterity does not appear to have a significant influence on Work Motivation. This indicates that the significance value of Ambidexterity is greater than the required level of significance.. The results of this study contradict the research conducted by Zacher and Rosing (2015), and Zacher (2014). The results of this study were also supported by the branch leader who recently served as branch leader at Bank Papua Surabaya, where he was still only 9 months active at the Surabaya Branch Office, so the effect of Ambidexterity on Work Motivation of the employees was still non-existent and the employee also seemed to not be able to feel the presence of Ambidexterity. This was also supported by the differences in the corporate culture compared to his previous company, between a private company and a regional-owned company.

H₄: Effect of Ambidexterity as a Mediating Variable between Transformational Leadership and Work Motivation

Based on the results of the Direct-Indirect Effect, it was found that the direct effect of transformational leadership behavior on work motivation is 0.552, the direct effect of transformational leadership on Ambidexterity is 0.749, and the direct effect of ambidexterity on work motivation is 0.266. The result of the multiplication of the direct effect of transformational leadership on Ambidexterity with the direct effect of Ambidexterity on work motivation is 0.199. The results of this study indicate that Ambidexterity is not proven to have a role as a mediator between Transformational Leadership and Work Motivation at Bank Papua, Surabaya branch office. A conclusion can be drawn from assessing the role of the mediator, Ambidexterity, on its mediating action between Transformational Leadership and Work Motivation at Surabaya branch office where the mediator, the branch leader, still has not succeeded in exercising Ambidexterity.

Conclusion

From the research conducted, the following results are found: 1) The perception of Transformational Leadership has a positive and significant direct effect on Work Motivation. 2) The perception of Transformational Leadership has a positive and significant effect on the perception of Ambidexterity. 3) The perception of Ambidexterity does not significantly affect Work Motivation. 4) The perception of Ambidexterity is not proven to have a role as a mediator between Transformational Leadership and Work Motivation

In this study, suggestions can be given: 1) For further research, the mediating variable that can mediate the effect of transformational leadership on work motivation can be replaced by researching for more references. 2) For further research, the moderating variable can be placed between Ambidexterity and Work Motivation. 3) A research needs to be initialized again by placing control variables such as Work Culture.

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