

Leaders' Achievement Motivation (Studies at the State Universities of Jambi Province)

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Abstract: Analyzing the achievement motivation of the leaders of State Universities in Jambi province Indonesia became the main objective of this research. The unit of analysis was the chairman of the study program with a population of 100 people. It used quantitative analysis method with multiple regression analysis with analysis tools using SPSS version 22.0. The analysis began with the validity, reliability, and requirements analysis. The analysis was then followed by analysis of determination R-square, hypothesis testing using t test and F with alpha 5%. The analysis result of determination R square of 0.799 that transformative leadership and organizational commitment can identifies achievement motivation, or 79.9%, while the remaining 20.1% is influenced by other variables. The leadership of the transformative and organizational commitment was a significant positive direct impact on the achievement motivation of the leadership either partially or simultaneously. Further optimized the leadership of the transformative executed by the leadership and with the high organizational commitment of the leaders state universities in Jambi province, it was certain to be higher the level of achievement motivation and leadership in working, especially in maintaining the quality or accreditation state universities.

Keyword: achievement motivation, transformative leadership, and organizational commitment.

I. Introduction

Strategic role of Higher Education to create qualified human resources for the development program of the Indonesian state is a major challenge that must be answered. The duties and responsibilities set out in the *Tri Dharma* of higher education are; teaching, research and community service. Researcher will be generated by state universities which will then contribute to the advancement of the nation. In this study, the college for studied was the entire State Universities (PTN), PTN hereinafter contained in Jambi Province, namely; Jambi University (UNJA), Jambi State Islamic Institute (IAIN STS), Polytechnic of Health Jambi (POLTEKES), and State Islamic High School Kerinci (STAIN).

PTN much more popular than Private Higher Education (PTS). It is pointed out about image, tuition fees are also quite affordable for the middle class economy. However, the State is not maximized in responding to community needs. It is evident there are courses that predicate 'C' there is even a status expired for accreditation in 2016, further can be seen as follows:

Table 1. Predicate State Study Program Accreditation

No	Name PTN	Number Study Program	A	B	C	Expiration
1	UNJA	85	39	34	7	5
2	IAIN STS	28	8	14	5	1
3	STAIN	14	-	7	7	-
4	POLTEKES	7	5	1	1	-
Total		134	52 (69,68%)	56 (75,04%)	20 (26,8%)	6 (8,04%)

Source: BAN PT, 2016

Based on empirical data above it can be seen that the State has not been able to prepare a good quality of education. Various factors contribute to the improvement of the quality, but the most significant is the factor of leader. Motivation and commitment of leaders in maintaining the quality of PTN into variables contribute. Furthermore, that transformative leadership also contributed to the motivation. In addition, transformative leadership and organizational commitment has a positive relationship for the leadership in maintaining the quality of PTN.

In order to complete the statement of researchers at the top, it has carried out the study baseline (pre-research) to obtain empirical facts related to real conditions at the sites. Early studies of this research carried out since the date of May 25th, 2015 until July 10th, 2015 at the four state universities spread across the province of Jambi. In general, the average pre-research results can be seen in the following table:

Table 2. Leadership Aspect

No	PTN	Transformational Leadership	Organisational Commitment	Achievement Motivation
1	UNJA	74% (CB)	73,8% (CB)	76,7% (CB)
2	IAIN	57% (B)	55,9% (B)	70% (B)
3	STAIN	59% (B)	65,5% (B)	71,3% (B)
4	POLTEKES	66% (B)	64,1% (B)	69,3% (B)

Note: CB = Pretty good. B = good
 Source: Data processed by researcher

The data illustrates that all aspects inherent in the leadership not get optimal ratings (excellent) from subordinates. The data load that; First, the lack of breakthroughs by the leadership, lack of empowerment of subordinates so then the impact on low ratings accreditation. Second, the low sense of contribution and loyalty management. Third, the low level of courage to take risks and take advantage of the feedback from each activity.

Based on the identification of the issues mentioned above, the purpose of the study was to analyze:

- 1) The influence of the leadership of the transformative towards achievement motivation;
- 2) The effect of organizational commitment on achievement motivation;
- 3) The influence of the leadership of the transformational and organizational commitment to the simultaneous achievement motivation.

The benefits of this research can certainly provide information on the levels of motivation berpretasi, transformative leadership, and commitment led organization which can then be used as a basis in determining the quality improvement strategy in particular accreditation study programs.

II. Literature Review

The leadership of the transactional influenced by the strength of the relationship between leaders and members. The leadership of the transformative also be determined by changes in the value of leadership, beliefs and needs of the members. Following that transformative leadership associated with emotions, values, ethics, standards and long-term goals. the leadership of the transformative leadership that is done with a variety of breakthrough in order to adapt to the development and educational needs very rapidly. Meanwhile, the characteristics of transformational leadership as follows: a) as an agent, b) bold, c) trust with the team, d) can solve complex problems, and the visionary.

Based on the above theory, it can be synthesized that the leadership of the transformative following indicators: 1) as agents reformer, 2) an inspiration, 3) empowering subordinates, 4) accept the differences in the ability of subordinates, and 5) subordinate personal attention.

Organizational commitment, attachment to the leadership of the institution is a dimensionless; a) identification, b) involvement, and c) loyalty to the indicators; 1) conformity with the institution of a personal vision, 2) participate actively in the institution, 3) feel comfortable in institutions. Then, commitments related to the organization; a) the behavior and performance of effective work, b) attitudes, affective and cognitive such as job satisfaction, c) characteristics of the job and a subordinate role, such as responsibility, d) special features reports such as the age and tenure. Commitment can be characterized by: 1) acceptance of goals and values of the organization, 2) a willingness to work on behalf of the organization, and 3) a strong motivation to remain in the organization. Here, that commitment is the ability to bond and trust.

Motivation is described as the direction, strength and persistence in achieving goals. Motivation is based on the impulse to act and it is a necessity. Motivation meruapak a process of desire in man to achieve the desires or goals that are stored in dreams. Edward Murray cited by Wexley characteristics of people who have high achievement motivation is as follows: 1) do things as well as possible, 2) do something to achieve success, 3) completing tasks that require effort and skills, 4) wishes to be a famous or master a particular field, 5) do a difficult job with satisfactory results, 6) doing something very meaningful, 7) do anything better than anyone else, and 8) write a novel or story quality. There are at least three factors: (1) personal needs, (2) the purpose and perception of the person concerned, and (3) ways to realize these goals.

So it can be synthesized that achievement motivation in the research is the desire / urge to try a variety of ways and risk to make efforts to achieve the goals of the organization, which is derived from the intrinsic and extrinsic indicators; a) the desire to work better, b) dare to take risks, and c) using the feedback.

From the study of theory and previous research results above, the framework of this study as shown below:

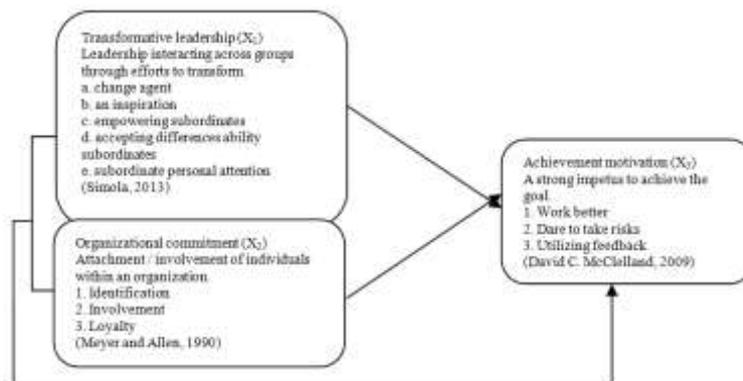


Figure 1. Research Design

Source: Mukhtar et al, 2016

Researchers formulate the research hypothesis as follows: 1) direct effect positive transformativ leadership towards the achievement motivation partially leadership; 2) direct effect positive organizational commitment towards the achievement motivation partially leadership; and 3) the leadership of the transformativ and organizational commitment a positive direct effect on achievement motivation, leadership simultaneously.

III. Method

This study uses survey research methods by using multiple regression analysis. The unit of analysis of this study is the head of study program by using total sampling number of 100 people. Analysis using SPSS version 21.0. questionnaire using 5 scale used to then test the validity, the reliability as well as to the terms of test analysis of all study variables. Basis for a decision on the validity of the test is if the result $r_{count} > r_{table}$ then declared invalid item. Values in r_{table} to 30 respondents with a significance level of 0.5% is 0.3061. While the basis for a decision on a reliability test is when $r_{11} > r_{table}$ with an alpha of 0.5% then point statement declared in the questionnaire is reliable and if $r_{11} < r_{table}$ with alpha 0.05 then point statement in the questionnaire declared unreliable. Overall, test results of specific instruments for point declaration invalid based on the calculation results can be seen as follows:

Table 3. Results validity and reliability

Var	Item	Value r count	Value r tabel 5% (n=30) n-2	Description	value r ₁₁	Desc.
X1	X1_26	0,209	0,3061	Invalid	0,977	Reliabel
	X1_31	0,116		Invalid		
	X1_33	0,116		Invalid		
X2	X2_25	0,175		Invalid	0,977	Reliabel
X3	X3_28	0,040		Invalid	0,981	Reliabel
	X3_31	0,000		Invalid		

Source: processed questionnaire data, 2016

Validity of test results for each variable, it is known that variable transformativ leadership of the 33 items tested, there are three items declared invalid, that clause 26 (.209), item 31 (.116), and item 33 (.116). Meanwhile, the variable organizational commitment of the 30 items were tested, there is one item that is declared invalid, that clause 25 (0.175). Then, of 31 items tested, there are two items that are otherwise not valid, namely item 28 (0,040) and point to 31 (0,000).

Result and Discussion

From the research results in the table below with the leadership of the variable coefficients transformativ (X₁) and organizational commitment (X₂) was ($\beta_1 = 0.360$ and $\beta_2 = 0.560$ and $r_{X_1 X_2} = 0.778$).

Table 4. Coefficients

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	17,162	6,370	
	Transformativ Leadership	,375	,102	,360
	Organizational Commitment	,574	,100	,560

a. Dependent Variable: Achievement Motivation

Source: Output SPSS

Based on the coefficient table above, the initial understanding of the value of each coefficient as follows:

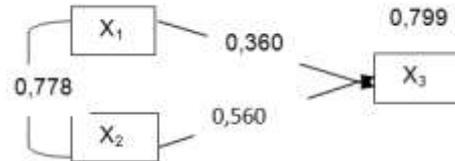


Figure 2: Results data processed, 2016

The above table illustrates the multiple regression equation as follows: $X_3 = a + b_1X_1 + b_2X_2 = 17,162 + 0,375 + 0,574$. The constant value of 17.162 states that if there is no increase in the value of the variable transformative leadership (X_1) and organizational commitment (X_2), then the value of achievement motivation (X_3) is 17.162. The regression coefficient of variable transformative leadership (X_1) of 0.375 and organizational commitment (X_2) of 0.574 states that any additions (Because the + sign) of the score or the values of transformative leadership (X_1) and organizational commitment (X_2) will give rise to a score of 0.375 ,

Then to find out the total effect of variable transformative leadership and organizational commitment to achievement motivation, leadership can be seen from the summary table, as follows:

Table 4. Test R and R Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.796	1,7435
a. Predictors: (Constant), Organizational Commitment_X1, Transformative Leadership_X2				

Source: output SPSS

The R value of 0.894 indicates a double correlation (the leadership of the transformative and organizational commitment) with achievement motivation leadership. Taking into account the variations in the value of R Square of 0.799 which indicates the magnitude of the role or contribution of the leadership of the transformative and organizational commitment is able to explain the achievement motivation variable leadership of the 79.9% and the remaining 20.1% is influenced by other variables.

Test Results Effect of Partial (t test) and Simultaneous Effect (Test F)

Assessment of the effect of partial aims to test whether each independent variable (exogenous) significantly influence the dependent variable (endogenous) partially with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

Table 5. T Test Results (Partial)

Independent Variabel	t Value	Sig
Transformative leadership (X_1)	3,686	,000
Organizational commitment (X_2)	5,933	,000

Source: Output SPSS

Based on the results obtained by statistical calculation coefficient t count the leadership of the transformative variable (X_1) toward the leadership of achievement motivation (X_3) amounted to 3,686 with sig = 0.00. So as to test the hypothesis partially by t test on the path coefficient ρ_{31} , by comparing the value of t count and t table value. Due to the value of $t = 3.686$ and table = 1.980, or in other words that $t > t$ table then H_0 and H_1 accepted. Then sig 0.00 < 0.05 was significant. This means that there is a significant influence the leadership of the transformative variable (X_1) against the leadership achievement motivation (X_3). So the first research hypothesis was accepted.

Furthermore, based on the calculation of the above statistics are also variable coefficient obtained thitung organizational commitment (X_2) against the leadership of achievement motivation (X_3) of 5.933 with sig = 0,000. Further testing the hypothesis partially by t test on the path coefficient ρ_{32} , by comparing the value of t arithmetic and t table value. Due to the value of $t = 5.933$ and table = 1.980, or in other words that thitung > ttable then H_0 and H_1 accepted. While the value of sig 0.000 < 0.05 was significant. This means that there is a significant influence organizational commitment variable (X_2) against the leadership achievement motivation (X_3). So, the second hypothesis of research was accepted.

To answer the third hypothesis that transformative leadership and organizational commitment affect the simultaneous achievement motivation leadership can be seen from Table 6 below.

Table 6. F Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1201,341	2	600,670	193,669	,000
	Residual	300,849	97	3,102		
	Total	1502,190	99			
a. Dependent Variable: Achievement Motivation_X ₃						
b. Predictors: (Constant), Orgaizational Commitment_X ₂ , Transformative Leadership_X ₁						

Source : output SPSS

Based on the calculation above statistics obtained by the path coefficients simultaneously transforming the leadership of the variable (X₁) and organizational commitment (X₂) against the leadership achievement motivation (X₃) with a coefficient of F arithmetic amounted to 196.669 with sig = 0,000. Hypothesis test simultaneously with the F test against p312 path coefficients, by comparing the calculated F value and the value of F table. Due to the value of F count = 32.459 and F table = 3.09, or in other words that the F count > F table then H₀ and H₁ accepted. Sig 0.01 and the value of <0.05 was significant. This means that there is a significant influence the leadership of the transformative variable (X₁) and organizational commitment (X₂) simultaneously against the leadership achievement motivation (X₃). So, the last research hypotheses can be also accepted.

1. Transformative leadership effect on achievement motivation.

Both the leadership of the transformative influence on achievement motivation, leadership. Motivation and commitment of leaders in maintaining the quality of PTN into variables contribute. This is similar to the results of research that has been done by Sedingheh Iranmanesh (2014). Furthermore, that transformative leadership also contributed to the motivation as the result of research by Agusthina Risambessy, et al (2012).

This can be ascertained as a transformative leader who is able to empower subordinates optimally in achieving organizational goals. Leaders were able to create change in order to achieve the vision and goals of course shows that the leadership has a high level of achievement motivation.

The results of this study are consistent with the opinion of Bernard M. Bass and Ronald E. Riggio (2006: 128) who argued that transformative leadership is a leadership that has the ability to match the vision and future missions subordinates to be accountable for the success with keberaian take all the risks, and such leaders are leaders with a high level of motivation berpepasi.

2. Organizational Commitment effect on achievement motivation.

Leaders who are highly committed to the PT he led was also able to increase achievement motivation in the lead. This is because these leaders would be willing to work voluntarily for the future of his organization. Leaders will do many things for the sake of progress and achievement of organizational goals. Furthermore, leaders who are committed to the organization also has a desire voluntarily to follow the rules, giving contribute, fulfill all the tasks, loyal, and bound in the organization.

Yaser research results Sayadi & Samer Khasawneh, et al (2013) revealed that transformative leadership and organizational commitment has a positive relationship for the leadership in maintaining the quality of PTN. Organizational commitment influence on achievement motivation, leadership, it is interpreted that the higher the commitment of the leadership of the organization, the higher the level of motivation berpepasi leadership in the work.

3. Transformative leadership and organizational commitment effect on achievement motivation

Transformative leadership with its innovation capabilities are determined to empower subordinates so that subordinates have the independence and autonomy in charge. In addition, transformative leadership pays special attention to the subordinate personal, so intertwined ties and a sense of family close.

Then, led by high commitment to the organization, have a high loyalty within the organization that later able to generate high spirits and willing to sacrifice in achieving organizational goals. It is then proven in several studies as Wiza and Hlanganipai (2014), Adriani Kalla Lembang et al (2015), Tuna et al (2012) HM Thamrin (2012), Yaser Sayadi (2013), Samer Khasawneh et al, Farid Ahmad et al (2014), Chun Fang Chiang (2012), Agusthina Risambessy (2012), Sedingheh Iranmanesh, et al (2014), and Sikha Pahwa Verma (2014).

IV. Conclusions And Recommendations

Conclusion: The results revealed that:

- 1) the leadership of the transformative effect direct positive significant achievement motivation leadership. It means that the more optimal the leadership of the transformative run by State leaders, the higher the level of achievement motivation leadership in achieving its objectives,

- 2) Commitment to the organization significant positive direct effect on achievement motivation and leadership. This means that the higher the level of commitment led organization PTN will increase the motivation of the leadership achievement, and
- 3) The leadership of the transformative and organizational commitment direct significant positive effect simultaneously towards achievement motivation leadership. In other words, if the organization's transformative leadership and commitment to the higher, the higher the level of achievement motivation in achieving quality leadership PTN Jambi province.

Suggestions:

- 1) Head of State who become agents of change to be able to make changes and innovation in accordance with the demands of the times that a positive impact on the quality of state universities,
- 2) Opening of new courses that suit the needs of people and improve accreditation,
- 3) Leaders empower subordinates with programmed diverse training in order to improve the skills of subordinates, and
- 4) Leadership build reward and punishment system more thoroughly.

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