The Influence of Transformational Leadership on Intrinsic Motivation of

Employees at Division of Enterprise Service

of PT Telekomunikasi Indonesia

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Abstract: The competition in the business of telecommunication has been getting tougher and tougher since the government of Indonesia issued the regulation on opening the gate for multi-operators in the business of telecommunication. The purpose of this research is to examine the influence of the four factors of transformational leadership on the intrinsic motivation of employees at the division of the Enterprise Service, PT Telekomunikasi Indonesia, the largest telecommunication company in Indonesia, where about 80% of the employees fully work at their customers' premises. Questionnaire was distributed to all 400 employees, and the total of 380 employees completed and returned the questionnaire. The data were descriptively analyzed, and the hypotheses of the research were tested by using path analysis. The performance of division was very high. Descriptive analysis showed that the practice of transformational leadership was low, but the intrinsic motivation was very high. Statistical test showed that none of the four factors of transformational leadership significantly influence the intrinsic motivation of the employees. This indicated that the intrinsic motivation of the employees was affected by factors other than the factors measuring transformational leadership

Key words: idealized influence; inspirational motivation; intellectual stimulation; individualized consideration; intrinsic motivation

JEL code: M

1. Introduction

1.1 Background

PT Telekomunikasi Indonesia (Telkom) is the largest telecommunication company in Indonesia, and it divides its customers into several categories, one of them is corporate or enterprise customers. The company has been paying a special attention to enterprise customers as the cash cow for the company. To provide special services for the enterprise customers, Telkom set up a special division called Division of Enterprise Services (DES). The head of DES reports to Director of Enterprise and Business Services, who then reports directly to the

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CEO of the company. For enterprise market in Indonesia, Telkom DES controlled about 57 percent market share, the rest are by nine other telecommunication companies (Figure 1).
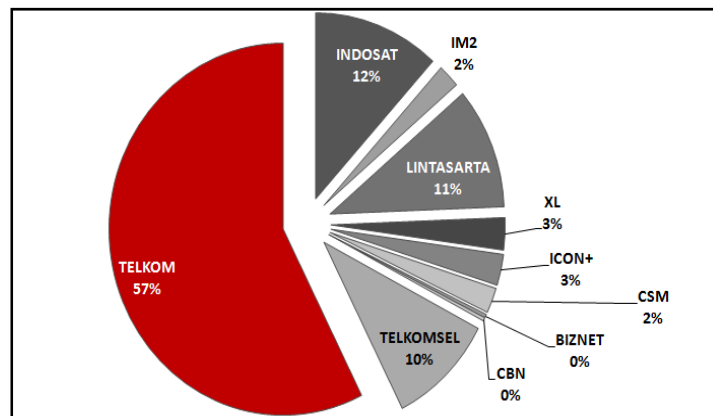

Figure 1   Share of Telecommunication Enterprise Market in 2014
Source: Telkom DEC, March 2015

For the last five years, the market share of Telkom DES kept increasing and showed a positive growth, except in 2014, where the market share slightly decreased (Figure 2).
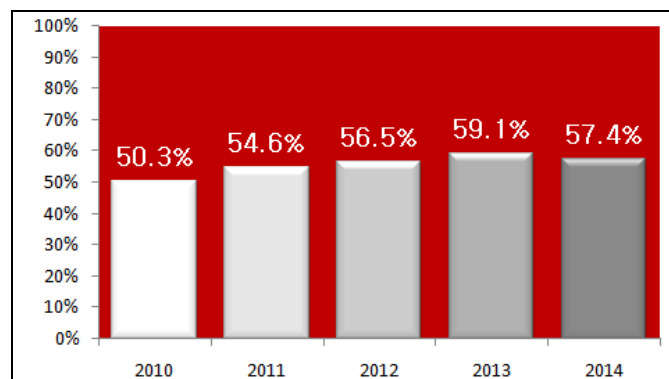

Figure 2   Growth of Telkom DEC Market Share from 2010-2014
Source: Telkom DEC, March 2015

Even though the market share slightly decreased in 2014, but the financial performance increased from 7.07 in 2013 to 7.45 trillion rupiahs (about $7 billion) in 2014. During those years, DES received several recognitions, such as: The Best Technology Innovation from the ICCA, The Best Contact Center Operation, The Best HR Retention Program, The Best Business, Asia Pacific Stevie Award as New Business Service of the Year, Technology Company of the Year, and Customer Service Leader of the Year.

It was believed that the most determining factor for the success of the division was the motivation of all employees in the division. Theoretically, the inspirational motivation is one of the attributes of a leadership type exercised the leader. Transformational leadership can improve and optimize the ability of the subordinates in turbulent environment (Bass, 1985, 1996; Bateman & Snell 2002; Yukl, 1989; Robbins & Judge, 2011; Suwatno, 2011). According to Bass (Suwatno, 2011), transformational leaders must be able to inspire the subordinates to perform their duties beyond their own interests and the interests of the organization. Therefore the role of leaders is very important to motivate employees in carrying out their tasks to achieve the goal of the company.

Motivation is a condition or energy that drives the effort of employees to achieve the goal of an organization (Mankunegara, 2007). The real and genuine motivation comes from within the individuals themselves. The mental attitude of the employees has a significant impact on the performance of employees. Work achievement is something that is expected by the company from its employees (Siagian, 2007). Several factors which can affect one's work performance are ability, incentives, working environment, and motivation (Rahardja, 2004). Motivated employees stay with a task long enough to achieve their goal (Robbins & Judge, 2011).

The above quotations indicate that work condition or work environment is created in such a way by the leader to inspire the subordinates so that they are willing to perform beyond expectation. Working situation at the DES is different from other divisions at Telkom. For the sake of service excellence, most employees of DES have their own offices in the buildings of the customers they are responsible for, and they rarely go to work at DES, they rarely talk face to face with their superiors. They get connected to the office at DES through making best use of information technology.

1.2 Research Problem

From the introduction, it can be inferred that the performance of employees at DES was very high. The individual performance was very high, and this might mean that the motivation of employees was also very high. This could indicate that the transformational leadership was well practiced at the division. But, the employees rarely met face to face with their superiors because they worked and had offices at the buildings of the customers they were responsible for. The employees of DES did their jobs for DES, but they did not go to their offices at DES. They communicated with their real office and real superiors by making best use of information technology.

Based on the problem described above, the research questions are as follows:

(1) To what degree is the practice of transformational leadership as perceived by employees at Telkom DES?

(2) To what degree is the intrinsic motivation level as perceived by employees at Telkom DES?

(3) Does transformational leadership affect the intrinsic motivation of employees at Telkom DES?

2. Theoretical Framework

2.1 Motivation

The concept of motivation has been studied and discussed for more than a century, and therefore it is no surprise that there are many research reports and definitions about motivation in the literature. One most common and comprehensive definition of motivation is the one stated by Robbins & Judge (2011) who defined motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. In this definition, as they identified, there are three key words: intensity (the efforts a person expends at performing a job), direction (the choice of specific behaviors for the benefits of organization), and persistence (continuing engagement in maintaining hard effort). This means that motivation refers to the willingness or desire of a person to maintain high efforts in performing a task assigned for him or her to achieve high objectives (Danim, 2004; Luthans, 2011; Munandar, 2001, Ridwan, 2004; Robbins & Judge, 2011).

The 1950s were a fruitful period in the development of motivation concept (Robbins & Judge, 2011). Although the theories created during that period are now questionable about their validities, but the theories are still widely used by researchers, academicians, and practitioners. One most well-known theory of motivation is Hierarchy of Needs formulated by Abaham Maslow, and the theory is now known as Maslow's Hierarchy of Needs. The hierarchy consists of five types of needs with physiological need or the basic need as the lowest, and

moving up to safety need, social need, esteem need, and self-actualization need as the highest level.

Studying the behaviors of people toward work, Douglas McGregor classified human beings into two categories, and he named the theory as Theory X and Theory Y. Under Theory X, McGregor assumed that people did not like work, while under Theory Y, people liked work. So, before implementing a motivation technique, the supervisors had to be able to identify to which group their subordinates belong, because different group required different motivation technique.

One other well-known theory of motivation created in late 1950s and it is still widely used is Two-Factor Theory formulated by Frederick Herzberg. This theory, which is also called as motivation-hygiene factors, brought about two types of motivation, i.e. extrinsic motivation and intrinsic motivation. Attributes characterizing the condition of work (such as quality of supervision, pay and policy, relationship with supervisors or co-workers, and security) functioned as hygiene factors. These factors are beyond the control of the employees as individuals, and so Herberg considered these factors as the attributes of extrinsic motivation. When these attributes are adequate, people will not be dissatisfied; neither will they be satisfied (Robbins & Judge, 2011). Therefore, Herzberg argued that, satisfaction and dissatisfaction are two different constructs, and they are not opposite to each other. To motivate people, Herzberg suggested paying attention to intrinsic factors: advancement, recognition, work-itself, responsibility, and achievement. Munandar (2001) and Luthans (2011), and possibly many others, agreed with what Herzberg suggested, and called the intrinsic factors as the content of work.

Advancement refers to one's efforts of improving his/her capability for greater responsibility. Capability improvement can be done through various initiatives like attending training programs, coaching, workshops, group discussion, and many others. The improvement of capability functions as a motivator for employees, and with the improvement, the superior may recommend him/her to handle greater and higher responsibility.

Recognition refers to appreciation given to subordinates by one's superior for a job well done. Appreciation can be done in various forms like thanking for a job well done, awarding a certificate of appreciation, giving a souvenir, providing an increase of salary, and many other forms of appreciation.

Work itself is about the condition of work where the employees feel comfortable to work in. The supervisor plays a very important role in creating a work condition conducive for employees. Conducive work condition will kill the feeling of boredom, and will keep employees motivated in performing their routine tasks.

Responsibility refers to moral liability for carrying out some duty. To make responsibility a motivating factor, the leader needs to avoid tight supervision and control. He has to be able to empower the subordinates to participate in various activities which require decision makings. The subordinates need to have certain autonomy in organizing their jobs.

Achievement of work is one factor indicating the success of a person in performing his/her tasks. Exerting a given amount of effort will lead to high performance, and the willingness to exert the effort is very much affected by certain conditions which are basically the responsibility of a leader.

2.2 Transformational Leadership

The terminology of leadership has been in use since more than 200 years ago (Yukl, 1989), and since then, studies on leadership have been growing, that there are so many definitions of leadership in the literature. Of the so many definitions, one key word as the essence of leadership as identified by so many experts and researchers is "influence", i.e., to influence others to achieve the stated goals. In addition to definitions, several classifications of leadership theories are also available in the literature, and mostly are classified into four categories (Table 1).

Table 1   Classification of Leadership Theories

Author	Year of Publication	Classification
Bass	1985	(1) Transactional Leadership (2) Transformational Leadership
Yukl	1989	(1) Power-Influence (2) Traits (3) Behaviors (4) Situational
Bateman & Snell	2002	(1) Traits (2) Behavior (3) Situational (4) Contemporary
Robbins & Judge	2011	(1) Traits (2) Behavior (3) Contingency (4) Contemporary Issues

Studying the work of Burns, Bass (1985) classified leadership into two types: transactional leadership and transformational leadership. The two types of leadership are different at least on two aspects (Bass, 1985, 1995; Bass & Riggio, 2006). In interaction with subordinates, transactional leaders guide and control their subordinates to achieve goals, while transformational leaders arouse the awareness of their subordinates about the importance of the jobs they are responsible for. Secondly, transactional leaders maintain the existing ways of doing things, work within the existing organizational culture, while transformational leaders inspire the subordinates to creatively change the ways of doing things.

Transformational leadership has been considered as a very important issue in the study of leadership. It is included as part of contemporary classification of leadership by Bateman & Snell (2002), and by Robbins & Judge (2011). This is probably because transformational leaders succeed in raising the colleagues, subordinates, followers, clients, or constituencies to a greater awareness about the issues of consequences (Bass, 1985). This means that the transformational leaders inspire others to do more than they themselves initially expected to do. The transformation of awareness to a higher level can be done through raising the consciousness about ways of reaching the goals, transcending the self-interest, or changing the need level (Bass, 1985). With this effort of influencing others, the followers are inspired to realize the need to do more, and this will increase the performance of the company they are working for. These characteristics make transformational leadership different from transactional leadership which stresses on the transaction between the leaders and the followers.

To be successful in implementing transformational leadership, a transformational leader needs to have and be very good at four skills (Bateman & Snell, 2002). The four skills are (1) formulation of vision (the leader must have a clear and inspiring vision that grabs people's attention); (2) communication skill (convincingly communicating the vision through words, manner, and symbolism; (3) building trust (the leader must choose a direction, consistently stay with it, and project integrity; and (4) positive self-regard (the leaders must know his strength, weakness, continually develop his/her talents, and knows how to learn from failure.

Initially, Bass (1985) formulated three attributes of transformational leadership. Then, Bass (1990), Bass & Avolio (1993), and Bass & Riggio (2006) formulated four attributes, but then in MLQ 5X Rater, Bass & Avolio (1994) formulated five attributes. After studying the transformational leadership, Munandar (2001), Garman et al (2003), Robbins & Judge (2011) used four attributes to measure transformational leadership. The four attributes are summarized below.

Inspirational motivation is about the ability of a leader in formulating and communicating the vision. The

leader communicates the vision with high self-confidence convincingly and enthusiastically that the subordinates fully understand what the vision is all about. The leaders convincingly energize their subordinates through clear communication about the importance of vision, mission, and achievement of objectives. The leader inspires his/her subordinates in such a way, ignites the energy and commitment of subordinates that the vision becomes the guiding principle for the subordinates to work.

Intellectual stimulation refers to the capability of inspiring the subordinates through making use of certain symbols. The leader describes the symbol in such a way to arouse the awareness of subordinates to see a problem in a new perspective and to find new ways to perform the jobs more successfully. In reality, intellectual stimulation provided by a transformational leader is unlikely to stand alone; it displays a combination with charismatic leadership and individualized consideration (Bass, 1985).

Individualized consideration is about the ability of a leader to pay attention to and to be close with subordinates. On one hand, transformational leaders treat all subordinates alike, and implement consensus decision-making. But, on the other hand, the treatment is individualized; the leaders treat the subordinates differently according to the needs and capabilities of individual subordinates. Individually, the leader can point out the weakness of a subordinate and gives a constructive feedback to raise the self-confidence of subordinates. The leader shows respect and dignity and serves as a mentor.

Idealized influence refers to the ability of a leader to influence his/her subordinates about the importance of values, beliefs, ethics, and commitment in achieving the stated goals. The leader emphasizes direct and open communication system, and always pays attention to aspects regarding morale and ethics in making decisions.

3. Methodology

3.1 Research Model and Hypothesis

Intrinsic motivation refers to an individual's awareness and consciousness about the need for performing his/her jobs well and achieving the goals. Transformational leadership is about inspiring the followers to do more than they themselves initially expected to do. Each factor of transformational leadership refers to arouse the awareness of employees about the importance of their performances in achieving the goals of a company or a work unit. This means that theoretically, transformational leadership positively affects the intrinsic motivation; the higher the practice of each attributes of transformational leadership, the higher the intrinsic motivation should be. Based on this theoretical analysis, the model of this research is visualized below.
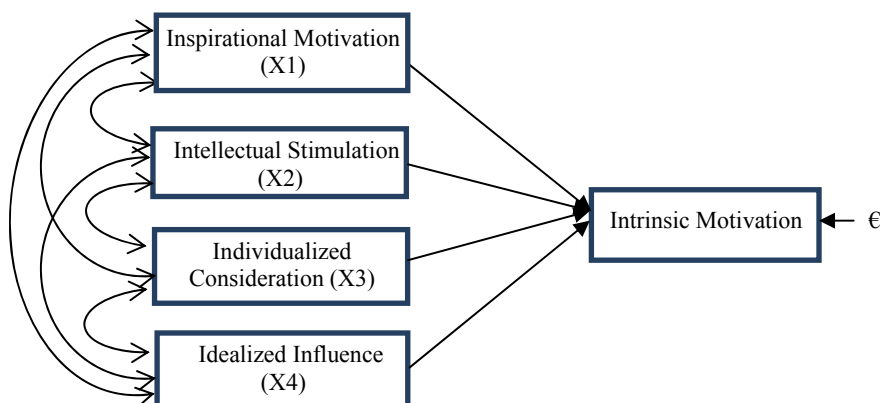

Figure 3   Research Model

Based on the research model as visualized in Figure 3, the hypotheses to be tested in this research are as follows:

Hipothesis 1: Inspirational motivation has a significant influence on intrinsic motivation of employees at Telkom DES.

Hipothesis 2: Intellectual stimulation has a significant influence on intrinsic motivation of employees at Telkom DES.

Hipothesis 3: Individualized consideration has a significant influence on intrinsic motivation of employees at Telkom DES.

Hipothesis 4: Idealized influence has a significant influence on intrinsic motivation of employees at Telkom DES.

3.2 Research Method

The instrument used to collect the primary data was a Likert-type questionnaire with 1-to-4 scale distributed via internet to all 400 employees as population and as the sample of this research. After several reminders, the total of 380 employees completed and returned the questionnaire. The validity test showed that several items were not valid, and were therefore excluded in the analysis. The values of r_{count} for all the valid items of exogenous variables ranged from 0.169 to 0.815, greater than the value of r_{table} (r_{table} = 0.113 for n = 380 and α = 0.05). The reliability test showed the values of Cronbach's alpha ranged from 0.714 to 0.894. The questionnaire is considered reliable if the value of Cronbach's alpha is greater than 0.7 (Sekaran, 2006; Sugiyono, 2014).

To answer the first and the second research questions stated earlier in the introduction, the statistical technicque used is percentage, i.e. by calculating the total score for each item, divided by the ideal score, and multiplied by 100 percent. To determine the percentage for each variable, the sum of percentages of all items is divided by the number of items measuring the variable. Based on 1-to-4 scale questionnaire, the range of percentage is 18.75. Below is the category of percentages

Table 2   Category of Percentage

No.	Range of percentage	Category
1	25.00-43.75	Very Low
2	> 43.75-62.50	Low
3	> 62.50-81.25	High
4	> 81.25-100.00	Very High

To answer the third research question stated earlier in the introduction, and to test the hypotheses of this research, the statistical technicque of path analysis is used. The significance of the influence is based on the value of F_{count} and the value of t_{count} of which respectively each has to be greater than the value of F_{table} and the value of t_{table}.

4. Results

4.1 Profile of Respondents

The respondents consist of 68% male and 32% female, 67% of them are between 25 to 40 years old, and 92% are university graduates. Of 380 employees as respondents of this research, more than 90% of them have been working for the company for quite long, ranging from 5 to 15 years, and 80% of them work at enterprise segment, meaning that they work at the building of the customers they are responsible for (Table 3).

Table 3   Respondents (= 380 people)

No.	Profile		Percentage
1	Gender	Male	68
		Female	32
2	Age	25-40 years	67
3	Education	University	92
4	Tenure	5-15 years	90
5	Office	At customers' buildings	80

4.2 Result of Descriptive Analysis

Descriptive analysis using a percentage calculation technique shows that intrinsic motivation is very high (83.17%), while the implementation of transformational leadership is low (60.63%). Of all attributes of transformational leadership as variables in this research, only individualized consideration is perceived by respondents as high practice, the other three are perceived as low practice (Table 4).

Table 4   Result in Percentage

No.	Variables	Percentage	Category
1	Inspirational Motivation	58.40	Low
2	Intellectual Stimulation	51.89	Low
3	Individualized Consideration	76.40	High
4	Idealized Influence	55.83	Low
	Transformational Leadership	60.63	Low

4.3 Result of Path Analysis

The result of F test, by using a Statistical Program for Social Sciences (SPSS) software, shows that the value of F_{-count} is 1.446. The value of F_{-table} for this research (for n = 380 and α = 0.05) is 2.41. Based on the result of the F test, the value of F_{-count} is less than the value of F_{-table} (1.448 < 2.41). This result signifies that transformational leadership does not have a significant influence on the intrinsic motivation of employees at Telkom DES. The result of F test is presented in Table 5 below.

Table 5   Result of F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.258	4	0.814	1.446	0.218[a]
	Residual	211.128	375	0.563		
	Total	214.386	379			

a. Predictors: (Constant), X4, X3, X2, X1

b. Dependent Variable: Y

Notes: X1 = Inspirational Motivation; X2 = Intellectual Stimulation; X3 = Individualized Consideration; X4 = Idealized Influence; Y = Intrinsic Motivation

Based on the principle of path analysis, there is no need to run a t test if the result of F test does not show a significant influence. But for the sake of curiosity, t test was run, and the result is presented below.

Table 6   Result of T Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.774	0.234		7.593	0.000
	X1	-0.109	0.073	-0.116	-1.492	0.137
	X2	-0.138	0.073	-0.098	-1.891	0.059
	X3	0.003	0.044	0.004	0.071	0.943
	X4	0.074	0.072	0.079	1.024	0.307

Note: a. Dependent Variable: Y

The value of t_{table} for this research is 1.970 (for n = 380; α = 0.05; df = 376). The result of t test as presented in Table 5 shows that none of the independent variables has a significant influence on the intrinsic motivation of employees at Telkom DES. This means that none of the hypotheses is supported by data.

5. Discussion

The questionnaire was distributed and returned via internet, so the respondents should not have any pressure to fill in and return the questionnaire. Based on the profile of the respondents, it can be interpreted that the respondents are familiar with their jobs, they are experienced, and still far from retirement age (Retirement age is 56 years old). The respondents are well educated (92% of them are university graduates: undergraduates or masters). This profile indicates that they should be mature to make decisions about their jobs, and they know what and how to do things at work. One very important profile of the respondents is that 80% of the respondents go to work at the customers' buildings; they rarely met physically with their superiors; they communicated via internet or other social media.

Descriptive analysis shows that the employees have a very high intrinsic motivation. This indicates that the employees enjoy their jobs, willing to stay long at work to achieve the objectives set beforehand, and it can also be interpreted that they belong to McGregor's Theory Y. This is in line with the high performance of the employees and the performance of the division which honored the division with several achievement awards. This is also in line with what Robbins & Judge (2011, p. 238) states that motivated individuals stay with a task long enough to achieve their goals.

The low practice of transformational is probably because the employees are away from their superiors, and do not have much face-to-face interaction with their superiors. The basic essence of transformational leadership as summarized earlier is that a superior directly meet with his/her subordinates: communicates directly and openly with subordinates, ignites the energy of subordinates through symbols, treats subordinates individually with respect and dignity, pays attention to morale and ethics in making decisions. In this research, all these characteristics did not occur because the subordinates were away from their superiors, worked with very high motivation at the premises of their customers for Telkom DES.

The F test shows that transformational leadership does not significantly affect the intrinsic motivation of employees, and the t test further proves that none of the attributes of transformational leadership significantly affects the intrinsic motivation of the employees. This result seems to be contrary with or different from many other research results, like transformational leadership reflects greater innovation (Pawar & Eastman, 1997), and that transformational leader directly and positively predicts unit level performance (Howell & Avolio, 1993). But

the context of this research is different. The result of this research is actually not contradictory with the concept of transformational leadership. Intrinsic motivation is not a must to be merely affected by the practice of transformational leadership; transformational leadership is not a panacea (Bass, 1995, p. 130); transformational leadership is not necessarily beneficial leadership (Bass, 1985, p. 21). The situation of lacking face-to-face interactions between superiors and subordinates is a strong reason for the low practice of transformational leadership as perceived by subordinates. This situation is in line with what Robbins & Judge (2011, p. 427) states that the personal nature of transformational leadership may be most effective when leaders can directly interact with the workforce and make decisions than when they report to an external board of directors or deal with a complex bureaucratic structure. Transformational leadership can be seen as a transformation when leaders and followers engage in a mutual process of spurring one another to achieve higher level of morality and motivation (Brandt et al., 2016). In this research, about 80% of the employees as population and sample are located at customers' offices, they are away from their superiors, and they rarely interact directly in term of face-to-face meeting with their superiors.

This research result is empirical evidence that it is difficult to thoroughly implement transformational leadership in the context where the subordinates are away from the leaders, where subordinates do their jobs at the offices remote from the offices they work for, where leaders rarely meet physically with their subordinates. In this context, the practice of transformational leadership does not have a significant influence on the intrinsic motivation of subordinates.

6. Conclusion

The vast majority of employees at Telkom DES work at the offices of the customers they are responsible for. Data shows that the performance of Telkom DES is very high, the intrinsic motivation of employees is very high, but transformational leadership is perceived as low practice.

The F test shows that transformational leadership does not significantly affect the intrinsic motivation of employees. The t test shows that each of the attributes of transformational leadership does not significantly affect the intrinsic motivation of employees.

This is probably because the employees enjoy their jobs, and so their motivation is not affected by the practice of transformational leadership. The intrinsic motivation of employees is already very high, so the superiors need to find ways to maintain the high spirit of the employees.

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