

The Influence of Transformational Leadership Style On The Performance of State Civil Apparatus In City Government X

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ABSTRACT

Leadership plays a crucial role in determining the effectiveness of organizations, including government institutions. State Civil Servants (ASN) within the government are pivotal in administering governmental affairs and delivering public services to citizens. Hence, it is imperative to address the performance of ASN in City Government. This study aims to examine the influence of transformational leadership styles on the performance of state civil servants in City Government X. Employing quantitative research methods, data were collected through surveys utilizing questionnaires and literature reviews. Subsequently, the gathered data underwent analysis via regression tests conducted using the SPSS software. The findings of the research indicate a significant impact of transformational leadership patterns on the performance of ASN. Therefore, leaders within City Government X should adopt dimensions such as ideal influence, intellectual stimulation, individual consideration, and inspirational motivation to enhance the performance of ASN. Implementing these dimensions by City X government leaders is necessary to ensure optimal ASN performance and better public services.

Keywords : government management, transformational leadership

INTRODUCTION

The State Civil Apparatus (ASN) is an important State component covering the institutional, management and personnel fields. ASN is responsible for running the day-to-day government, including serving as state and community servants, and being tasked with and responsible for state administration and development. ASN must always serve and be loyal to the interests, values and ideals of the nation's struggle based on Pancasila and the 1945 Constitution (Hapsari, Riyanto, & Endri, 2021). As government administrators, ASN is Responsible for formulating strategic steps and creative efforts to achieve prosperity a just, democratic and dignified society (Ariani, 2022).

ASN in government plays a crucial role in carrying out government operations and providing public services to the community (Mohammed, Aziz, Sadq, & Othman, 2020). As the main pillar of bureaucracy, ASN is responsible for ensuring that government policies and programs can be implemented effectively and efficiently, so that ASN performance in City government is important to pay attention to. Employee performance is the result of individual work that reflects the quality and quantity in accordance with the standards set based on the responsibilities given (Ferawati, 2017).

The government's initiatives to cultivate competent ASN have been enacted through legislative measures such as Law No. 43 of 1999 on Personnel Principles, subsequently revised as Law No. 5 of 2014 on State Civil Apparatus, along with Government Regulation No. 94 of 2021 on Civil Servant Discipline (Erawan, Ilmar, & Mirzana, 2024). Various approaches have been undertaken to enhance ASN performance, including adopting of a transformational leadership style. As described by (Jufrizen & Lubis, 2020),

transformational as a motivational force that guides followers toward predefined objectives by elucidating their roles and task requirements.

Previous studies by (Amaliah & Sakir, 2023) have demonstrated that through transformational leadership, leaders can inspire, motivate, and influence civil servants to achieve heightened performance levels and contribute significantly to their responsibilities. By recognizing the impact of transformational leadership, the Lamuru District Office in Bone Regency can enhance the performance of state civil servants, elevate the quality of public services, and bolster public confidence in local governance.

Furthermore, research conducted by (Priyatmo, 2018) revealed that transformational leadership positively influences employee performance, both directly and indirectly through the mediation of job satisfaction. This study also established a significant correlation between job satisfaction and employee performance. Similarly, findings from a study by (Daulay, 2018) indicated that transformational leadership significantly affects the performance of employees in investment services and one-stop integrated licensing services.

This research contributes to leadership theory by showing how the dimensions of transformational leadership can be applied and measured in a government context, opening opportunities for further research on the effectiveness of this leadership style in various public organizational environments (Bakhtiar, 2019). This research aims to analyze the influence of transformational leadership style on the performance of state civil servants in City X Government.

The novelty in this research lies in its detailed examination of how transformational leadership style impacts the performance of state civil apparatus within the specific context of City Government X. This study moves beyond general leadership theories by focusing on a transformative approach that emphasizes inspiration, motivation, and personal development. By assessing how these leadership qualities directly correlate with and enhance the efficiency, effectiveness, and job satisfaction of civil servants, this research provides valuable insights tailored to the unique organizational structure and cultural environment of City Government X. Additionally, the findings offer a practical framework that can be adapted by other municipal governments aiming to optimize their administrative performance through transformational leadership.

RESEARCH METHOD

This research uses quantitative research methods. As stated by (Sugiyono, 2019), research methods encompass systematic approaches to gather data for specific purposes and objectives. These methods are intricately linked to the procedures, techniques, tools, and research designs employed in the study. The research design must align with the chosen research approach. Likewise, the procedures, techniques, and tools utilized in the research must adhere to established methodologies. Data collection in this study was conducted through surveys employing questionnaires and literature reviews. The population in this study were all ASN in City Government X. The sample was taken using a random sampling technique and the participants were under leaders who implemented a transformational leadership style. The sample used was 150 ASN from various departments in City Government X, North Sumatra Province. The data that has been collected is then analyzed using a regression test using the SPSS program. Based on this description, it is found that transformational leadership has a significant impact on ASN performance.

RESULT AND DISCUSSION

Validity test

Validity indicates the accuracy of the measuring instrument in reflecting the concept being studied.

Table 1. Validity Test

		Correlations		
		Transformati onal leadership	ASN performa nce	Total
Transformational leadership	Pearson Correlation	1	.471**	.877**
	Sig. (2-tailed)		<.001	<.001
	N	150	150	150
ASN performance	Pearson Correlation	.471**	1	.836**
	Sig. (2-tailed)	<.001		<.001
	N	150	150	150
Total	Pearson Correlation	.877**	.836**	1
	Sig. (2-tailed)	<.001	<.001	
	N	150	150	150

The findings from Table 1 reveal that every measurement instrument exhibits a correlation significance value (2-tailed) for all items lower than the threshold of 0.05. These results suggest robust validity for all statements within the questionnaire items. Consequently, the questionnaire in its entirety is deemed suitable for utilization in this research.

Reliability Test

Reliability testing is a process for measuring the consistency or stability of measuring instruments over time.

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.636	2

As per the results presented in Table 2 regarding the reliability test, the obtained Cronbach's Alpha value is 0.780, surpassing the threshold of 0.636. This indicates a commendable level of consistency for the questionnaire, rendering it reliable for further research purposes.

Normality test

The normality test is a statistical procedure to determine whether sample data comes from a normally distributed population.

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		150	
Normal Parameters ^{a,b}	Mean	.000000	
	Std. Deviation	1.67120933	
Most Extreme Differences	Absolute	.099	
	Positive	.059	
	Negative	-.099	
Test Statistic		.099	
Asymp. Sig. (2-tailed) ^c		.001	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.002	
	99% Confidence Interval	Lower Bound	.001
		Upper Bound	.003

Based on table 3, the results of the normality test using Kolmogorov-Smirnov for the variables transformational leadership style (X) and employee performance (Y), a significance value of 0.002 was obtained. Therefore, it can be concluded that the data is normally distributed.

Regression Test

Regression testing is a statistical analysis used to identify the relationship between one dependent variable and one or more independent variables.

Table 4. Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.418	1.724		3.143	.002
	Transformational leadership	.412	.063	.471	6.493	.000

The research results show that the significance value is $0.000 < 0.05$, which means there is a significant relationship between transformational leadership style and ASN performance. Based on table 3, the regression equation can be described as follows:

$$Y = \alpha + \beta X + e$$

$$Y = (5.418) + 0.412X + e$$

From the linear regression equation above, it can be explained as follows:

1. The constant value (a) observed in this study, recorded at 5.418, is positive. This positive value signifies a unidirectional relationship between the independent variable (X) and the dependent variable. In the scenario where there is no alteration in the independent variable, namely the transformational leadership style (X), representing a value of 0 percent, the performance of ASN will persist at 5.418.

2. The regression coefficient pertaining to the transformational leadership style variable (X) stands at 0.412. This value denotes a positive correlation between the transformational leadership style and ASN performance (Y). Consequently, a 1% augmentation in the transformational leadership style variable (X) would result in a 0.412 increase in ASN performance (Y), provided that other variables remain constant.

Coefficient of Determination Test

The coefficient of determination test is a measure that shows the proportion of variability in the dependent variable that the independent variables in the regression model can explain.

Table 5. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.222	.216	1.67685

Table 5 shows the coefficient of determination value for R Square of 0.222, which is equivalent to 22.2%. This indicates that the influence of transformational leadership style on ASN performance reaches 22.2%. The remaining 77.8% was influenced by other factors not discussed in this study. These findings indicate that there are other factors that also play a role in determining employee performance apart from the influence of the transformational leadership style that has been studied.

Discussion

The research results show that the transformational leadership pattern has a significant impact on the performance of the State Civil Apparatus (ASN). In this context, transformational leadership dimensions such as idealized influence, intellectual stimulation, individualized consideration, and inspiring motivation prove important. Ideal influence refers to a leader who is a role model and respected by his subordinates, while intellectual stimulation encourages ASN to think critically and creatively in solving problems. Individual consideration shows the leader's special attention to the needs and potential of each ASN, and inspiring motivation relates to the leader's ability to inspire and motivate ASNs in achieving common goals. The implementation of these dimensions by leaders in City X government has proven to be able to significantly improve ASN performance, thereby supporting the achievement of organizational goals more effectively and efficiently.

Previous studies conducted by (Andriani, Septi, Nila Kesumawati, 2018) unveiled significant findings. Firstly, they discovered a positive and substantial correlation between transformational leadership and the performance of teachers in State Vocational Schools in Palembang. Secondly, it was revealed that work motivation has a positive and noteworthy impact on the performance of State Vocational School teachers throughout Palembang. Finally, the research indicated that both transformational leadership and work motivation exert a positive and significant influence on the performance of State Vocational School teachers in Palembang.

Another investigation conducted by (Ramadhani & Indawati, 2021) affirmed a positive and significant correlation between transformational leadership and employee performance, mediated by work autonomy as an intervening variable. This study underscored the efficacy of transformational leadership practices by company leaders,

alongside the provision of considerable work autonomy to employees. Such autonomy facilitates employees in enhancing their performance to effectively fulfill their responsibilities within the company. Therefore, companies are advised to conduct monthly evaluations and continuously refine their work systems to bolster employee performance.

Furthermore, research by (Deddy, 2022) discovered that transformational leadership has a positive and significant impact on employee performance. However, it did not find a significant positive effect of transformational leadership on job satisfaction, and job satisfaction did not significantly affect employee performance. Conversely, (Nadia, 2015) showed that both transformational leadership and job satisfaction variables have a significant partial and combined influence on employee performance. Moreover, transformational leadership was found to have a significant impact on job satisfaction. Together, transformational leadership and job satisfaction could explain 87.6% of employee performance, while the remaining 12.4% could be attributed to other variables not included in the model.

CONCLUSION

The transformational leadership pattern has a significant impact on the performance of the State Civil Apparatus (ASN) in City X Government. The main dimensions of transformational leadership, namely ideal influence, intellectual stimulation, individual consideration, and inspiring motivation, have proven to play an important role in improving performance ASN. Leaders who are able to be role models and provide inspiration, encourage critical thinking and creativity, and pay special attention to the needs and development of individual ASN, succeed in creating a more productive and committed work environment. Implementing these dimensions by City X government leaders is necessary to ensure optimal ASN performance and better public services.

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