

# **Analysis of Transformational Leadership on Civil Servant Performance through Public Service Motivation and Human Resources Capacity (Study at the Office of the Ministry of Religion, Bulukumba Regency)**

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## **Abstract**

This study aims to determine and analyze the Influence of Transformational Leadership on Civil Servant (ASN) Performance through Public Service Motivation and Human Resource Capacity at the Office of the Ministry of Religion, Bulukumba Regency. This research design is a causal research design, which shows the causal relationship between the variables studied. The essence of causality analysis ensures that the related variables have a cause-and-effect relationship. This research methodology also uses a quantitative approach, namely, how to evaluate hypotheses by analyzing the relationship between variables. The study participants were 344 employees of the Ministry of Religious Affairs Office in the Bulukumba Regency. The samples of this study were conducted using a simple random sampling technique. The number of pieces in this study was 185 samples. The results showed that transformational leadership positively and significantly affects ASN performance through public service motivation and human resource capacity at the Office of the Ministry of Religion, Bulukumba Regency.

## **Keywords**

Transformational Leadership, Public Servant Motivation, Human Resource Capacity, and ASN Performance.

## **1. Introduction**

Demands for service to the community and the implementation of fair, clean, transparent, and accountable governance require the government, central and local governments to innovate and create over time. Innovation and creativity will be made if supported by various aspects, both human resources and non-human resources.

Public servants are one of the significant and crucial resources in supporting the success of public organizations to provide the demands of quality services and the implementation of fair governance. Although non-human assets, such as offices, equipment, technology, still play an essential role, they will be ineffective without being supported by quality human resources. Quality human resources are expected to improve the quality of service and efficiency of government administration.

Human resources as actors will be able to carry out their duties well if there is an ability, willingness, and drive to produce the expected performance. So, to ensure the implementation of the tasks can be realized according to the plan. Lately, the version of civil servants is often in the spotlight, especially in government agencies in the region. The Ministry of Religious Affairs of Bulukumba Regency is also inseparable from the spotlight from the public, especially people who have once, or several times dealt with services at the Ministry of Religion. Growing opinion in the community that civil servants in office hours roam in places that they should not be in such as warkops, shopping places, and other places come to sit, read the newspaper, and go home, and various opinions memorable negative.

From the various conditions described above, the author is interested in conducting research related to the performance of civil servants. The account is associated with the prevailing organizational culture, as well as the condition of employee commitment in carrying out their duties as well as the disclosure of leadership policy information with the title Transformational Leadership Analysis on ASN Performance through Public Service Motivation and Human Resources Capacity at the Office of the Ministry of Religious Affairs Bulukumba Regency.

## **2. Literature Review**

The accomplishment of tasks that make up an employee's job is referred to as success, and it shows how well a worker meets the job requirements so that the company can run smoothly. The employee must desire it for them to survive and perform their duties and roles effectively.

Transformational leadership is a concept of leadership other than transactional leadership (Adams and Velarde) based on follower development. Transformational leaders assess the capacity and potential of each subordinate to complete a mission, as well as the potential for possible expansion of subordinate responsibilities and authorities (Sukdee 2021; Nath 2012 ; Suharyanto 2021 ; Umanailo 2021). So, transformational leaders use vision, rhetorical skills, and good impression management to build positive emotional relationships with their followers, thereby encouraging their emotions and desire to work toward the leader's vision.

According to Perry and Wise (1990), public service motivation (PSM) is described as an individual's desire to help others respond to the underlying specific motivations in government agencies and institutions. It assumes that individuals are inspired and interested in serving in government. Public Service Motivation (PSM) is divided into three categories, Rational motivation to one focused on maximizing individual utilities, where people choose to work in the public sector. After all, they want to help a particular private sector because they have the power to make decisions (Umar 2021).

The second government strategy, normative motivation, is focused on the willingness to represent the public interest and the obligations and loyalties of the government (Lionardo 2020 ; Hallatu 2019 ; Tahir and Umanailo 2019; Prafitriyani 2021). Affective motivation based on emotional considerations or commitment to a program based on assumptions about its social benefits and sense of patriotism is the third type of motivation.

Human resources are a must for any organization or company. Managing human resources must be based on competencies believed to guarantee success further to achieve a goal. In general, companies or organizations use competence as a fundamental thing in managing performance, development or training, and compensation until selecting people who will work in that company. Factors that are in a person's success in work or said to perform better are internal and external factors. However, not necessarily the person performs better without having specific and professional abilities.

The level of achievement of tasks that make up an employee's job is a success. It shows how well a worker meets the company's job specifications to work effectively. It must be attractive to workers for them to survive and fulfill their duties and roles effectively. Performance can be explained in various ways (performance). For example, in Suharto (2010), success is the act of someone who produces something that is the purpose of his work. Success is mainly

determined by two factors: first, individual factors, and second, the individual's environment or state of creation (Muhammad 2021).

### 3. Methods

This thesis uses a causal research design, which shows that the variables studied have causality. The essence of causality research is to ensure that related variables have a cause-and-effect relationship. This research methodology uses a quantitative approach research design, a method of hypothesizing evaluation by analyzing the relationship between variables.

This research was conducted for 2 (two) months from October to November 2020 at the Office of the Ministry of Religious Affairs of Bulukumba Regency. The population in this study is all employees of the Office of the Ministry of Religious Affairs Bulukumba district, which amounts to 344 employees. Sampling is done with the Simple Random Sampling technique. A selection of population members is made randomly regardless of the strata in the population. Researchers can use samples taken from people, samples from genuinely representative, or represent populations because the population is enormous. It is difficult for researchers to analyze anything in that population due to limited funds, resources, and time. Thus, the total sample used in this study was 185 people.

Path analysis is a method to determine by observing the relationships between variables' direct or indirect influence of independent variables (exogenous) on dependent (endogenous) variables. In multiple regressions, path analysis is a method to test causal relationships that occur when independent variables affect dependent variables directly and indirectly.

Here is the path analysis in Figure 1



Figure 1. Models for Path Analysis

The model can be expressed mathematically as follows: Structural Equation Line 1:  $Y1 = \alpha1X + e1$ ; Structural Equation Line 2:  $Y2 = \alpha2X + e2$ ; Path Structural Equation 3:  $Z = b1X + b2Y1 + b3Y2 + e3$

## 4. Results and Discussion

### 5.1. Effect of Transformational Leadership (X) on ASN Performance (Z).

Table 1. The Effect of Transformation Leadership and ASN on Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.105	1.041		1.558	.062
	Transformation leadership (X)	.101	.044	.268	1.973	.001
	ASN (Z)	.134	.021	.430	3.835	.000

a. Dependent Variable: Motivation (Y1)

Based on Table 1, the coefficient of line ( $\beta_1$ ) is 0.268 with tvalue > table (3,835 > 1,973) or t-count value > t-table (3,835 > 1,973) with a significance of 0.000 meaning (0.05 Sig). Thus, it is said that the variable results of Transformational Leadership (X) have an important and positive impact on the performance of ASN (Z). The standardized coefficients beta value of 0.268 indicates the magnitude of variable X's influence on Z. This means that each one-point increase in Transformational Leadership (X) will increase ASN (Z) Performance by 0.268 points.

The effect of transformational leadership on the performance of ASN in the Office of the Ministry of Religious Affairs of Bulukumba Regency is positive and essential. It implicates that the improvement of transformational leadership, assuming other factors that affect it, will be followed by an increase in ASN efficiency. The measure of transformational leadership remains constant. Positive and significant influence of transformational leadership on performance Direct influence transformational leadership positively and critically affects ASN efficiency, as demonstrated by the results of path analysis (Ertem; Moral Santaella; Adams and Velarde; Sukdee). The study is supported by science, which concluded that transformational leadership had a positive and vital impact on the results of the ASN.

How well a worker meets the specifications of the company's work can work effectively at the Office of the Ministry of Religious Affairs Bulukumba. Because of the leadership element, the leadership process of the organization takes place. Chairman made something happen; he is the one who turns something into something else; he is the one who turned the organization into a real organization (Shava and Heystek). This statement shows that leaders and leadership have a close relationship. A leader is a unique human being, and leadership is a characteristic he has.

**5.2. Effect of Public Service Motivation (Y1) on ASN Performance (Z).**

Table 2. The Effect of Motivation and ASN on Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.217	1.152		1.676	.042
	Motivation (Y1)	.212	.033	.242	3.500	.001
	ASN (Z)	.155	.044	.450	1.973	.000

a. Dependent Variable: Leadership (X)

Based on Table 2, obtained the coefficient of line value ( $\beta_2$ ) 0.242 Relevant (Sig 0.05) or t-count value > t-table (3,500 > 1,973) with a significance level of 0.001. As a result, the Public Service Motivation (Y1) variable is said to have a positive and substantial effect on ASN (Z) results. The beta value of the standard coefficient of 0.242 indicates the magnitude of the influence of the variable Y1 on Z. This means that every increase of one point of Public Service Motivation (Y1) will increase ASN performance (Z) by 0.242 points.

The influence of public service motivation on ASN performance in the Office of the Ministry of Religious Affairs of Bulukumba Regency is positive and essential. It implies that the increase in public service motivation will be followed by increased efficiency of ASN, if other factors remain constant on the scale of public service motivation. The positive and significant influence of public service motivation on performance the direct consequence of public service motivation that has a positive and significant effect on the success of ASN can be seen in the results of the line analysis. The study is supported by science, which concluded the positive and significant influence of public service motivation on ASN performance.

The positive and considerable impact shows that the higher the motivation level of public services, the better the ASN result at the Office of the Ministry of Religious Affairs of Bulukumba Regency. The motivation of public service relates to How does one becomes motivated to have outstanding public services? Perry's idea was and Wise (1990), who stated that motivation is generally understood as a force that energizes, guides, and preserves action, is the most straightforward and most understandable of many definitions of public service motivation (Umar 2021 ). Pinder (2008) defines motivation as an internal and external force that forms, directs, intensifies, and prolongs action. Motivation is

often learned in the workplace sense, but often includes environmental factors, the work itself, and individual needs and motives (Umar ).

### 5.3. Effect of HR Capacity (Y2) on ASN Performance (Z).

Table 3. The Effect of HR Capacity and ASN on Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.106	1.040		1.224	.022
	HR Capacity (Y2)	.101	.012	.385	6.643	.000
	ASN (Z)	.045	.042	.441	1.973	.000
a. Dependent Variable: Leadership (X)						

Based on Table 3, returns the path coefficient value (3) 0.385 with a significance level of 0.000, indicating that the coefficient of a meaningful path (Sig 0.05) or t-count value > t-table (6,643 > 1,973). As a result, human resource capability variables (Y2) are said to have a positive and significant effect on the efficiency of ASN (Z). The beta value of the standard coefficient of 0.411 indicates the magnitude of the influence of the variable Y2 on Z., which means that every one-point increase in HR Capacity (Y2) will increase ASN (Z) Performance 0.385 points.

The influence of human resources capacity on ASN performance at the Office of the Ministry of Religious Affairs of Bulukumba Regency is positive and essential. It was implying that the increase in human resource capacity will be accompanied by increased efficiency of ASN, if other factors that affect the potential of human resources have not improved. Human resource capabilities have a positive and vital impact on efficiency. The direct effects of human resource capabilities have a positive and critical effect on ASN efficiency, as shown by the results of the path analysis. The study is supported by science. According to some researchers, human resource capabilities positively and significantly affect ASN results (Cobanoglu 2018 ; Al dakeel and Almannie 2015; Nilsson and Ellstrom 2012; Ibrahim 2017).

The positive and significant influence shows that the higher the ability of human resources, the better the result. ASN at the Office of the Ministry of Religious Affairs of Bulukumba Regency. Every employee must have the ability to carry out the critical functions that a public organization provides them. With high performance, each employee can complete all organizational responsibilities quickly and efficiently, allowing them to meet predetermined goals. Each agency will strive to improve employee performance to achieve the agency's objectives continuously. Employee contributions to the company will be significant if done with positive actions and appropriate behavior (Umar 2019).

## 5. Conclusion

Based on the results and discussions in this study, it can be concluded that transformational leadership variables can affect the performance of ASN. It is shown that employees feel in the leadership shown at the Office of Religion of the Ministry of Religious Affairs Bulukumba. Their leadership has a solid ideal influence, especially in taking risks and consistency and encouraging employees to take a new approach and appreciate their ideas, not to criticize if it is different from the leader's idea.

The variable intervening motivation of public services and human resources capacity is also a variable that affects the performance of ASN, meaning not only transformational leadership that encourages the implementation of ASN but also the motivation of public services and human resources capacity itself. The role of intervening variables is also considered important in encouraging the improvement of ASN performance of the Ministry of Religious Affairs of Bulukumba Regency. On indirect influence, the variable motivation of public services and human resources capacity as intervening variables can moderate transformational leadership to ASN performance. Thus, transformational

leadership can encourage public services and human resources capacity until it has an impact on improving ASN performance.

Novelty research uses public service motivation as an intervening variable of transformational leadership to performance. Transformational leadership must provide a lot of stimuli personally in encouraging motivation to achieve understanding because, without inherently public solid service motivation, it is difficult to achieve the expected performance. This research contributes to enriching references to human resource management.

Based on the conclusions stated above, it can be suggested as follows: It is expected the office of the Ministry of Religious Affairs of Bulukumba Regency. In terms of transformational leadership, further, improve the objective assessment of employees/staff. There is no inequality in assessing their leadership in the dimension of public service motivation to continue to strengthen the commitment to the public in the service because not all communities have the same perception in assessing employees. Also, in terms of human resources, capacity is needed to improve the communication network more widely to develop many more complex innovations and motivation. For the following research, it is expected that there will be additional independent variables that can certainly affect dependent variables to further enrich the study, especially in management.

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