

Transformational Leadership and Organizational Commitments to Performance of State Civilians in the Local Government of East Luwu District

Sismiati^{a,*}, Syarifuddin Sulaiman^b, Yudi Mochamad^c

^a*Sekolah Tinggi Ilmu Ekonomi Tunas Nusantara, Jl. Budhi No.21, Jakarta Timur, DKI Jakarta, 13630, Indonesia*

^b*Universitas Muhammadiyah Makassar, Jl. Sultan Alauddin No.259, Makassar 90221, Indonesia*

^c*Ceria Nugraha Indotama, Jakarta Selatan, DKI Jakarta, 12430, Indonesia*

Abstract

This study aims to determine and analyze the effect of transformational leadership and organizational commitment on the performance of the state civil apparatus in the East Luwu Regency. This type of research is explanatory research that explains the effect of the independent variables on the dependent variable. This paper uses a quantitative approach in the form of statistical results to test the research hypothesis. This research was conducted in Luwu Raya Regency. The population in this study were all state civil servants in the local government of East Luwu Regency as many as 7,682 people. Determination of the number of samples using the Slovin approach, resulting in a total sample of 100 people. Sampling using an accidental sampling method. The analytical technique used in this research is multiple linear regression analysis. The results showed that simultaneously all independent variables (transformational leadership and organizational commitment) had a positive and significant effect on the performance of the state civil apparatus. The transformational leadership has a dominant effect on the performance of the state civil apparatus compared to the organizational commitment variable.

Keywords: transformational leadership; organizational commitment; public organization; performance.

1. Introduction

Based on the Global Economy in 2017, Indonesia has always been below the average value of the quality of public services in the world (average = -0.02). In a score range of -2.5 (very bad) and 2.5 (very good), Indonesia is always in the range of -1.0 and 0. Only in 2016, the quality of Indonesia's public services was finally above average with a score of 0.01, even then it is still very close to the average value. This value is far from Malaysia which is always in the range of 1 to 1.5; especially Singapore which is always at level 2 to 2.3.

Although efforts have been made to improve the quality of services, there are still many shortcomings in services in various government agencies in Indonesia. Local government agencies are the agencies that receive the most complaints from the public. Data on the highest number of reports by agency issued by the Ombudsman for 2017 shows that the largest portion of the number of complaints comes from local governments. As many as 41.69% of the total 10,558 complaints received by the Ombudsman were complaints against local government services. This number is far more than the second-highest ranking, namely the police, which is only 12.61% (Ombudsman, 2018). A large number of complaints against local government services raises questions about the extent to which the determinants of local government performance have been able to encourage the performance of local government services.

* Corresponding author.

E-mail address: ms.sismiati@gmail.com

In the results of the 2018 Ombudsman survey, there is only one area from Luwu that is the research sample, namely North Luwu Regency which gets a yellow predicate (Ombudsman, 2019). South Sulawesi itself has 24 regencies/cities so there are 20 regencies/cities outside the Luwu Raya area. The absence of a review of the quality of public services in the Luwu area in turn provides an opportunity or gap that can be filled by current research to review the performance of ASN services in this area as well as to test a number of hypotheses that will be proposed by this study. In an effort to improve service quality, the East Luwu Regency Government, for example, has issued a Regent's Decree No. 243/IX/2011 concerning the Establishment of a Public Service Quality Team to encourage the improvement of public services in this district. Furthermore, this commitment was continued by establishing a steering team and implementing team for bureaucratic reform in 2013 and revised in 2017 through the Regent's Decree No. 132/IV/2017.

Various efforts have been investigated regarding the factors that are important to encourage team performance in an organization. These known factors include leadership behavior, boundary management, social interaction, and conflict resolution (Savelsbergh et al., 2010). This group of factors translates into information sharing (Mesmer-Magnus & DeChurch, 2009), task and relationship conflict (Kanadlı et al., 2020), team cohesion (Muthiane et al., 2015), leadership (Morgeson et al., 2010), collaboration knowledge and absorptive capacity (Zhang et al., 2011), team mental model (Lim & Klein, 2006), team composition (Zarzu et al., n.d.), trust in the leader (Wang et al., 2020), team diversity (Yeager & Nafukho, 2012), role diversity (Batenburg et al., 2013), cognitive ability (Salas et al., 2008), and relationship orientation (Saemundsson et al., 2022).

The many factors that influence the performance of state civil servants reflect the complexity of the performance study. The factor that still has different results in the literature is the leadership factor. Leadership is “behavior that a leader exhibits when guiding organizational members in the right direction” (Siangchokyoo et al., 2020). This right direction is a common goal. Full range leadership theory states that transformative leadership will be able to move subordinates to achieve goals. Empirical results show that transformative leadership has a positive effect on organizational citizenship performance and behavior (Morgeson et al., 2010). The transformative leadership style is better than the transactional leadership style which only has a contingent pattern of exceptions and rewards. The transformative style emphasizes a vision to be reached by subordinates along with individualized consideration, intellectual stimulation, and inspirational motivation. Don't just submit a task and see the results and then give a response.

In addition to leadership style, organizational commitment has also been proposed as an important predictor of organizational citizenship performance and behavior (Mi et al., 2019). Organizational commitment is an attitude in the form of attachment that exists between individuals and the organization and is reflected in the relative strength of employee identification and psychological involvement with the organization. Organizational commitment is characterized by motivation, intention to stay, and identification with organizational values (Hirschi & Spurk, 2021; Li et al., 2021). This concept is generally divided into affective commitment, continuance, and normative.

Organizational commitment deserves to be included as a predictor along with cultural behavior to predict team processes and team performance, especially since almost all research involving commitment and performance agrees that organizational commitment has a positive effect on performance (Hirschi & Spurk, 2021). Based on this description, the purpose of this paper is to analyze the level of influence of transformational leadership and organizational commitment on the performance of the state civil apparatus in East Luwu Regency either simultaneously or partially.

2. Literature Review

2.1. Transformational leadership

The definition of leadership is offered by a number of parties. van Wart (2003) defines leadership style as the aggregation of traits, skills, and behaviors of a leader. Meanwhile, Certo & Certo (2006) define leadership style as “behavior shown by a leader when guiding organizational members in the right direction”. Yang et al. (2021) define leadership style as “a relatively stable pattern of behavior exhibited by leaders”. (Super, 2020) Sudibjo & Prameswari (2021) define leadership style as “the nexus of all behaviors and actions that leaders use to influence the behavior of others”.

Nature and skills are aspects that are behind the behavior. Furthermore, this behavior is the behavior used by the leader, so it can be emphasized that the behavior has a specific purpose. This goal can be very broad and can basically be returned to the notion of leadership, which is influencing a group of individuals to achieve a common goal. As a result, the notion of leadership style is "a pattern of behavior used by leaders to influence a group of individuals to achieve a common goal". In other words, leadership style is nothing but a pattern of behavior that a person uses to carry out the leadership process.

The transformational leadership style is the most complex style. Leaders with this style do not simply submit a task and see the results and then provide a response. Leaders with a transformational style influence subordinate ideally, motivate them to the maximum, stimulate them to develop, and carry out individual monitoring and development. With this style, it is hoped that the achievement of targets from subordinates is not only what has been expected by the leader but also achieves more than expected performance. The transformational leadership style is the most active of the three types of leadership styles in the full-range leadership model.

2.2. *Organizational commitment*

The most common model used to measure organizational commitment is the three-dimensional model of (Teymoori et al., 2022). Meyer et al. (2002) divide organizational commitment into affective commitment, continuance commitment, and normative commitment. Affective commitment is an emotional attachment, identification with, and involvement in the organization (Meyer et al., 2002). Continuity commitment is the perceived sacrifice associated with leaving the organization. Normative commitment reflects the perceived obligation to remain in the organization.

Another, more classical commitment dimensionalization divides organizational commitment into motivation, intention to stay, and identification with organizational values (Meyer et al., 2002; Teymoori et al., 2022). This dimensionalization is based on the opinion that organizational commitment is reflected in three factors, namely: (1) a strong belief in and acceptance of the goals and values of the organization, (2) a willingness to expend considerable effort for the benefit of the organization, and (3) a high desire to maintain membership in the organization.

2.3. *Team Performance*

Performance is how well a team achieves its goals or mission (Willbanks, 2003). Various indicators have been put forward by researchers to measure team performance. He & Hu (2021) used productivity, employee satisfaction, and manager ratings as performance indicators. Meanwhile, Wang et al. (2020), used the quality and quantity of output, team members' attitudes towards the quality of work-life, and behavioral outcomes as indicators of performance. The literature review by (Wang et al., 2020) shows that performance is broadly influenced by task characteristics, team composition, and organizational factors. This is in line with the cybernetic view of social systems theory.

3. **Methodology**

This research was designed as quantitative research with a causal research type. This study tested hypotheses to clarify the supposedly emerging relationships between the study variables. This research was conducted in East Luwu Region, South Sulawesi. The data in this study were collected in the form of a survey covering all research variables, namely transformational leadership, organizational commitment, and the performance of the state civil apparatus. The unit of analysis in this study is the state civil apparatus that works in work units such as offices, agencies, offices, and other work units (secretariat and sub-district). Determination of the number of samples is done using Slovin. The study used a survey method by distributing closed questionnaires to identify respondents' perceptions and assessments of the research variables. The analysis technique in this study is multiple linear regression to explain the effect partially or simultaneously.

4. Results and Discussion

4.1. Characteristics of Respondents

Descriptive data describes some of the respondents' conditions, which are displayed statistically and provide some simple information about the characteristics of respondents who are the object of research. In this study, respondents are described based on the form of years of service, age, gender, and others which are described as follows.

Table 1. Gender Characteristics.

Gender	Frequency	Percentage (%)
Man	58	58
Women	42	42
Total	100	100

In general, men are more active in working as ASN than women. Based on the results of data analysis shows that male respondents are more dominant than female respondents. The percentage of men is 58 percent, while the percentage of women is 42 percent. This data explains that the participation of women is still relatively low as ASN.

Table 2. Age Characteristics.

Gender	Frequency	Percentage (%)
< 40 years old	31	31
> 41 years old	69	69
Total	100	100

Age is a unit of time that measures the time of a person's existence. Age is an indicator of the changes that occur, especially in describing the experience in an ASN so that they have different levels of work experience based on age. In terms of age characteristics, respondents consist of the category less than 40 years and the category more than 41 years. Respondents aged more than 41 years is the dominant respondent.

Table 3. Educational Characteristics.

Educational	Frequency	Percentage (%)
S1	87	87
S2	13	13
Total	100	100

The last education is a certain level of formal education that has been completed by someone shown by a diploma and transcript. The most recent education is undergraduate (S1) with a percentage of 87 percent. In this study, none of the respondents had a Senior High School education level.

4.2. Regression Statistics

The results of the multiple regression model calculation using SPSS software, show in table 4. The regression coefficient of the transformational leadership variable is 0.555. These coefficients indicate a positive and significant relationship between the variables of transformational leadership on the performance of the state civil apparatus. This can be interpreted as improving the quality of transformational leadership which will have an impact on improving the

performance of the state civil apparatus. The regression coefficient for the organizational commitment variable is 0.220. This coefficient indicates that there is a positive and significant relationship between the variables of organizational commitment and the performance of the state civil apparatus. This can be interpreted as increasing the quality of organizational commitment which will have an impact on improving the performance of the state civil apparatus.

Table 4. Multiple Linear Regression Results.

Variable	Regression Coefficient (β)	Standard Error	t	Prob.
constant	0,850	0,211	4,035	0,000
Transformational leadership	0,555	0,073	7,604	0,000
Organizational commitment	0,220	0,066	3,343	0,001
F = 108,468				
Sig = 0,000				
df = 99				
R ² = 0,691				
R = 0,831				
Adjusted R Square = 0,685				

The relationship between transformational leadership and performance has been confirmed by various studies Eisenbeiss et al. (2008); Zhang et al., 2011; (Morgeson et al., 2010). For example, research by (Gil et al., 2005) found that transformational leadership has a significant effect on performance mediated by team climate and moderated by team potential. Meanwhile, (Zhang et al., 2011) found that the transformative leadership style affects team creativity by increasing knowledge-sharing behavior and increasing team collective efficacy. (Keller, 2006) found in a one-year longitudinal study that transformational leadership influences the technical quality of R&D teams. (Schaubroeck et al., 2007) found that transformational leadership affects performance by increasing team potential.

Almost all studies involving commitment and performance agree that organizational commitment has a positive effect on performance. The difference lies only in the strength of the influence exerted and which component has the strongest influence on employee performance. The meta-analysis of 93 studies conducted by Riketta (2002) on the relationship between commitment and employee performance shows that organizational commitment has an effect on employee performance. It was also found that this effect was stronger on contextual performance than task performance and that this effect was stronger on office workers than field workers.

5. Conclusion

Transformational leadership has proven to have a major impact on organizations in order to improve the performance of the state civil apparatus. The quality of the leadership role in terms of making subordinates proud, giving trust to subordinates, creating a loyal attitude, maximizing the potential of organizational resources, and others. Effective organizational commitment will support the achievement of the maximum performance of the state civil apparatus. Organizational commitment makes all ASN have the same point of view regarding the attitude of building loyalty to the organization so that ASN can work consistently.

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