

Transformational Leadership and Its Effect on Civil Servant Performance at Semarang Education Department

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Abstract

The purpose of the research is to examine and ascertain how task complexity and transformational leadership affect performance as well as how task complexity and transformational leadership affect employee performance, which is mediated by motivation. The study is of the descriptive quantitative kind. Using total sampling, the population consists of all 37 employees of the Semarang City Education Department, 30 of whom are civil servants and 7 of whom are honorary. PLS-SEM (Partial Least Square Structural Equation Model) analysis is employed. The analysis's findings demonstrate a statistically significant positive impact of transformational leadership on performance. Transformational leadership has a small but favorable impact on performance that is mediated by motivation. Task complexity has a detrimental impact on performance, although this effect is mediated by motivation and is not statistically significant.

Keywords: Transformational Leadership; Employee Performance; Motivation

Introduction

Examining the description of the apparatus low levels of professionalism, inadequate welfare, never-optimal composition and distribution, unskilled personnel filling positions, subjective performance reviews, erroneous promotions and work output, low morale and work culture, and infrequently applied disciplinary measures are all common issues in Indonesia. Because they involve the interests of the public, the state, the person, and the nation, a number of situations include very intriguing and significant challenges. Government agency workers' performance can be maximized by a number of strategies, including paying them fairly, encouraging them, fostering a positive work environment, and offering them training and education (Rahayu, 2023). Therefore, following instruction and training pertaining to their job performance, employees are expected to be able to maximize their obligations.

A variety of other elements also typically affect how well state civil servants work; these include individual factors, which come from within the individual, and situational factors, which come from outside the individual (Rahayu, 2022). Gender, traits, health, and psychological experiences—which are made up of motivation, personality, and goal

orientation—are examples of individual factors. Work performance, leadership, social dynamics inside the organization, organizational culture, and job complexity are examples of situational elements (Rahayu, 2022).

In addition to motivation, leadership style and work complexity are other elements that affect state civil servants' performance. Rahayu (2022) defines leadership as an endeavor to persuade a group of people using communication in order to accomplish a purpose. Examples of this include persuading people through directives or commands, acts that influencing others to take action or respond in a way that has a good effect; a vital dynamic force that plans and drives an organization to accomplish a goal; the capacity to foster support and trust among subordinates in order to facilitate the achievement of organizational objectives. According to Rahayu (2022), leadership is the art of persuading subordinates to act morally, involving them, and inspiring them to accomplish shared objectives.

Task Complexity and Employee Performance: A Relationship

Unpleasant working conditions are caused by burdensome work that mostly depends on one individual, which is related to task complexity. Because there is unclear authority and task allocation among authorities, performance is less effective. This imbalance in workload can lead to an unfavorable work environment, which can eventually impact employee performance. Employee performance is negatively impacted by work complexity.

The Connection Between Employee Performance and Transformational Leadership as Mediated by Motivation

For numerous individuals, fashion An effective leadership style is transformational leadership, which inspires followers to behave in a desired way. Rahayu (2022) asserts that transactional leadership and transformative leadership are not the same. Transformational leadership is defined as a style of leadership that is centered more on commitment and trust

than it is on changing or rewarding follower performance Rahayu (2022). A theoretical framework was developed outlining the interdependence of each

Figure 1 provides an explanation of the variables found in the research that follows :

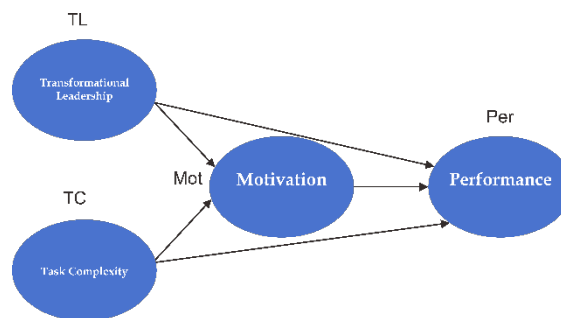


Figure 1 Research conceptual framework

Figure 1 illustrates how the Motivation variable acts as an intermediary, influencing Task Complexity (TC) and Transformational Leadership Style (TL) in an indirect manner to produce output or performance.

It is possible to generate hypotheses that will be tested further in research, such as:

1. The Semarang Education Department's workforce performance is greatly impacted by the transformational leadership style.
2. The Semarang Education Department's personnel performance is negatively and significantly impacted by task complexity.
3. At the Semarang Education Department, motivation both positively affects and moderates the impact of transformative leadership.

Methods

The following study is included in quantitative research utilizing descriptive methods, depending on the research object and type of data employed. The present study used a quantitative methodology to investigate the relationship between three established variables: Performance, Motivation, and Transformational Leadership. The 37 employees of the Semarang Education Department make up the population in this study. Consequently, total sampling—using every

member of the population as a sample—is employed in this study. The following study reveals the factors influencing employee performance through the use of a questionnaire. PLS-SEM (Partial Least Square Structural Equation Model) and descriptive statistical analysis are used in the data analysis approach.

Results and Discussion

Partial Least Square (PLS) Analysis

Analysis of measurement modeling or in PLS is defined as external modeling in SEM (Structural Equation Modeling) analysis because the following analysis can describe the characteristics of the correlation between latent variables and each manifest variable. The first result that can be obtained through the following external modeling is an evaluation of the reliability and validity of the constructs of the reliability and validity of the constructs used.

The initial measurement model in the lower order describes the manifest variables related to the construct (outer loading). The results of measuring modeling in its higher order describe the magnitude of the path coefficients between constructs.

Figure 2 Hypothesis Testing on the Structural Model

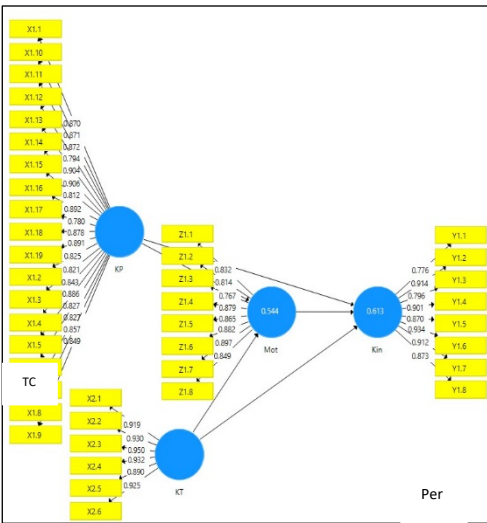


Figure 2 shows the coefficient score between variables and the t-value in parentheses which is the test result. The tabulation results of the structural formula modeling test. The tabulation results of the overall structural formula modeling test presented according to the path coefficients or the relationship between latent variables are shown in Table 2.

Table 2. Path coefficient values Path coefficient values, t-statistic significance, p-value

Criteria	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
TC -> Per	0,427	0,437	0,201	2,118	0,032
TC -> Mot	0,571	0,574	0,128	4,387	0,000
TL -> Per	-0,104	-0,107	0,108	0,979	0,330
TL -> Mot	-0,419	-0,413	0,129	3,254	0,001
Mot-> Per	0,372	0,399	0,189	2,131	0,030

Transformational Impact of Leadership on Performance

The analysis's findings indicate that performance is greatly improved by the transformational leadership variable. This condition can be understood as follows: performance will significantly increase with an increase in transformational leadership. These circumstances demonstrate that superiors who use a transformational leadership style are able to inspire pride in their subordinates, astound their subordinates (employees), explain strong goals, weigh the implications of each decision, exert pressure on the workplace community, be consistently upbeat in conversations about the future, speak passionately about work, articulate confidence that goals can be realized, look for differences in perception to solve problems, persuade employees to solve problems from different perspectives, suggest novel approaches to solving problems, relate to someone other than just group members, pay attention to the needs, aspirations, and capabilities of subordinates (employees), and support the development of subordinates. The Rahayu group, 2022

Task Complexity's Impact on Performance

It is evident from the analysis's results that performance is negatively and negligibly impacted by the Task Complexity variable. According to this condition, performance will rise as work

complexity reduces not important. Given the complexity of the work, uncomfortable working conditions will arise from a heavy workload that is placed on one individual. The lack of a defined authority and job division among authorities lowers Rahayu et al.'s performance. (2022)

Assessing the Transformational Impact of Leadership on Motivation

The analysis's findings demonstrate that the transformational leadership variable significantly raises motivation. This situation can be understood as follows: when transformational leadership rises, motivation rises proportionately as well. These circumstances demonstrate that leaders can increase staff motivation by utilizing a transformational leadership style. et al., Rahayu (2023).

Evaluating the Impact of Task Completion on Drive

The analysis's findings demonstrate that the Task Complexity variable significantly lowers Motivation. This phenomenon can be understood as the ability to considerably enhance motivation when task complexity reduces. According to Restuningdiah et al. (cited by Rahayu et al., 2021), ambiguity and poor structure in both primary and secondary activities are the causes of complexity. Due to the unclear and non-systematic nature of the tasks, it is impossible to characterize the options, which prevents data collection and results prediction. He really asserts that the degree of success of an activity or system decreases as its complexity increases.

Conclusion

Based on the analysis and discussion of the outcomes, it can be said that Transformational Leadership significantly improves performance. One factor influencing both high and low employee performance is leadership style. Employee performance will increase if they appreciate and respect their supervisor's leadership style. Performance is negatively but negligibly impacted by task complexity. Unpleasant working conditions will arise from a heavy workload centered on one individual. Performance is lowered when authority and responsibilities are not clearly divided across authorities. An unfavorable work environment may arise from this mismatch in workload,

which will ultimately have an impact on employee performance. Motivation does not mediate the impact of Task Complexity on Performance, nor does it mediate the favorable but not statistically significant affect of Transformational Leadership on Performance. The performance of an employee cannot be affected by their level of motivation because they are required to work professionally in addition to being motivate.

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