

The Influence of Transformational Leadership Style and Competency Development on the Professionalism Index of State Civil Apparatus (IPASN) in Government Environment



Arif Junaedi¹, Muhammad Thamrin², Nursaid³, Abadi Sanosra⁴, Nurul Qomariah⁵

^{1,2,3,4,5} Universitas Muhammadiyah Jember

ABSTRACT: Civil servants who are State Civil Apparatus (ASN) as one of the state servants and public servants are required to be pioneers in all fields, have high quality, dedication, and work ethic. One approach in an effort to improve ASN performance can be done through leadership. The purpose of this study was to determine the effect of leadership style and competency development on the State Civil Apparatus Professionalism Index (IPASN) in the Jember Regency Government Environment. The number of respondents in this study was 72 people as leaders of Regional Apparatus Organizations (OPD). The sampling technique used was saturated sampling (census) where all populations/respondents were used as samples. The data collection technique used the questionnaire method through the distribution of google forms. The data processing technique used was descriptive statistics using a Likert scale. The results of the data analysis showed that transformational leadership style and competency development had a positive and significant effect on the State Civil Apparatus Professionalism Index (IPASN).

KEYWORDS: transformational leadership style; competence; performance (IPASN).

INTRODUCTION

Civil Servants who are State Civil Apparatus (ASN) as one of the state servants and public servants are required to be pioneers in all fields, have high quality, dedication, and work ethic. One approach in an effort to improve ASN performance can be done through leadership / head of the regional apparatus organization (OPD). There are many factors that can influence an organization in improving ASN performance, including leadership and ASN competency development. Leadership is one of the management functions to influence, direct, motivate and supervise others so that they can carry out planned tasks so as to achieve the goals and objectives of the organization. Leadership is a behavior with a specific purpose that influences the activities of group members to achieve common goals that are designed to provide individual and organizational benefits, so that in an organization leadership is an important factor in determining the achievement of goals set by the organization (Rivai, 2019). Leadership is an increase in influence little by little above mechanical compliance with routine organizational directions (Priatna & Ferdiansyah, 2015). Good leadership is leadership that is liked by subordinates and can positively influence subordinates' views on the work they do (Ermita, 2019). Leadership style is the style of a leader in managing subordinates in achieving organizational goals (Qomariah, 2020). Transformational leadership style is the style of a leader that can increase employee motivation and performance because they feel appreciated, have clear goals and can create a comfortable work environment and can motivate employees to achieve better performance (Mangkunegara, 2018). Leaders who can set an example and can provide a role model will make changes in employees to improve performance. Thus, this transformational leadership style is very much needed so that employee performance can improve.

Research by (Hadiana & Sari, 2019) on ASN in Bandung stated that performance can increase due to transformational leadership style. Research also conducted by (Listiani et al., 2020) on automotive employee performance in Bandar Lampung stated that transformational leadership has an impact on employee performance. Meanwhile, research by (Khan et al., 2021) stated that transformational leadership has an impact on employee performance. Other studies that also discuss leadership styles related to performance include those conducted by (Arijanto et al., 2022), (Mohammad et al., 2022), (Priyono et al., 2019), (Hafifi et al., 2018), (Atikah & Qomariah, 2020), (Abbas et al., 2020), (Priyono et al., 2018), (Ishak et al., 2019), (Lapatta & Temaluru, 2023), (Ayuningtyas & Utami, 2019), (Kurniawati & Tobing, 2019), (Riyadi, 2020), (Majali et al., 2022), (Purba et al.,

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2023), (Bakker et al., 2022), (Fikri & Setiawati, 2021), (Muizu et al., 2019), (Chandra et al., 2020), (Qomariah, Hermawan, et al., 2020), (Siregar, 2022), (Siregar, 2022), (Widiastuti et al., 2018), (Panjaitan & Kristiana, 2019), (Hidayati et al., 2022), (Fonseca & Costa, 2020), (Iman & Lestari, 2019), (Susanthi & Setiawan, 2014). While leadership style does not affect performance is carried out by (Qomariah, 2012), (Siagian, 2018). Improving employee competence is very necessary in supporting work capabilities as well as determining the level of performance produced by employees. According to (Spencer & Spencer, 1993), the definition of competence refers to the characteristics underlying behavior that describe motives, personal characteristics, self-concept, values, knowledge or expertise brought by someone who performs superiorly in the workplace. The definition of competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2019). The higher the competence, the higher the performance. Law Number 5 of 2014 states that competency development is the right of every ASN which aims to ensure and maintain employee capabilities so that they can make optimal contributions to the organization. After the issuance of Law Number 20 of 2023 concerning State Civil Apparatus, competency development is no longer a right, but an obligation that must be carried out by every ASN.

Research by (Kotamena et al., 2020) shows that employee competence has an impact on employee performance. Furthermore, research by (Marhayani et al., 2019) at the Watering Office of Aceh Province states that competence has a positive impact on performance. Research by (Abusama et al., 2017) at Teachers Colleges in District South Halmahera in North Maluku province shows that competence has an impact on performance. Research by (Basriani, 2016) on lecturers at the Persada Bunda Pekanbaru Education Foundation states that competence has an impact on lecturer performance. Furthermore, other studies that also discuss the issue of competence with performance were conducted by: (Adam & Kamase, 2019; Amdani et al., 2019; Bahri et al., 2018; Basalamah, 2017; Friolina et al., 2017; Indiyarningsih et al., 2020; Manik & Syafrina, 2018; Mukhtar, 2018; Mustikawati & Qomariah, 2020; Nyoto et al., 2020; Pinca, 2015; Rande, 2016; Setiawati, 2017; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Yamin & Ishak, 2018). On the other hand, there are research results stating that competence has no impact on performance (Chandra et al., 2020), (Utomo et al., 2019).

IPASN is a statistical measure that describes the quality of ASN based on educational qualifications, competence, performance, and discipline of ASN employees in carrying out their job duties. The Professionalism in this writing is adjusted to the definition of professionalism in BKN Regulation Number 8 of 2019 Article 1 paragraph 10 which reads, Professionalism is the quality of the attitude of members of a profession and the degree of knowledge and expertise possessed to be able to carry out work tasks according to the specified standards and requirements (BKN, 2019). IPASN Jember Regency through the report of the Jember Regency Human Resources Development and Personnel Agency (BKPSDM) obtained data that the value or score of IPASN Jember Regency in 2021 was categorized as very low (42.49%) and in 2022 was categorized as low (64.39%). Based on the description that has been submitted and the existence of a research gap between transformational leadership style and competency with employee performance, it is very necessary to conduct research on "The Impact of Transformational Leadership Style and Competency Development on the State Civil Apparatus Professionalism Index (IPASN) in the Jember Regency Government Environment".

LITERATURE REVIEW

Transformational Leadership Style

Transformational leadership style can increase employee motivation and performance because they feel appreciated, have clear goals and can create a comfortable work environment and can motivate employees to achieve better performance. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. According to (Robbins & Judge, 2019), leadership is the ability to influence a group towards achieving a vision or series of goals. Leadership is one of the management functions to influence, direct, motivate and supervise others so that they can carry out planned tasks so as to achieve organizational goals and objectives. Leadership is a behavior with a specific purpose that influences the activities of group members to achieve common goals that are designed to provide individual and organizational benefits, so that in an organization leadership is an important factor in determining the achievement of goals set by the organization (Rivai, 2019). Leadership is an increase in influence little by little above mechanical compliance with routine organizational directions (Priatna & Ferdiansyah, 2015). Good leadership is leadership that is liked by subordinates and can positively influence subordinates' views on the work they do (Ermita, 2019). Subordinates will feel satisfied if the leader can carry out his duties as well as possible. A person's good leadership will influence the tasks of his subordinates in achieving the desired goals and objectives effectively and efficiently. To achieve these goals, leaders must be able to carry out their duties and responsibilities well. Leaders with a good leadership style will create high motivation in each subordinate, so that with this motivation there will be a work spirit that can

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improve the performance of the subordinates themselves. Transformational leadership can unite subordinates and change the attitudes, goals, and beliefs of subordinates in achieving goals and even exceeding the achievement of predetermined goals. According to (Bass & Avolio, 1994), transformational leadership is able to change the value system of subordinates in achieving targets. According to (Robbins & Judge, 2019), there are 4 (four) components of transformational leadership, namely ideal influence, inspirational motivation, intellectual stimulation and individual consideration. Transformational leaders, by emphasizing ethical and moral values, can provide examples of integrity in every action.

Competency Development

According to (Spencer & Spencer, 1993), the definition of competence refers to the characteristics underlying behavior that describe motives, personal characteristics, self-concept, values, knowledge or skills brought by someone who performs superiorly in the workplace. Efforts to improve the quality of human resources are not limited to education and training, but also equipped with communication skills, given authority and motivation so that professionalism is achieved, within the organization it is necessary to continuously propose that staff and all employees or officers continue to follow developments and are on track. Improving employee competence is very necessary in supporting work capabilities as well as determining the level of performance produced by employees. The higher the competence, the higher the performance will be, but no matter how much someone's competence is, if it is not accompanied by high motivation, the performance that will be achieved will not be optimal. Work that is done well will improve employee performance in a company or organization.

Civil Service Professionalism Index (IPASN)

Law Number 5 of 2014 states that competency development is the right of every ASN which aims to ensure and maintain employee capabilities so that they can make optimal contributions to the organization. Competency development for ASN can be carried out through education and training, seminars, courses, and other activities in the context of competency development. After the issuance of Law Number 20 of 2023 concerning the State Civil Apparatus, competency development is no longer a right, but an obligation that must be carried out by every ASN. IPASN is a statistical measure that describes the quality of ASN based on educational qualifications, competencies, performance, and discipline of ASN employees in carrying out their duties. IPASN is a policy that is based on theories that have been formulated and directed at improving ASN (bureaucracy) performance through policies and regulations. The theory of professionalism has developed from various disciplines including sociology, psychology, management and education. The theory of professionalism (IPASN) cannot be said to have a single source or inventor because this concept has evolved from the contributions of many experts from various fields.

CONCEPTUAL FRAMEWORK

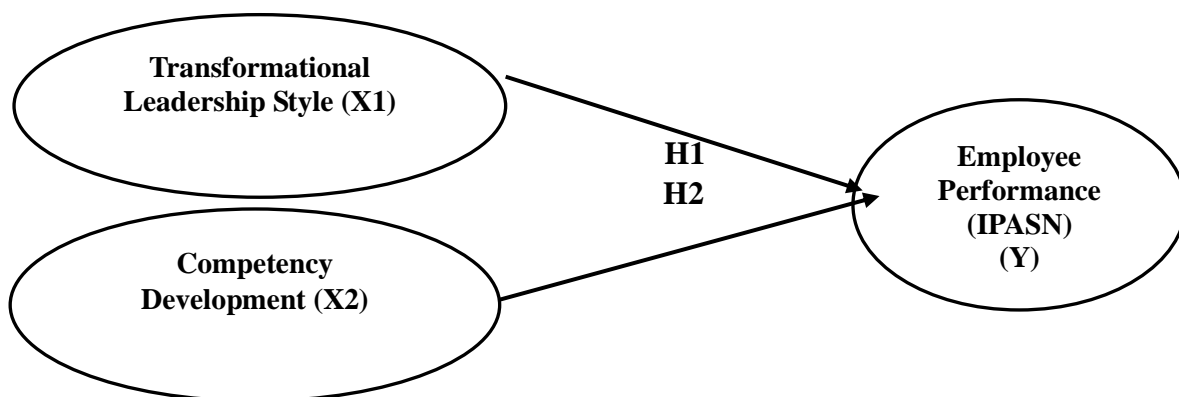


Figure 1: Conceptual Framework of Research

Hypothesis Developed

- H1: Transformational Leadership Style has a significant influence on IPASN
- H2: Competency Development has a significant influence on IPASN

METHODS

The type of data used in this study is subjective data, namely the type of research data in the form of opinions, attitudes, experiences or characteristics of a person or group of people who are the subjects of research/respondents (Sugiyono, 2016). While the data sources in this study are primary data sources and secondary data. The population in this study were all Leaders

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or Heads of Regional Apparatus in the Jember Regency Government Environment who have the authority in managing the Regional Revenue and Expenditure Budget as many as 72 Civil Servants. The sampling technique used in this study was full sampling (census) is a sampling determination technique when all members of the population are used as samples. This is done because the population is relatively small, less than 100 people, so all populations in this study were used as samples, namely 72 Civil Servants. Analysis of reliability tests and validity tests as well as hypothesis tests were used in this study.

RESULTS

Validity Test Data Analysis Results

According to (Solihin & Ratmono, 2013), the definition of validity testing is to show the suitability of each indicator with the theories used to define a construct. The results of the validity test are shown in Table 1 below.

Table 1. Validity Test Results

Variable Indicator	Transformational Leadership Style (X1)	Competency Development (X2)	Employee Performance/IPASN (Y)	P-value
X1.1	0.715	-0.317	0.391	<0.001
X1.2	0.804	0.041	-0.144	<0.001
X1.3	0.820	-0.264	0.005	<0.001
X1.4	0.788	0.509	-0.198	<0.001
X2.1	0.139	0.721	0.213	<0.001
X2.2	-0.079	0.890	0.028	<0.001
X2.3	-0.033	0.918	-0.194	<0.001
Y1.1	0.083	-0.447	0.723	<0.001
Y1.2	-0.020	-0.170	0.812	<0.001
Y1.3	-0.039	0.516	0.740	<0.001
Y1.4	-0.021	0.115	0.716	<0.001

The calculation results in Table 1., show that each value in the cross-loadings factor has reached a value above 0.7 with a p value below 0.05. It can be concluded that all measuring indicators of each variable have met the validity criteria.

Results of Reliability Test of Research Data

The results of the reliability test after analysis are presented in Table 2 below.

Table 2. Reliability Test Results

Variable	Cronbach's alpha	Results
Transformational Leadership Style (X1)	0.778	Reliable
Competency Development (X2)	0.799	Reliable
Employee Performance/IPASN (Y)	0.726	Reliable

The basis used in the reliability test is the Cronbach's alpha coefficients value above 0.7. The results in Table 2., show that the questionnaire instrument in this study has met the requirements of the reliability test.

Evaluation of Direct Influence Test

To determine the impact of the influence of independent variables on dependent variables, a hypothesis test is conducted. The results of the hypothesis test in this study are presented in Table 3.

Table 3. Results of Direct Influence Test

No	Research Hypothesis	Path coefficients	P -values	Results
1	Transformational Leadership Style (X1)→ Employee Performance/IPASN (Y)	0,209	0,013	H1 Accepted
2	Competency Development (X2)→ Employee	0,380	0,001	H2 Accepted

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	Performance/IPASN (Y)			
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Testing the Transformational Leadership Style variable (X1) against the State Civil Apparatus Professionalism Index (IPASN) (Y) obtained a Path coefficient value of 0.209 with a p-value of 0.013, because the p-value is smaller than α ($0.013 < 0.05$) then H0 is rejected thus there is a significant influence of transformational leadership style (X1) on the State Civil Apparatus Professionalism Index (IPASN) (Y). Testing the Competency Development variable (X2) against the State Civil Apparatus Professionalism Index (IPASN) (Y) obtained a Path coefficient value of 0.380 with a p-value of 0.001, because the p-value is smaller than α ($0.001 < 0.05$) then H0 is rejected thus there is a significant influence of Competency Development (X2) on the State Civil Apparatus Professionalism Index (IPASN) (Y).

DISCUSSION

The Influence of Transformational Leadership Style on the State Civil Apparatus Professionalism Index (IPASN)

The transformational leadership style has a significant effect on the State Civil Apparatus Professionalism Index (IPASN) which is proven true or H1 is accepted. This can also be caused by aspects related to the transformational leadership style that have an impact on the State Civil Apparatus Professionalism Index (IPASN). Thus, it can be concluded that the leadership style in the Jember Regency Government environment can provide a significant increase in the State Civil Apparatus Professionalism Index (IPASN). Therefore, conditions like this must be maintained so that employee performance continues to increase. This research is in line with research conducted by: (Yasin et al., 2020), (Burhanudin & Saputri, 2023), (Arifianto et al., 2024), (Anggraini et al., 2024), (Prasetyo et al., 2024), (Diah et al., 2024), (Thamrin et al., 2024), (Mulyadi et al., 2023), (Sanosra et al., 2022), (Triasmawan et al., 2023), (Qomariah, et al., 2023), (Qomariah, et al., 2023), (Nursaid et al., 2022), (Wiguna et al., 2022), (Qomariah, Lusiyati, et al., 2022), (Qomariah, et al., 2022), (Senjaya & Anindita, 2020), (Alamanda et al., 2022), (Qomariah, et al., 2020), (Priyono et al., 2018), (Chandra et al., 2020), (Qomariah, et al., 2020), (Qomariah, et al., 2020), (M. A. Kurniawan et al., 2021). Meanwhile, research that is not in line with this research was conducted by (Y. Setiawan et al., 2022), (Qomariah et al., 2021), which stated that leadership style has no impact on performance.

The Influence of Competency Development on the State Civil Apparatus Professionalism Index (IPASN)

The hypothesis stating that competency development has a significant effect on the State Civil Apparatus Professionalism Index (IPASN) is proven true or H2 is accepted. Thus, employee competency is proven to be able to improve employee performance. Thus, it is appropriate for leaders in the Jember Regency Government to improve employee competency so that performance continues to increase. Research that is in line with this research is that conducted by: (Ayni et al., 2024), (Prahastyo et al., 2024), (Puspitasari et al., 2024), (Galih et al., 2023), (Hendrawan & Sanosra, 2023), (Qomariah & Utamy, 2023), (A. Setiawan et al., 2023), (Rahmadani et al., 2020), (A. Kurniawan et al., 2023), (Qomariah, et al., 2023), (Hapsari et al., 2022), (Sukowidodo et al., 2022), (Wahyudi et al., 2022), (Rusmayanti et al., 2022), (Mustikawati & Qomariah, 2020), (Irawan et al., 2024), (M. A. Kurniawan et al., 2021). Meanwhile, research that does not support the results of this study was conducted by (Utomo et al., 2019), (M. A. Kurniawan et al., 2021).

CONCLUSION AND SUGGESTIONS

The conclusion of this study is that the transformational leadership style carried out by leaders in the Jember Regency Government Environment can actually improve employee performance. The second conclusion is that competency development in employees, in this case ASN, can also improve ASN performance. Therefore, it is necessary to suggest that these results be improved again so that ASN performance also increases.

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