
Improving Village Secretary Performance Based on Transformational Leadership Style, Work Environment and Work Motivation

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ABSTRACT: Improving public services is an obligation for every government agency. One indicator of an organization's success is to see the success of employees in achieving planned performance targets. The purpose of this study was to find out directly and indirectly about the influence of transformational leadership style, work environment and work motivation on the performance of the Village Secretary with organizational commitment as an intervening variable on Village Apparatus in Jember Regency. This study used a sample of 80 with a purposive sampling technique. SEM analysis as an analysis tool with SmartPLS. After the analysis, the results of the study showed that transformational leadership style did not have an impact on employee performance. Employee work motivation can have an impact on employee performance. While a comfortable work environment has an impact on employee performance.

KEYWORDS: transformational leadership style; work motivation; work environment; employee performance.

INTRODUCTION

The village government plays an important role in local development. In addition to functioning as an extension of the central government, it is also responsible for village community affairs. Village government is an important part of the Indonesian government structure. The village government functions as a center for public services for rural residents because it is an autonomous regional government that handles all issues related to its territory, from road construction, health services, to education. Thus, all community affairs in rural areas are the responsibility of the village government. Communities that need information and services are the responsibility of the village government. The village government is the spearhead of community services in rural areas. Based on the importance of information and services from the village government, the performance of the apparatus in the village government must prioritize services that can provide satisfaction to the community in need (Hosen et al. 2024). The performance of village officials must continue to be improved so that the organizational targets that are the government's goals can be achieved.

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities (Azhad et al. 2015). Performance can also be interpreted as how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and time used in carrying out the tasks (Qomariah 2020). Susilowati et al. (2023) also stated that the term performance comes from the word work achievement or actual achievement, namely the work results in terms of quality and quantity achieved by a village secretary in carrying out his duties in accordance with the responsibilities given to him. Mangkuprawira (2019) explains that performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. Regarding this performance, it turns out that there are many factors that can increase a person's performance. Several factors that are assumed to be important and have an impact on improving performance include transformational leadership style, work environment, work motivation.

The world of work is largely determined by the success of a leader's role. Several theories from experts have made major contributions to the understanding of the concept of leadership. These theories are grouped into four main streams: traits, behavioral, contingency, and visionary (Northouse 2021). According to Luthans et al. (2021), leadership as a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, goal achievement, interaction, role differentiation, initiation of structure, and a combination of two or more of these. Transformational leadership plays a vital role in causing the changes necessary for effective management (Northouse 2021). Transformational leadership is defined as a leadership approach in which

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a leader changes his followers, inspires subordinates, builds trust, encourages subordinates, admires subordinates' innovative ideas, and develops them (Afandi 2022). Empirical research that provides evidence of the influence of transformational leadership style on performance includes: (Astuty and Udin 2020; Buil, Martínez, and Matute 2019; Idris et al. 2022; Khan et al. 2020; Rachmah et al. 2022), (Majali et al. 2022), (Bakker et al. 2022), (Khan et al. 2021), (Priyono et al. 2018), (Riyadi 2020), (Listiani et al. 2020), (Ayuningtyas and Utami 2019), (Kurniawati and Tobing 2019), (Hadiana and Sari 2019), (Atikah and Qomariah 2020), (Chandra et al. 2020). Different findings stating that transformational leadership style has no effect on organizational commitment and employee performance were carried out by (Ferdinan and Lindawati 2021; Insani 2020; Nurhuda et al. 2020; Purwanto et al. 2022); (Prijono e al. 2019), (Qomariah 2012).

This work environment includes the workplace, facilities and work aids, cleanliness, lighting, tranquility, including work relationships between people in that place (Paramarta et al. 2021). According to Afandi (2022)), The work environment is something that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and at least adequate work equipment. The work environment is divided into two types, namely the physical work environment and the psychological work environment. The influence of the work environment on employee performance is supported by several empirical studies including (Adha et al. 2019; Dewianawati et al. 2023; Marbun and Jufrizen 2022; Pane et al. 2022; Rachman 2021), (Ilmi et al. 2023), (Sabilalo et al. 2020), (Prahastyo et al. 2024), (Mirawati et al. 2024), (Khayin et al. 2022; Martini et al. 2024; Mirawati et al. 2024; Mujiono et al. 2024; Prahastyo et al. 2024; Qomariah et al. 2020; Qomariah et al. 2020; Qomariah and Utamy 2023; Setiawan et al. 2022; Sukowidodo et al. 2022; Wahyudi et al. 2022). Different research results were obtained (Aufa et al., 2024; Emerto et al., 2024; Nurhuda et al., 2020; Sari et al., 2022), (Setiawan et al. 2022) which shows that the work environment does not affect employee performance.

Another aspect that is very much needed by employees in carrying out their main tasks and functions is the existence of motivational factors. According to Dessler (2020), Motivation is as an internal and labor relations in the framework of the process of coaching, developing and directing resources in an organization. Mangkunegara (2019) defines motivation as a condition or energy that moves employees who are directed or aimed at achieving organizational goals. According to Mathis et al. (2019) defines that motivation as a driver (driver) that exists within a person to act.

Motivation also appears as a need as well as a motivator that can move all the potential possessed by employees. Motivation is very important because it is something that gives rise to, channels, and supports human behavior so that they want to work hard and achieve optimal results (Solong 2020). The influence of work motivation on employee performance is supported by empirical research from (Malik et al. 2024; Paaís and Pattiruhu 2020; Pane et al. 2022; Parashaktie et al. 2020; Utomo et al. 2019), (Basyah et al 2022; Hosen et al. 2024; Mu'ah et al. 2023; Qomariah et al. 2024; Rahmadani et al. 2020; Tahiri et al. 2022; Triasmawan et al. 2023), (Qomariah et al. 2021), (Setiawan et al. 2022), (Atikah and Qomariah 2020). Meanwhile, gap research appears based on research results (Adha et al. 2019; Koesoema and Mesra 2023; Ramadona et al. 2021; Supardi et al. 2020) which states that work motivation does not affect employee performance.

Based on the theory of performance improvement and supported by the results of previous similar studies, the object of research chosen is the Village Government Offices in Jember Regency which are located in 28 sub-districts with a total of 226 villages. Based on the results of previous studies that have been conducted by several researchers, it appears that there are still inconsistent research results. Several studies related to the concept of leadership, work environment and motivation that are juxtaposed with performance still have several results that indicate a research gap. Therefore, it is important for this research to be conducted with the aim of knowing and analyzing the impact of transformational leadership, work environment and work motivation on employee performance.

Research Conceptual Framework

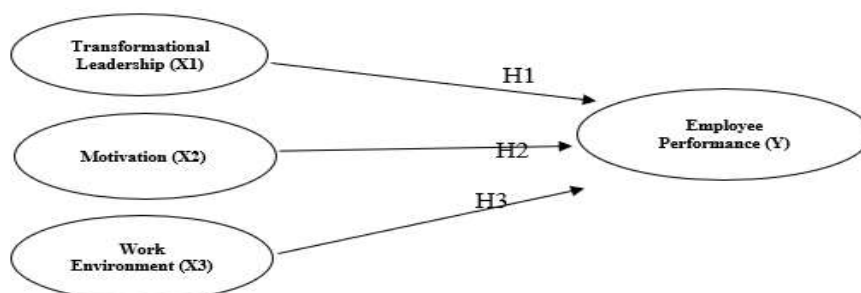


Figure 1: Conceptual Framework

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Research Hypothesis

1. Transformational leadership has an impact on employee performance.
2. Work environment has an impact on employee performance.
3. Work motivation has an impact on employee performance.

METHODS

This research uses a descriptive research type. According to Sugiyono (2019) Descriptive research is a method that functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without conducting analysis and making general conclusions. There are independent variables consisting of transformational leadership (X1), work environment (X2) and work motivation (X3) as independent variables and employee performance (Y) as the dependent variable. The population in this study were village secretaries in 28 sub-districts of Jember Regency totaling 226 village secretaries. Hair et al. (2019) stated that in general data processing using PLS-SEM will still achieve a high level of statistical power even with a small sample size, and if the sample size is much larger, it will further increase the precision (i.e. consistency) of the PLS-SEM estimate, so a sample of 80 was determined using the purposive sampling technique. The data analysis technique used in this study is path analysis using the SEM (Structural Equation Modeling) model of the SmartPLS 3.0 program.

RESULTS

Data Validity Test Results

Validity Test Results

Convergent validity is a sub-type of construct validity that refers to how closely a new scale is related to other variables and other measures of the same construct with a loading value of 0.50 or more is said to be valid (Ghozali 2014). The results of the outer loadings values from the analysis can be summarized and presented in Table 1.

Table 1. Validity Test Values (Loading Factor)

Variable	Indicator	Loading Value	Results
Transformational leadership (X1)	X1.1	0,905	Valid
	X1.2	0,920	
	X1.3	0,905	
	X1.4	0,881	
Work Motiation (X2)	X2.1	0,871	Valid
	X2.2	0,628	
	X2.3	0,655	
	X2.4	0,829	
	X2.5	0,784	
	X2.6	0,866	
	X2.7	0,849	
Work Environment (X3)	X3.1	0,889	Valid
	X3.2	0,849	
	X3.3	0,820	
	X3.4	0,875	
	X3.5	0,841	
	Z2	0,911	
	Z3	0,901	
Employee Performance (Y)	Y1	0,894	Valid
	Y2	0,903	
	Y3	0,907	
	Y4	0,858	
	Y5	0,849	

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The results of the processing in Table 1, show the value of the outer model or correlation between constructs and variables that meet convergent validity. This is evidenced by the loading factor value of more than 0.50. So all indicators used in this study are declared valid or have met convergent validity.

Reliability Test Results

Reliability assessment is done by looking at the composite reliability value on the SmartPLS output, where the assessment limit used is if CR > 0.70 high reliability. The following are the results of the instrument reliability test in Table 2.

Table 2. Composite Reliability Values

Variable	Composite Reliability
X1	0,946
X2	0,919
X3	0,932
Y	0,917

Based on Table 2, the test results show that the CR value for each construct is greater than 0.70. Thus, it can be stated that all variables (transformational leadership, work motivation, work environment, and employee performance) have met the reliable criteria as recommended criteria.

Hypothesis Testing Results

The influence of independent variables on the hypothesized dependent variables is tested using a hypothesis test. Table 3 presents the results of the hypothesis test of this study.

Table 3. Hypothesis Test Results

Relationship Between Variables	Regression Coefficient	P-value	Results
X1 → Y	0,138	0,206	H1 ditolak
X2 → Y	0,319	0,002	H2 diterima
X3 → Y	0,224	0,035	H3 diterima

DISCUSSION

Effect Transformational Leadership on Employee Performance

The transformational leadership variable has a positive but insignificant effect on employee performance, which is the result of the research after analysis. This can be explained that the transformational leadership in the Village Government in Jember Regency has not been able to encourage the achievement of employee performance (village secretary) optimally. Often leaders act only on behalf of the Institution or Institution, without caring about the interests of employees/subordinates. This condition creates a less harmonious working atmosphere where employee/subordinate trust is low, employees do not have a level of involvement with work, lack of employee/subordinate ability in handling work problems, and weak attention from leaders.

According to Luthans et al. (2021), Lexically, the term transformational leadership consists of two words, namely leadership and transformational. The term means a change in appearance (form, nature, function and so on) and some even state that the word transformational is derived from the word "to transform" which means transforming vision into reality, heat into energy, potential into factual, latent into manifest. According to Northouse (2021), that transformational leadership has the meaning of leadership that aims for change, the change in question is assumed to be a better change that challenges the status quo and is active. Transformational leadership is also interpreted as a leadership approach that creates positive and valuable change for an organization.

According to Mangkuprawira (2019), Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him and the quantity, quality and time used in carrying out tasks. This study does not support the research findings including (Astuty and Udin 2020; Buil et al. 2019; Idris et al. 2022; Khan et al. 2020; Rachmah et al. 2022), (Khan et al. 2021), (Majali et al. 2022), (Hafifi et al 2018), (Priyono et al. 2019), (Atikah and Qomariah 2020), (Haryati et al. 2014), (Paais and Pattiruhu 2020), (Trihartati et al. 2024), (Muhsin and Arifa 2018), which states that there is an influence between transformational leadership variables and performance.

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Supporting research was conducted by (Siagian 2018), (Qomariah 2012), (Priyono et al. 2019), (Rosalina and Wati 2020).

The Influence of Work Motivation on Employee Performance

The work motivation variable apparently influences employee performance in this study. So it can be interpreted that work motivation can provide an increase in performance. Referring to these results, it can be stated that aspects related to work motivation include employees feeling that they have a broad power drive towards a general direction regarding work; employees feel that they have the drive to do something because they are stimulated (influenced) from outside themselves; employees will agree to other people's requests for them to grant a request without feeling forced to do the request; employees feel that they have expertise in a science (skills, work); employees feel that they have the ability to carry out complex and neatly arranged behavioral patterns smoothly and in accordance with the circumstances to achieve certain results; employees feel that they have an obligation to do something or behave in a certain way; employees feel that they have an obligation to complete work on time is a factor that determines the achievement of optimal employee performance.

Mangkunegara (2019) defines motivation as a condition or energy that moves employees who are directed or aimed at achieving the goals of the company's organization. According to Mathis et al. (2019), motivation is as internal and labor relations in the framework of the process of coaching, developing and directing resources in a company. Meanwhile, according to Zainal (2019), Career development is the process of improving individual work capabilities achieved in order to achieve the desired career. The purpose of career development is to match the needs and goals of employees with the career opportunities available in the company now and in the future.

According to Susilowati et al. (2023), performance is the achievement achieved by a person in carrying out the tasks and work given to him. Zainal (2019) provides an understanding that performance or work achievement is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or performance that have been determined in advance and agreed upon together. This research is in accordance with the findings of empirical research from (Malik et al. 2024; Paais and Pattiruhu 2020; Pane et al. 2022; Parashakti et al. 2020; Utomo et al. 2019), (Wulandari and Damrus 2022), (Azis 2021), (Wiryawan et al. 2020), which states that there is an influence of motivation on performance.

The Influence of Work Environment on Employee Performance

Work environment variables have an influence on employee performance in this study. This can be explained that the better the work environment, the better the employee performance. Referring to these results, it can be stated that aspects related to the work environment include employees feeling that the work environment in the Village Government has sufficient lighting both during the day and at night; employees working in the Village Government have sufficient ventilation for air circulation; employees feel that the Village Government is far from the noise of disturbing community activities; employees feel that the Village Government environment is far from air pollution or unpleasant odors due to waste or burning; employees feel calm in working in the Village Government, because there is a guarantee of physical security and old age security are factors that determine the achievement of optimal employee performance.

The work environment is all the work facilities and infrastructure that are around employees who are doing work that can affect the implementation of the work. This work environment includes the workplace, facilities and work aids, cleanliness, lighting, tranquility, including work relationships between people in that place (Paramarta et al. 2021). The physical work environment, namely all conditions that exist around the workplace, will influence employees both directly and indirectly according to (Nitisemito 2021). Nitisemito (2021) describes several indicators of the physical work environment, as follows: lighting in the workplace, temperature in the workplace, humidity in the workplace, air exchange in the workplace, mechanical vibration in the workplace, noise in the workplace, unpleasant odors in the workplace, color scheme in the workplace, decoration in the workplace, safety in the workplace and music.

Some empirical research that supports this research includes: (Adha et al. 2019; Dewianawati et al. 2023; Marbun and Jufrizen 2022; Pane et al. 2022; Rachman 2021), (Darmadi 2020), (Wiryawan et al. 2020), (Widyawati 2021), (Muhsin and Arifa 2018), (Sabilalo et al. 2020) obtained results that there is an influence between work environment variables and performance. Research that no supporting conducted by (Munawaroh 2018).

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the analysis, several conclusions can be drawn as follows: Transformational leadership does not affect the performance of the Village Secretary in Jember Regency. Work motivation affects the performance of the Village

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Secretary in Jember Regency. The work environment affects the performance of the Village Secretary in Jember Regency. Organizational commitment affects the performance of the Village Secretary in Jember Regency.

Suggestion

Based on the results of this study, several suggestions can be made as follows: The results of the study indicate that transformational leadership, work motivation, and work environment have a good influence on employee performance. Therefore, related to transformational leadership, work motivation, and work environment, and organizational commitment, the Village Government in Jember Regency should pay attention to these aspects. This is important considering that transformational leadership, work motivation, and work environment are determinants of increasing employee commitment and performance. Related to transformational leadership, the aspect that needs to be improved is the leader giving personal attention to each of his subordinates by providing aspirations, training and providing advice. Related to work motivation, the aspect that needs to be improved is the willingness of employees to carry out tasks with a sense of volunteerism (without a sense of coercion). Related to the work environment, the aspect that needs to be improved is the noise level of the Village Government Office. For further research, it is recommended to add other variables such as organizational culture, reward and publication, organizational citizenship behavior, and others. So that it can obtain better findings in explaining work behavior and is useful for the development of science, especially human resource management.

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