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Analysis of Transformational Leadership, Work Culture, and Innovation on Improving the Performance of the State Civil Apparatus of Fakfak Regency

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Abstract

A leader who inspires his employees and puts aside personal interests for the good of an organization is needed in improving the performance of the State civil apparatus and accompanied by the behavior of the work culture and innovation owned by the employees will help in the process of achieving an organizational goal. The research aims to analyze transformational leadership, work culture and innovation towards improving the performance of the State civil apparatus in Fakfak district. The research was carried out during September – October 2023. Descriptive research method with a combination of quantitative and qualitative analysis approaches. Data was obtained through a direct survey of respondents who had been deliberately determined. The data obtained are given a weight value based on the assessment indicators obtained from the results of the preliminary research. The validity and reliability of the data were tested gradually and in a structured manner using the triangulation and role sharing approaches. The results of the study are presented in the form of a spider web diagram equipped with an illustration of the shift share gap value, and a regression equation model obtained from the SPSS statistical device version 2.3.

Keywords: Transformational Leadership, Work Culture, Innovation and Performance Improvement of ASN

1. Introduction

ASN (State Civil Apparatus) is a profession for civil servants (Civil Servants) and government employees with employment agreements, who serve government agencies. ASN employees consist of civil servants and government employees with employment agreements, who are appointed by personnel supervisory officials and assigned to a government position, or assigned to other state duties, and are paid based on laws and regulations. ASN employees function as implementers of public policies; public services; as well as the glue and unifier of the nation. BKN (State Civil Service Agency) data shows that currently there are nearly 4 million more ASN employees in Indonesia. Criticism of the low quality of service for ASN employees is always associated with professionalism alone. In fact, the inadequate quality of work of ASN employees is also the result of an unbalanced ratio between the number of ASN employees and their stakeholders (Komara, 2019).

The performance of State Civil Apparatus Employees (ASN) often receives attention from various circles. In fact, various mass media almost every day report on the poor performance of civil servants. The basic reason is that civil servants are considered less productive, waste state money, lack of discipline and low work ethic. The bad stigma is generally aimed at civil servants in almost all government agencies, as well as the Competence of Civil Servants (PNS), especially in facing the era of document digitization in the era of information management that has used a web-based basis (Arbani, 2021).

The research to examine the performance of service implementers to the community who are the spearhead in the administration of the state, entitled: Analysis of Transformational Leadership, Work Culture, and Innovation on Improving the Performance of the State Civil Apparatus of Fakfak Regency is a very basic thing to be carried out in order to create a superior transformational leadership pattern.

2. Material and Method

Descriptive research method with a combination of quantitative and qualitative analysis approaches. Data was obtained through a direct survey of respondents who had been deliberately determined. The data obtained are given a weight value based on the assessment indicators obtained from the results of the preliminary research. The validity and reliability of the data were tested gradually and in a structured manner using the triangulation and role sharing approaches. The results of the study are presented in the form of a spider web diagram equipped with an illustration of the shift share gap value, and a regression equation model obtained from the SPSS statistical device version 2.3.

2.1 Design Study

The data collection technique was carried out in stages consisting of: initial survey, preparation of research achievement targets, preparation of indicators, and preparation of questionnaires, as well as in-depth interviews with target data sources. In-depth interviews with the target respondents of the study, were also inventoried using a voice recording device.

The sample and research informants are parties who have qualified as candidates to be tested and should be suspected of being strong in meeting the criteria to become research respondents. The number of samples is predicted to reach at least 200 taken from ASN employees of Fakfak district.

2.2 Data Analysis

The source of data is provided directly by collecting directly from the object of distributing the questionnaire to selected respondents in the Fakfak Regency area.

Research data was obtained from interviews using questionnaires. The results of the interview are weighted in the form of numbers on a scale of 1 – 10. Considering that the origin of the data is information obtained from the results of interviews; Then the validity of the data was tested using the triangulation technique. According to (Alfansyur & Mariyani, 2020), (Bachri, 2010), and (Sa'adah, Rahmayati, & Prasetyo, 2022) stated that the triangulation technique is the most effective way to test the validity of data. With the help of this technique, the researcher can convince himself that the data obtained comes from an honest statement or answer. The results of the data weighting can be analyzed using statistical tools to find regression equation models. Through the regression equation, researchers can describe the results of the study and draw conclusions.

3. Result

Performance-Improving spider web analysis

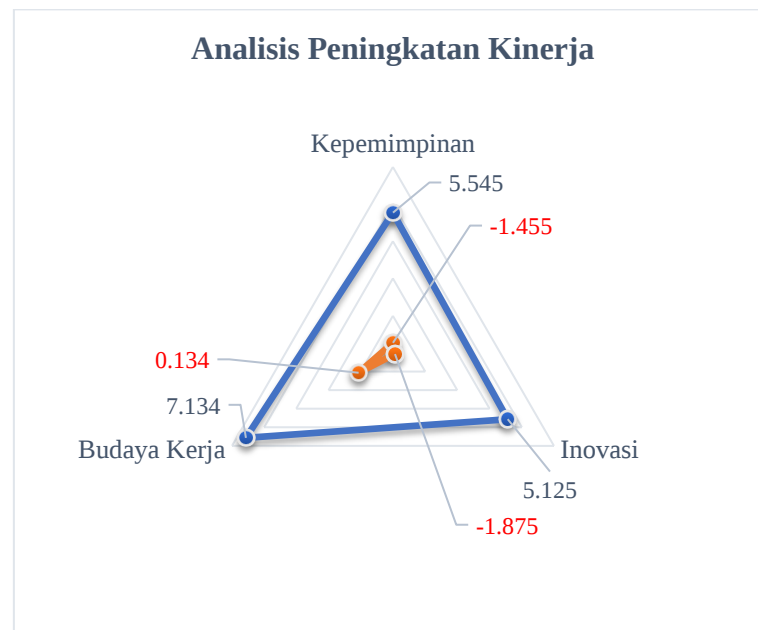


Figure 1. Performance Improvement Analysis

The Business Innovation Factor with a negative score (-1,875) shows that existing innovations can still be improved in a faster time so that the performance of ASN Fakfak Regency can be carried out with integrity as expected at the standard value (7,000). The Leadership Factor with a negative score (-1.445) shows that leadership must be improved even harder than the gap with Innovation. The work culture factor with a positive score (0.134) shows that the gap can still be increased in a faster time compared to the innovation and leadership gap.

Correlation Analysis

Table 1. Correlation Analysis

		Correlations		
		Leadership	Work Culture	Innovation
Leadership	Pearson Correlation	1	,343**	,346**
	Sig. (2-tailed)		,000	,000
	N	112	112	112
Work Culture	Pearson Correlation	,343**	1	,984**
	Sig. (2-tailed)	,000		,000
	N	112	112	112
Innovation	Pearson Correlation	,346**	,984**	1
	Sig. (2-tailed)	,000	,000	
	N	112	112	112

** . Correlation is significant at the 0.01 level (2-tailed).

From the results of the table above, it is explained that for the Leadership variable (X1) Leadership has a reciprocal and very real effect on work culture, it means that good leadership will improve work culture in the ASN area of Fakfak regency. For the Work Culture variable (X2), the correlation between returns and very real to Innovation proves that with the work culture, ASN can improve performance through innovation in itself so that performance can be maximized. For the Innovation variable (X3) Innovation can be measured from three dimensions which include product innovation, process innovation and managerial innovation. In this study, managerial innovation is needed to improve the quality and efficiency of ASN performance in Fakfak Regency.

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
Model		B	Std. Error	Beta		
1	(Constant)	9,160	,733		12,492	,000
	Leadership	-,009	,026	-,034	-,344	,732
	Work Culture	,934	,369	1,327	2,530	,013
	Innovation	-,967	,353	-1,438	-2,739	,007

a. Dependent Variable: Kinerja

The results of the data processing of the Managerial Aspect Multiple Linear Regression analyst will be explained as follows:

$$Y = 9,160 - 0,009X_1 + 0,934X_2 - 0,967X_3$$

- a. For the ASN Performance variable (Y) has a constant of 9.160, meaning that the positive value indicates a unidirectional influence between the independent variable and the dependent variable. The high value of the constant indicates that if all the X variables below are 0 (zero), then Y on average is 9.160
- b. For the leadership variable (X1) has a value of -0.009 if the variable (X1) increases by one unit, then Y will experience a decrease of -0.009 assuming that the other variables are in a constant condition.
- c. For the variable Work culture (X2) has a value of 0.934 if the variable (X2) increases by one unit, then Y will also experience an increase of 0.934 assuming that the other variables are in a constant condition.
- d. For the Innovation variable (X3) has a value of -0.967 if the variable (X3) increases by one unit, then Y will decrease by -0.967 assuming that the other variable is in a constant condition.

Determination Coefficient Analysis

Table 3. Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,276a	,076	,051	,346028

a. Predictors: (Constant), Innovation, Leadership, Work Culture

Judging from the results of the derermination coefficient analysis, it can be explained, namely R square of 0.276 or 27.6%, which means that the ability of independent variables to dependent variables is 27.6%, while the remaining 72.4% can be explained by other variables. Outside of the independent variables that are studied.

4. Discussion

To develop the performance of the State Civil Apparatus, a transformational leadership attitude is needed to inspire its employees so that they are able to improve the performance of the State Civil Apparatus with the encouragement of work culture factors and innovations that can solve a problem in the work so that it will be completed faster according to the predetermined time.

5. Conclusion, Implication, and Recommendation

The results of the study show that in general, the work culture owned by the employees of the Fakfak Regency State Civil Apparatus has been running well and has a positive value. However, it is not balanced with a competent leadership and innovation attitude so that it has a negative impact on the performance of the State Civil Apparatus or ASN so that it has an impact on the performance of the State Civil Apparatus or ASN to be less competent.

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