

Efforts to Increase Employee Performance Through Transformational Leadership and Human Resource Development (Study of Sibolga City Government)

Fauziah Nur Simamora

Management Department, Universitas Prima Indonesia, Indonesia

Email: fauziahnur95@gmail.com

Wilson Bangun

Doctoral of Management Department, Universitas Prima Indonesia, Indonesia

Sofyan Matondang

Doctoral of Management Department, Universitas Prima Indonesia, Indonesia

Corresponding author: fauziahnur95@gmail.com

Abstract. This research aims to analyze the influence of transformational leadership style and human resource development on the performance of State Civil Service employees in the District Government in Sibolga City. This research uses a quantitative approach, with a quantitative method in the form of a survey. The researcher determined that the sample in the research was all Civil Servants in 4 sub-districts, including the village head in each sub-district, with a total of 160 people. The researchers took the entire population to be used as a sample of 160 people. Research results show that transformational leadership style on proven performance influential significant. The development source Power humans also matter positively and significantly to performance. However, a variable that influences performance is style leadership transformational. Coefficient results in determination in study This shows that mark R The adjusted square on performance is 0.764 (76.4%). This means that style leadership transformational and developmental source Power man contribute 76.4% to performance. Whereas the other side is 23.6% influenced by other variables not included in the study.

Keywords: Development, HR, Performance, Transformational Leadership.

INTRODUCTION

To achieve effective performance, it is necessary to have good human resources in every organization (Nasib, 2019). Employees are an essential resource because they are one element of the apparatus that is institutionally part of government management to carry out its main tasks and functions in government, development, and community services. Human production elements operate mentally, physiologically, and physically (Nasib, 2023). The organization's primary focus in improving employee performance is optimizing human resources (Hou, 2022). Improve work results (Nasib, 2023). To

achieve good performance, human resources are a very significant resource or a significant factor (Nasib, 2022).

Employee performance is the fundamental behavior displayed by everyone as a result of work produced by employees according to their function in a company or organization (I. L. Nasib, 2020). Good employee performance is a critical component in a business or organization's efforts to increase productivity (Pebri, 2020). Because everyone has varying abilities in carrying out their work, the performance of each employee in a company or organizational agency is unique because each worker has a unique level of work skills.

The results of a person's work will describe the characteristics of the work, which will provide feedback for the person to always be active in doing his job well, and it is hoped that it will produce good quality work as well (Y. S. D. M. F. R. A. L. Nasib, 2023). Job characteristics are skill variations, task identity, task specificity, autonomy, and feedback by employees in carrying out their duties which can affect the value of a job (Robbins, 2012). An agency's success in achieving its goals is not only determined by the complete organizational structure or structure but is also influenced by the leadership (Chaniago, 2018). Leadership style can predict organizational performance. This is one of the most essential aspects that can affect the development of employee performance in an organization (Handari, 2020).

Leadership leads to employee understanding in forming the same concept as leadership regarding their work vision to achieve organizational goals (Ahmad Rivai, 2020). Transformational leadership can also be interpreted as a leadership style in which a leader can work with a team to identify needed changes, create a vision to guide the change through inspiration and implement changes with other group members (Sijabat, 2021a).

Transformational leadership makes it easier for an organization to achieve its current goals. Examples include linking job satisfaction to reward ratings and ensuring employees have the tools to complete their jobs (Wibowo, 2014). Leadership style will directly indicate a leader's confidence in his subordinate's abilities. This means that leadership style is behavior and strategy, resulting from a combination of philosophy, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. The characteristic of this leader is a transformational

leader. Previous results show that directly, transformational leadership and transactional leadership have a significant effect on employee performance (Cahyono, 2020).

Furthermore, factor development source Power is rated crucial in increasing employee performance (Kokkaew, 2022). Human resource development prepares people or employees to take on more organizational or business responsibilities. Increasing the intellectual capacity needed to do a better job is closely related to developing human capital (Lasisi et al., 2020). Human resource development has been carried out based on the idea that every worker needs information, competence, and skills. Requires better knowledge, experience, and competence (Abadi, 2020).

Human resource management aims to maximize contribution to corporate goals by developing, implementing, and evaluating human resource policies, processes, and programs within the organization. The four core human resource development activities, development, motivation, and maintenance-require special attention (Malayu Hasibuhan, 2014).

A development program must be established initially so that this development can produce good results at a relatively low cost (Alyahya, 2021). The development program should include an implementation schedule, objectives, policies, and processes (Nurmayunita, 2022). Development programs must be based on improving each employee's ability to carry out their work duties effectively and efficiently (Curado, 2021). All employees and members of the organization must be fully aware of the development program so that they can make appropriate preparations (Suriyana, 2020). Research results previously show that human resource development has a positive and significant effect on work motivation and performance (Alyahya, 2021).

Sibolga City Government is agency extension hand from where is the government of North Sumatra? The moment This sued for increasing excellent service to society. Currently, effort is made to optimize the performance of employees, especially those in the Sibolga City sub-district. A leadership model is needed for transformational and developmental power sources for good human beings for the vision and mission of the government of Sibolga City to be felt by all society. Studying this is very important. For done, remember instructions from the Ministry of Home Affairs performance employee will Keep going evaluated and scheduled based on determination allowance performance.

So, the results from the study Are expected to make one base government of Sibolga City evaluate the performance of its employees to what extent.

RESEARCH METHOD(S)

This research uses a quantitative approach, with quantitative methods like surveys, to collect research data (Truong et al., 2020). A survey is considered appropriate for collecting more than two variables simultaneously because surveys are used in social research when measuring the characteristics of a large population. The research variables to be examined are the independent variables, namely Transformational Leadership Style and Human Resource Development, and the dependent variable is performance. The population in this study were all civil servants and sub-district employees from 4 sub-districts in Sibolga City. The population size taken is determined as follows:

Table 1. Number of Samples per sub-district in Sibolga City

Subdistrict	Number of State Civil Servants
Sibolga Sambas	3 6 People
Sibolga Selatan	4 4 People
Sibolga Kota	35 people
Sibolga Utara	45 people
Sibolga Sambas	160 people

Source: Personnel Agency Sibolga City Government (2022)

FINDINGS AND DUSCUSSION

Evaluation of the Measurement Model (Outer Model)

1. Construct reliability and validity

Table 2. Convergent Validity on Transformational Leadership Style Variables

Indicator	Loading Factor	Rule of Thumb	Information
X1 -1	0.907	0.50	Valid
X1 -10	0.857	0.50	Valid
X1- 11	0.860	0.50	Valid
X1- 12	0.859	0.50	Valid
X1- 13	0.856	0.50	Valid
X1 - 14	0.849	0.50	Valid
X1- 15	0.855	0.50	Valid
X1- 2	0.899	0.50	Valid
X1- 3	0.864	0.50	Valid
X1- 4	0.888	0.50	Valid
X1 - 5	0.869	0.50	Valid
X1-6	0.874	0.50	Valid

X1-7	0.873	0.50	Valid
X1-8	0.871	0.50	Valid
X1-9	0.835	0.50	Valid

All instruments have a loading factor value of more than 0.5, meaning that all instruments can be declared valid.

Table 3. Convergent Validity on Human Resource Development Variables

Indicator	Loading Factor	Rule of Thumb	Information
X2 – 10	0.884	0.50	Valid
X2 – 11	0.845	0.50	Valid
X2 – 12	0.841	0.50	Valid
X2 – 13	0.841	0.50	Valid
X2 – 14	0.878	0.50	Valid
X2 – 2	0.828	0.50	Valid
X2 - 3	0.876	0.50	Valid
X2 – 4	0.853	0.50	Valid
X2 – 5	0.853	0.50	Valid
X2 – 6	0.875	0.50	Valid
X2 – 7	0.838	0.50	Valid
X2 – 8	0.831	0.50	Valid
X2 – 9	0.870	0.50	Valid
X2 – 1	0.843	0.50	Valid

All instruments have a loading factor value of more than 0.5, meaning that all instruments can be declared valid.

Table 4. Convergent Validity on Performance Variables

Indicator	Loading Factor	Rule of Thumb	Information
Y1	0.820	0.50	Valid
Y10	0.814	0.50	Valid
Y11	0.870	0.50	Valid
Y12	0.860	0.50	Valid
Y13	0.840	0.50	Valid
Y14	0.803	0.50	Valid
Y15	0.838	0.50	Valid
Y2	0.857	0.50	Valid
Y3	0.838	0.50	Valid
Y4	0.857	0.50	Valid
Y5	0.842	0.50	Valid
Y6	0.821	0.50	Valid
Y7	0.842	0.50	Valid
Y8	0.811	0.50	Valid

Source: processed data, Smart PLS 2022

2. Discriminant Validity

The discriminant validity value is seen through the cross-loading value, which shows the correlation between the construct and its indicators and indicators from other constructs. The standard value used for cross-loading must be greater than 0.7 or by comparing each construct's square root average variance extracted (AVE) value with the correlation between the construct and other constructs in the model.

Table 5. Cross-Loading Value

Transformational Leadership Style (X1)	HR Development (X2)	Performance (Y)
0.907	0.884	0.820
0.857	0.845	0.814
0.860	0.841	0.870
0.859	0.841	0.860
0.856	0.878	0.840
0.849	0.828	0.803
0.855	0.876	0.838
0.899	0.853	0.857
0.864	0.853	0.838
0.888	0.875	0.857
0.869	0.838	0.842
0.874	0.831	0.821
0.873	0.870	0.842
0.871	0.843	0.811
0.835		0.796

Source: processed data, Smart PLS 2022

Table 6. Results of the Average Variant Extracted

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style Transformational (X1)	0.977	0.979	0.753
HR Development (X2)	0.971	0.974	0.730
Performance (Y)	0.969	0.972	0.696

Source: processed data, Smart PLS 2022

Based on the table above, the results obtained are that the value of Average variant Extracted X1 (Transformational leadership style) = 0.753 variable greater than 0.5 so that it can be concluded that all instruments in each variable fulfill the terms and conditions of discriminant validity.

3. Composite Reliability

Reliability is carried out to prove the instrument's accuracy, consistency, and precision in measuring constructs, Ghozali and Latan (2015). A reliability test in PLS can be done using the composite reliability method. Rule of Thumb or Composite Reliability must have a value greater than 0.7. If there is a value of 0.6, then it is still accepted, Hair et al, (2008 in Jogiyanto 2011). The results of the analysis show composite reliability in the variable (X1) Transformational Leadership Style = 0.979 variable (X2) HR development = 0.974 and Variable (Y) Performance = 0.972 Each indicator shows a number above 0.7. Thus it can be concluded that all variable indicators are declared reliable.

Hypothesis Testing

Hypothesis testing is done to answer the research hypothesis that has been proposed previously. With the help of the Smart PLS program, researchers bootstrapped so that the results are presented in the following table.

Table 7. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style (X1) to Performance (Y)	0.206	0.203	0.070	2,942	0.003
HR Development (X2) to Performance (Y)	0.383	0.393	0.136	2,816	0.005
Transformational Leadership Style (X1) and HR Development (X2) on Performance (Y)	0.124	0.127	0.058	2,155	0.032

1. Square Adjusted

R-Square adjusted results in study This is as follows:

Table 8. Adjusted R-Square Results

	R Square	R Square Adjusted
Performance (Y)	0.771	0.764

Based on the table above shows that R – Square adjusted performance is 0.764 (76.4%). This means that style leadership transformational and developmental source Power man own contribution of 76.4% to performance. Whereas the other side is 23.6% influenced by other variables not included in the study.

2. The Effect of Transformational Leadership Style on Performance

The results of data analysis show that the transformational leadership style directly and significantly influences directly. Research results in This is in line with the results study previously stated that style leadership transformational influential and significant to the performance of employees (Yücel, 2021). Implications findings in the study This shows that The sub-district head has the behavior of a leader who understands, appreciates, inspires, and motivates his followers to prioritize the organization's interests in the sub-district to increase work morale. These tasks are by procedures and have more effective changes. Furthermore, transformational leadership can improve performance so that elements of the transformational leadership style can still be improved with the solution of the sub-district or village head always showing an attitude that makes the organization proud both inside and outside the organization in the Sibolga city sub-district government. The sub-district head also applies the values adopted by the organization in every activity or activity, can provide a vision and mission that can encourage State Civil Service employees to work for the organization, and can think creatively and innovatively in improving performance in serving the community.

3. The Influence of Human Resource Development on Performance

The results of the data analysis show that direct Influential Human Resource development is positive and significant on the State Civil Apparatus performance variable in the District Government city of Sibolga. Research results This is in line with the results of research conducted (McGahan, 2021), which stated that the development source Power Man is the central organization in increasing performance. Implications findings in the study This shows that the development source Power human beings in the City Government of Sibolga can categorized as very good. This is seen from the promotion process position. This is based on an employee who has excellent performance. Then luck gets training. This is given to all over the employee in support results maximum work.

CONCLUSION AND RECOMMENDATION

Transformational Leadership Style positively and significantly affects the Performance of State Civil Servants in the District Government in Sibolga City. Human Resource Development has a positive and significant effect on the performance of State Civil Servants in the District government in Sibolga City. Transformational leadership

style and Human Resource Development positively and significantly affect the Performance of State Civil Apparatus Employees at the District Government in Sibolga City. The suggestions that the author can give are The very ones in the four sub-districts in the city of Sibolga are expected to have a transformational leadership style as a guide, develop innovative movements, how a sub-district head must behave and act towards all employees of the state civil apparatus, and implement government rules that a civil servant must own ASN employees must be more passionate about the work being carried out and carry out each workload in line with the motivation of the sub-district head. ASN employees in the sub-district government must also see whether the impact of the work given to them can be controlled by themselves without having to think that the work can be done yourself. It is hoped that in the future, the government in the four sub-districts in the city of Sibolga will organize all forms of data so that services to the community will be better, balanced with providing outreach to employees and the community itself with the procedures needed by the community in processing KTPs, family cards, certificates of absence. Capable, and so on. Archives owned by the sub-district will help support the employees' performance. Apart from being neater and more orderly, it will make it easier to evaluate the performance of the sub-district government in the city of Sibolga.

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