



ISSN: 0975-833X

Available online at <http://www.journalcra.com>

International Journal of Current Research  
Vol. 11, Issue, 02, pp.1715-1719, February, 2019

DOI: <https://doi.org/10.24941/ijcr.33130.02.2019>

INTERNATIONAL JOURNAL  
OF CURRENT RESEARCH

## RESEARCH ARTICLE

# NEW MODEL TRANSFORMATIONAL LEADERSHIP TO PERFORMANCE EMPLOYEE STATE CIVIL BANDUNG METROPOLITAN APPARATUS

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### ARTICLE INFO

#### Article History:

Received 25<sup>th</sup> November, 2018  
Received in revised form  
20<sup>th</sup> December, 2018  
Accepted 29<sup>th</sup> January, 2019  
Published online 28<sup>th</sup> February, 2019

#### Key Words:

Transformational leader;  
Employee performance.

### ABSTRACT

Employee performance quality in carrying out his duties with transformational leadership. Employee performance. The transformational leader becomes central figure of the achievement. Leaders are expected to be able provide motivation, direction, role models and even influence for all citizens jointly achieve achievements. In running the wheels of the organization, charismatic leaders are needed and have a central role and strategy bringing the organization to achieve its goals. The methodology used is descriptive survey and a type of conclusive research whose main purpose to describe something that is usually in the form market characteristics or functions, and characterized by the formulation of specific hypothesis. Considered as the activity of providing a structured questionnaire to a large number of respondents.

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Citation: Nana Hadiana, R. and Nur Zeina Maya Sari, 2019. "New model transformational leadership to performance employee state civil bandung metropolitan apparatus", *International Journal of Current Research*, 12, (02), 1715-1719.

## INTRODUCTION

Performance employee state civil need leader must also have ability to equalize the vision of future with his subordinates, and enhance needs of subordinates at a higher level need. Leaders should be able to influence their subordinates to change behavior into someone who feels capable and highly motivated and strives to achieve high and quality work performance. Transformational leadership is considered capable of lifting subordinates performance by raising or motivating employees, so they can develop and achieve the highest performance beyond what they expect. (Novitasari, 2016:4) Followers of transformational leaders will feel the existence of trust, admiration, motivated to do what expected of him, the loyalty and respect for the leader. (Munawaroh, 2011:137) Transformational leadership can arouse or motivate employees, to be able develop and achieve performance at the highest level, more than what they had thought before. Jeevan and Sonia (2015: 2). Transformational leadership can create significant organizational changes and actions as agents of change, encourage higher levels of intrinsic motivation and loyalty among followers, and introduce new images future and create commitment to this image among followers. The existence of a leader with transformational leadership as stated in previous section can motivate employees to improve their performance.

Employees with mastery of various type competencies certainly already have sufficient work motivation, even have confidence to achieve planned work performance. Performance Employee give effect to best quality accounting information systems.(Sari, 2018) and factor influence systems (Susanto, 2015) A preliminary survey was conducted to ascertain the exact conditions that occurred in the government environment, especially in the Greater Bandung Metropolitan Government. The following the author presents the results of the preliminary survey that the author has done. Information that the performance variable of the ASN Bandung Government can be interpreted less well towards good. Timeliness of work is stated at a good level, the work have been in accordance with the stipulated time period, stated to be not good towards good, while the quality and quantity work is declared to be poor.

Formulated:

1. How is transformational leadership and ASN competence in the Greater Bandung Metropolitan Government.
2. What is the affective commitment of ASN in the Greater Bandung Metropolitan Government.
3. How are the performance benefits of ASN within the Greater Bandung Metropolitan Government.
4. How is the performance of ASN in the Greater Bandung Metropolitan Government.
5. How much influence does transformational leadership and competency have on ASN affective commitment in the Greater Bandung Metropolitan Government.

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6. How much influence does transformational leadership and competence have on partial ASN commitment in the Greater Bandung Metropolitan Government.

## LITERATURE REVIEW / THEORY

**Transformational leadership:** A number of factorial studies in the 1990s found variations in yield factors, but basically, transformational leadership factors had ideal influence and inspirational motivation, intellectual stimulation and individual considerations. Transactional leadership factors include contingent reward, active management with exception and passive management with exceptions. In the last three decades, with tests carried out in the fields of business, military, education, religious institutions, government and non-profit organizations, transformational factors and contingent awards correlated very highly with the effectiveness of leaders. There are three types of leadership that influence subordinates so that organizational goals are achieved, (Rivai, 2010:133) namely:

**Authoritarian Leadership:** Authoritarian leadership is also called directive or dictatorial leadership. The leader gives instructions to the subordinates, explains what must be done, then the employees carry out their duties in accordance with what was ordered by their superiors. This leadership uses the power approach method in reaching its decision and development structure, so that power is the most benefited in the organization.

**Democratic Leadership:** This leadership is characterized by the existence of a structure whose development uses a cooperative decision-making approach. In this leadership, there is cooperation between superiors and subordinates. Under democratic leadership. The development of a model regarding the dimensions of transformational leadership by Rafferty & Griffin, which consists of five dimensions including:

**Vision:** The ideal picture of the future based on organizational values. The vision dimension is lifted from a broader construct, namely charisma or idealized influence.

**Inspirational Communication:** The expression of the leadership positive message that encourages build organization as well as the statement of the leader who is able to build motivation and confidence of subordinates. The dimension of inspirational communication uses an approach that is able to arouse emotions and motivation of subordinates.

**Supportive Leadership:** Expressing the concern of leaders towards subordinates and being responsible for the individual needs their subordinates. The dimension of supportive leadership is a key aspect that is very important for effective leadership, because it leads to satisfaction with the needs and preferences of subordinates, such as showing concern for the welfare of subordinates, creating a comfortable work environment, being familiar with the psychological approach.

**Intellectual Stimulation:** Something that can increase interest, awareness and innate awareness of organizational problems, as well as improve new perspectives from subordinates to overcome the problem. The dimensions of intellectual stimulation are aspects of leadership that are able to embrace subordinate creativity to have conceptual abilities of complex and analytical thinking in overcoming organizational

problems, so as to be able to bring up solutions with new perspectives.

**Personal Recognition:** Giving rewards in the form of praise and recognition for efforts made to achieve certain goals. The dimensions of personal recognition are rewards from leaders who are consistent with the vision through praise and open recognition of the business of their subordinates.

Leadership with the statement that. "Leadership is the norm of behavior that someone uses when the person tries to influence others. Leadership is an approach that is used to understand the success of leadership relationships where focus on what the leader is doing".

The dimensions of transformational leadership are as follows:

It is the most important dimension in transformational leadership because it inspires and arouses subordinate motivation (emotionally) to get rid of personal interests in order achieve common goals / shared commitments.

**Inspirational motivation:** Transformational leaders inspire subordinates focus on goals together focus and are bound / committed to the goal and forget personal interests. Inspiration can be interpreted as an action or power to move the emotions and thinking power of others.

**Intellectual stimulation:** Verbal communication or the use of symbols intended to spur spirit of subordinates. Leaders motivate subordinates to the importance of the organization's vision and mission so that all subordinates are encouraged to have the same vision. The similarity of vision drives subordinates to work together to achieve long-term goals optimistically. So that leaders not only arouse individual enthusiasm but also the spirit of the whole team.

**Individual consideration:** Is a behavior that seeks to encourage the attention and awareness of subordinates to the problems face. Leaders try to develop the ability of subordinates to solve problems with a new approach or perspective approach. The impact of intellectual stimulation can be seen from the increase in the ability of subordinates to understand and analyze problems and the quality of problem solving performed. Jeevan and Sonia (2015: 4) four aspects of transformational leadership, namely idealization of influence, inspirational motivation, intellectual stimulation, and individual considerations. (Jinping, 2017:4) suggests that since the 1970s, transformational leadership has undergone major developments by various scientists. Their research explores the following aspects of transformational leadership: leader characteristics, leader behavior and interaction with cultural factors. The contemporary model of transformational leadership is dominated by Bass, in a non-educational setting a theory of two factors has been developed: transformational and transactional leadership. "Performance is defined as the record of outcomes produced on the specified job function or activity during a specified time period performance is defined as a record of the results obtained through certain job functions or activities for a certain period of time. A person's work performance is influenced by skills, skills, experience, sincerity and the work environment itself. Performance depends on the combination of ability, effort, and opportunity obtained. This means that performance is the work of employees in working for a certain period of time and the

emphasis is on the work done by employees in a certain period of time. Performance defined as the record of outcomes produced on the specified job function or activity during a specified time period. Performance on whole or equals of performance on critical or essential job functions. Based on the information above, it can also be interpreted that performance is as a whole the results produced on the function of work or special activities during a special period. The overall performance on the job is equal to the number or average performance of the important job functions. Functions related to the work will be carried out and not carried out with individual performance characteristics. Meanwhile, the definition of employee performance the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Therefore, it can be concluded that the performance of human resources is work performance or work results (output) both quality and quantity achieved by HR per unit period of time in carrying out their work duties in accordance with the responsibilities given to them. employee performance as a comparison of the results achieved with the participation of labor unity of time (typically hourly). (Malaga, 2013:1392) .Then Gomes (1995) suggested the definition of employee performance as an expression such as output, efficiency and effectiveness often associated with productivity. Regarding employee performance (work performance) revealed that it was the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. revealed that performance is an illustration of the achievement of an activity / program / policy in realizing the goals, objectives, mission, vision the organization. (Pakdede, 2016:200) Performance is a condition that must be known and informed to certain parties so that information can be obtained about the level of achievement of the results of an agency associated with the vision carried out by an organization and knowing the positive and negative impacts of an operational policy taken. With the existence of information on the performance of an agency, the necessary actions can be taken such as corrections to policies, rectifying the main activities and main tasks of the agency as material for planning and to determine the level of success of the agency. Supply chain in audit competency to success the agent (Sari & Susanto, 2018).

The factors that influence performance achievement are knowledge, skills, and motivation factors the performance achievement factors are as follows,

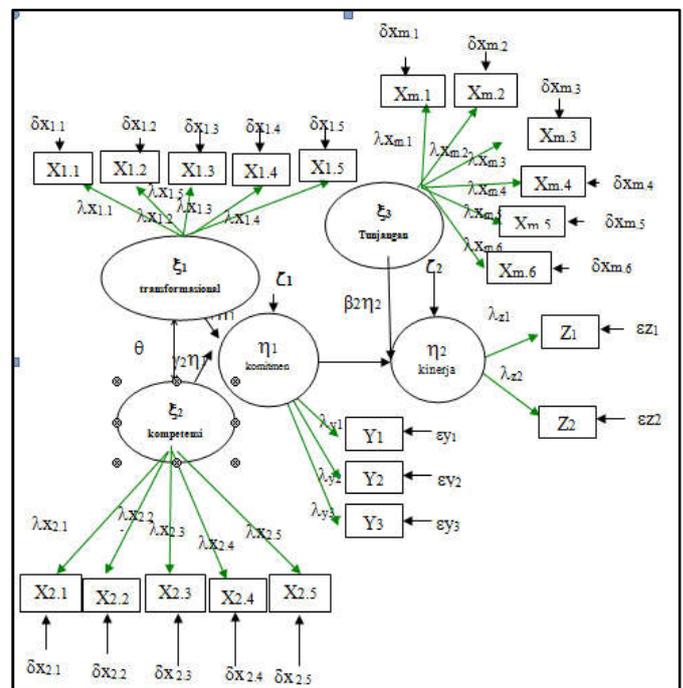
- **Knowledge:** The ability possessed by employees who are more oriented towards intelligence and thinking and extensive mastery of knowledge possessed by employees. A person's knowledge can be influenced by the level of education, media and information received.
- **Skills:** Ability and mastery operational technical in certain fields owned by employees. Such as conceptual skills (human skills), human skills (human skills), and technical skills (technical skills).
- **Ability:** Capability that are formed from a number competencies possessed by an employee that include loyalty, discipline, cooperation and responsibility.
- Motivation is defined as an attitude of leaders and employees of the work situation in the company environment. Those who are positive about their work situation will show high work motivation otherwise if they are negative about the work situation they will show low work motivation. The work situation in question includes

work relations, work facilities, work climate, leader policy, work leadership patterns and working conditions.

Furthermore, that performance (performance) is influenced by three factors, namely,

- Individual factors, consisting of ability and expertise, background, demography.
- Psychological factors, consisting of perception, attitude, personality, learning, motivation.
- Organizational factors, consisting of resources, leadership awards structure and job design.

It can be concluded that the performance of individuals is the work of employees both in terms of quality and quantity based on predetermined work standards. Employee performance will be achieved if supported by individual, work effort and company support attributes.



## MATERIALS AND METHODS

The nature of this research is descriptive and verification. Descriptive describes the characteristics of the variables under study, in this study used to answer the problem statement Type of investigation in this study is causality, by looking for a causal relationship from an event under study. The unit of analysis in this research is the government of the metropolitan area of Bandung, and its observation unit is the State Civil Apparatus (ASN). The research methodology used is descriptive survey method. Malhotra (2010: 15) explains that descriptive research is a type of conclusive research whose main purpose is to describe something that is usually in the form of market characteristics or functions, and this descriptive research is also characterized by the formulation of specific hypotheses. Survey research is considered as the activity of providing a structured questionnaire to a large number of respondents. The survey was used to obtain specific information from respondents, both related to the psychological state and lifestyle of the respondents, or even about the evaluation of respondents to the activities carried out by higher education institutions.

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