

The Influence Of Transformational Leadership Style On Employee Public Services Motivation (Study In Cilacap Regency Central Java Province Indonesia)

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ABSTRACT

The purpose of this study was conducted to examine the relationship between the use of Transformational Leadership Style (TLS) through Employee Public Service Motivation (EPSM). This study is unique because no one has examined the relationship between TLS and EPSM before in the context of Cilacap Regency, Central Java Province, Indonesia. This study used a quantitative research method with a survey design. Data were collected from 134 civil servants of 15 sub-districts (kelurahan) and 3 districts (kecamatan) of Ex Cilacap City urban area, Cilacap Regency, Central Java Province, Indonesia. Data were processed using simple linear regression analysis through the SPSS program. The results showed that the use of TLS has a significant positive effect on EPSM, with a significance value of 0.007.

Keywords: Public Service; Human Resource Management Practise; Transformational Leadership; Employee Public Service Motivation

1. Introduction

The behavior of human resources is one of the important keys to a successful organization. Thus, one of the issues for leaders and scholars is how to motivate employees to improve their public service performance. On the other hand, transformational leadership is related to the behavior of encouraging followers to fight for interests that are nobler than their own interests. In exploring the relationship between the TLS and EPSM variables, a Goal Setting Theory (GST) perspective can be used. In the GST perspective, a specific and challenging goal is defined as an object or goal of action to achieve a certain standard that is associated with a higher level of performance, Locke, and Latham (2002). At GST, the relationship between goals and performance is strongest when there is high goal commitment, Locke and Latham (2006). So that employees are more determined to achieve goals when they are committed to them, which makes the positive relationship between goals and performance much greater when employees are committed to achieving goals than when they lack the commitment to achieve them, Cailier (2014). GST presupposes that "a conscious and well-defined goal" - defined as the object or goal of an action to achieve a certain standard - that employees who feel meaningful will positively influence their actions, Latham and Yukl (1975). Goal-setting research consistently provides strong support that specific and challenging goals drive higher levels of performance, Locke, and Latham (2002) by energizing behavior, encouraging persistence, and encouraging problem-solving. Consistent with

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goal-setting theory, Wright (2007) found that civil servants are more motivated to do their jobs when they have tasks that are clearly understood and challenging. However, employee commitment to goals will be influenced by the degree to which employees perceive that these goals are consistent with their interests and values-and achievable, Paarlberg, and Lavigna (2010). In the same way, EPSM can strengthen the relationship between goals and performance in public institutions. For example, Public Service Motivation theories suggest that individuals with a high EPSM commit to goals related to the mission of public agencies, arguing that these goals align with their values, Perry and Wise (1990).

Furthermore, setting difficult and specific goals is consistent with the nature of transformational leaders. For example, transformational leadership theories have long suggested that such leaders are known not only to set clear goals but also to set challenging goals by providing employees with inspiring motivation and intellectual stimulation, Bass and Riggio (2006). This GST perspective illustrates a key characteristic of transformational leaders is how they communicate high expectations that inspire followers to become part of a larger goal, encouraging them not only to change their own belief systems but also to become creative problem solvers, Bass (1985). Setting clear goals requires a leader who not only explains what employees should do but also why they should do it, Wright (2007). This includes how their actions contribute to organizational goals, Paarlberg and Perry (2007), and are connected to the mission of the larger organization, thereby strengthening EPSM. On the other hand, research by Camilleri (2007) shows that the EPSM of civil servants is primarily a result of the organizational environment around them. Therefore, public sector management must create an appropriate and appropriate environment to encourage the motivation of public service employees. To maximize the EPSM level, employees must be given clear, explicit goals; and prioritizing objectives regardless of whether employees receive instructions from one or more sources.

2. Literature Review

2.1 Transformational Leadership Style (TLS)

Superior leadership performance, transformational leadership, occurs when leaders expand and enhance the interests of their employees when they generate awareness and acceptance of the group's goals and mission, and when they mobilize their employees to act beyond their own interests for the good of the group, Bass (1990). Transformational leaders are expected to increase the performance capacity of their followers by setting higher expectations and generating a greater willingness to face more difficult challenges, Bass et.al (2003). Transformational leaders have a clear vision for their organization and also have the skills to encourage employees to start thinking in new ways to design creative solutions to a given problem, Bass et.al (2003).

Bass and Avolio (1994) state that TLS has been characterized by four separate components or characteristics consisting of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. So thus we define Transformational Leadership Style as leadership that motivates his subordinates to have higher performance through stimulation to come up with new innovative and creative ideas and solutions in overcoming problems, individual mentoring in increasing the potential of his subordinates and considering the needs of

his subordinates above his own needs so that he gets the influence of his subordinates in the form of exemplary, respect and trust.

2.2 Employee's Public Service Motivation (EMPS)

Since 1990, public management scholars have developed the concept of 'Employee Public Service Motivation' (EPSM), which is defined as "the tendency of individuals to respond to motives based primarily or uniquely in public institutions and organizations", Perry and Wise (1990). EPSM involves a set of "beliefs, values, and attitudes that go beyond self-interest and organizational interests, which concern the interests of larger political entities, and which motivate individuals to act right at the right time", Vandenberg (2007). EPSM has been defined as 'the individual's prosocial motivation to do good for others and society through the provision of public services', Perry and Hondeghem (2008). In other words, individuals with high EPSM levels will also want to help or benefit members of their community or society. EPSM refers broadly to "individual orientation to provide services to people to do good for others and society", Perry and Hondeghem (2008). Hence, EPSM is seen as an individual tendency to perform the service. EPSM is also a theory of human motivation which consists of three dimensions: affective, norm-based, and rational motives, Perry and Wise (1990). Affective motives involve an emotional response to the context of society and society. Norm-based motives refer to a commitment to serving society. And, rational motive refers to actions aimed at maximizing individual utility, Perry (1996). Rainey and Steinbauer (1999) conceptualize EPSM as "a general, altruistic motivation to serve the interests of the community of people, country, nation or humanity". Following Brænder and Andersen (2013), EPSM is best described as an individual-level altruistic construct that emphasizes the desire to contribute to society. Perry (1996) states that 4 dimensions, namely attraction to public policymaking, commitment to the public interest and civic duty, compassion, and self-sacrifice - are empirically related to the EPSM construct. Thus, Employee Public Service Motivation can be defined as the desire, interest, or need of an individual to contribute to service activities for the community, nation, or state.

2.3 Relationship between Transformational Leadership Style (TLS) on Employee Public Service Motivation

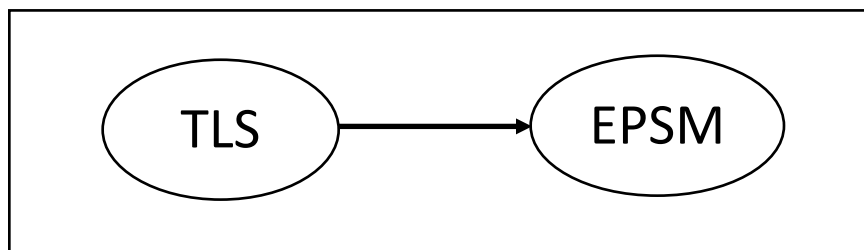
De Gennaro's (2018) research shows that public managers, when faced with constant change, tend to act as transformational leaders and have the goal of exploiting intrinsic motivation to make change acceptable and to make it perceived as an advantage for administration. Camilleri's (2007) research results show that the EPSM of civil servants is primarily a result of the organizational environment around them. Motivational context variables especially those related to organizational settings are the most dominant predictors of the EPSM dimension. The article of Gould-Williams (2016) provides the first theoretical explanation for the relationship between human resource (HR) practices through managers to PSM in public sector organizations. Afjahi, et.al (2013) research shows that there is a relationship between TLS elements and the 3 dimensions of EPSM, namely commitment to the public interest, compassion, and self-sacrifice. Among the TLS elements, 2 inspirational motivation elements and individual considerations have a more significant relationship with the dimensions of Employee Public Service Motivation. 52 percent of changes in the EPSM index can be predicted by TLS elements. The

results of research by Almintisir, Akeel, and Subramaniam (2013) in Libyan government institutions show that the 3 dimensions of TLS, namely inspirational motivation, individual consideration, and intellectual stimulation have a significant relationship with employee motivation with the greatest contribution to the intellectual stimulation of employee motivation, while the influence variable ideal was not significantly related to employee motivation. The results of Andersen's (2016) research show that a higher TLS level is associated with a higher employee EPSM level, and there are indications that TLS makes employee EPSM less paternalistic. Research by Berlhiti et.al (2020) shows that at TLS: leaders effectively understand how to get people motivated, listen to them, and clearly communicate their vision and goals to health workers. He showed genuine concern for the needs of his staff, resolving problems effectively through constructive dialogue with informal leaders and trade union representatives. He also involves his close collaborators and department heads in decision making. Bottomley's (2016) research results show that the effect of TLS on followers' Organizational Citizenship Behavior (OCB) depends on their EPSM level, with respondents who were higher in EPSM, compared to those lower in EPSM, less influenced by the leader's motivational behavior. Thus, because higher followers in EPSM are already willing to serve the public, they are less dependent on the leader's motivation. The research results of Homberg et.al (2016) show that transformational leaders in non-profit organizations have higher EPSM scores than transactional leaders. For research institute employees, charismatic leadership is unnecessary and even demotivating; autonomy is a major factor for researchers, and a leader's intervention appears to play a motivational role only in times of deadlock. Gamage's research (2018) found that the leadership style in the research location was more transformational than transactional. Furthermore, TLS shows a positive effect on subordinates' intrinsic motivation, while it has a negative impact on subordinates' extrinsic motivation. Conversely, transactional leadership shows negative effects on subordinates' intrinsic motivation, whereas positive effects are shown on extrinsic motivation. The findings of Jensen and Bro (2017) suggest that there is a relationship between TLS and two types of autonomous work motivation - intrinsic motivation and EPSM - mediated by the satisfaction of basic psychological needs for autonomy, competence, and linkages. Their findings support the claim that the motivational effects of transformational leadership are mediated by the satisfaction of needs. The findings of Paarlberg and Lavigna (2010) show that implementing TLS managers can increase employee motivation to serve the public.

Based on some of the research results, it is logical if we formulate the following hypothesis:

Ha = Transformational Leadership Style (TLS) has a positive effect on Employee Public Service Motivation (EPSM)

Figure 1. Relationship of Study Variables Modelling



3. Research Methodology

3.1 Population, sample and sampling technique

The population in this study were all State Civil Servants who worked in Districts (kecamatan) and Sub Districts (kelurahan) in Ex Cilacap City urban area, Cilacap Regency, Central Java Province, Indonesia. There are 142 employees from 15 sub-districts and 3 districts in Ex Cilacap City urban area who provide public services related to demography. In this study, a census was carried out on the entire population.

3.2 Variable Measurement

Transformational leadership variables are measured by a Likert scale starting from point 1 which states never at all to point 5 which states often or always. Transformational leadership variables were measured using 20 statement items adapted from The Multifactor Leadership Questionnaire (MLQ-5X) (Bass & Avolio, 2000; Avolio & Bass, 2004). The items used in this research questionnaire in relation to TLS are how often your boss is; think critically by asking whether things are correct (X1), talking about my most important values and beliefs (X2), looking for other points of view/thinking when solving problems (X3), talking optimistically about future (X4), awakens my pride in working with him (X5), speaks passionately about things that need to be addressed (X6), emphasizes the importance of having a passion for goals (X7), taking time to teach and train (X8), acting far from being a personal interest for the good of the group (X9), treating me more "as a person" than just as a member of the group (X10), acting in a way that makes me respect (X11), considering the moral and ethical consequences of making decisions (X12), showing his power and self-confidence (X13), voicing a promising future vision (X14), considering that I have needs, abilities and aspirations person who is different from the others (X15), directs me to see the problem from various points of view (X16), helps me to develop my strengths (X17), Suggests new ways to complete tasks (X18), emphasizes the importance of having a sense togetherness to achieve collective goals (X19) and have confidence that goals will be achieved (X20).

Employee Public Service Motivation Variables are measured with a Likert scale starting from point 1 which states strongly disagree to point 5 which states strongly agree. Employee Public Service Motivation Variables were measured using 24 statement items adapted from Palma's (2017) research. The items used in this research questionnaire in relation to the EPSM are how much do you agree with these statements; politics is a dirty word (Y1), serving citizens will give me a good feeling even if no one pays me for it (Y2), I have a little compassion for needy people who don't want to take the first step to help themselves (Y3), meaningful public services are very important to me (Y4), doing well financially is clearly more important to me than doing good deeds (Y5), I don't really care about politicians (Y6), there are some public programs which I wholeheartedly support (Y7), it is difficult for me to be very interested in what is happening in my community (Y8), I am ready to make enormous sacrifices for the good of society (Y9), I selfishly contribute to my community (Y10), I am one of those rare people who will risk personal loss to help others (Y11), most social programs that benefit society must be supported

and running (Y12), I would rather see public officials doing their best for the whole community even if it bothers my interests (Y13), I rarely think about the welfare of people I don't know personally (Y14), I consider public service as my civil duty (Y15), I feel people should give back to society more than they get out of it (Y16), I am seldom touched by the plight of underprivileged people (Y17), a lot of what I do is for a different purpose that bigger than me (Y18), it's hard for me to hold back my feelings when I see people in distress (Y19), giving and making public policies do not appeal to me (Y20), I am often reminded by everyday events about how much depending on each other (Y21), making a difference in society means more to me than personal achievement (Y22), I believe in putting tasks above oneself (Y23) and for me, patriotism includes looking after the welfare of others (Y24).

3.3 Analysis Tools

The data obtained in this study were processed using a simple linear regression analysis test through a computer program / SPSS application.

4. Results

4.1 Validity test

From the questionnaires distributed to 142 respondents, it turns out that those who returned the questionnaire were 134 respondents. Initially all items in the TLS questionnaire were valid after being tested for validity, however in the PSM questionnaire there were invalid items, namely Y1, Y2, Y5, Y6, Y7, Y8, Y10, Y12, Y14, Y17, and Y20. The question items were then not used in the analysis. After re-testing the validity using SPSS, all the Corrected Item - Total Correlation values were obtained as follows X1=0.664, X2=0.581, X3=0.684, X4=0.709, X5=0.672, X6=0.766, X6=0.766, X7=0.740, X8=0.707, X9=0.632, X10=0.462, X11=0.683, X12=0.676, X13=0.174, X14=0.643, X15=0.666, X16=0.720, X17=0.735, X18=0.707, X19=0.642, X20=0.719, Y3=0.202, Y4=0.313, Y9=0.218, Y11=0.489, Y13=0.262, Y15=0.296, Y18=0.345, Y19=0.292, Y21=0.248, Y23=0.290 and Y24=0.212. All these values are greater than r table = 0.1690 meaning that the question items in the questionnaire are valid.

4.2 Reliability Test

For the items in the questionnaire to be said to be reliable, Cronbach's Alpha value must be greater than 0.6, Cronbach (1951). Cronbach's Alpha value for the questionnaire items Transformational Leadership's Style (TLS) is 0.940 which means that it is reliable. While the Cronbach's Alpha value for questionnaire items Employees Public Service Motivation (EPSM) is 0.648 which means it is also reliable.

4.3 Hypothesis Testing

The results obtained after data processing using a simple linear regression analysis test through computer program / SPSS application are as follows:

Table 1. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0.232 ^a | 0.054 | 0.047 | 15.78049 |

a. Predictors : (Constant), Employee's Public Service Motivation (EPSM)

Table 2. Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| Constant | 34.405 | 13.049 | | 2.637 | 0.009 |
| Employee's Public Service Motivation (EPSM) | 0.682 | 0.248 | 0.232 | 2.748 | 0.007 |

a. Dependent Variable: Transformational Leadership's Style (TLS)

In general, the simple linear regression equation formula is:

$$Y = a + bX \tag{1}$$

a is a constant number of Unstandardized Coefficients, the value is 34.405. This means that if there is no TLS or X = 0, then the consistent value of PSM or Y is 34.405. While b is the number of regression coefficients, the value is 0.682. This means that for each additional 1% TLS (X), the EPSM (Y) will increase by 0.682. The regression equation is:

$$Y = 34.405 + 0.682X \tag{2}$$

For the hypothesis (Ha) to be accepted then the significance value, alpha must be less than 0.05, Fisher (1934). The significance value of TLS (X) on PSM (Y) is 0.007, meaning that the hypothesis is accepted. So that Transformational Leadership's Style (X) has a significant effect on Employee's Public Service Motivation (Y). This result is also supported by the t value of 2.748 which is greater than the t table of 1.977961.

5. Discussion

The results of this study indicate that the Transformational Leadership's Style (TLS) has a positive effect on Employee's Public Service Motivation (EPSM) supports the results of previous studies by Afjahi, et.al (2013) which show that there is a relationship between TLS elements and the 3 dimensions of EPSM, namely commitment to public interests, compassion, and self-sacrifice. Supporting the findings of Almintisir, Akeel, and Subramaniam (2013) in Libyan government institutions which show that the 3 dimensions of TLS, namely inspirational motivation, individual consideration, and intellectual stimulation have a significant relationship with employee motivation. Strengthening Andersen's (2016) research results which show that a higher TLS level is associated with a higher EPSM level of employees as well as the findings of Paarlberg and Lavigna (2010) which show that applying TLS managers can increase employee motivation in serving the public. The limitation in this study is that it has not analyzed the relationship between the 4 dimensions of TLS (Idealized Influence, Inspirational Motivation,

Intellectual Stimulation, and Individual Consideration) and the 4 dimensions of PSM (Attraction to Policy Making, Commitment to Public Interest, Compassion, and Self-Sacrifice). Future research should examine the relationship between the 4 TLS and 4 PSM dimensions to see which dimension the correlation between TLS and PSM is strongest.

6. Conclusion

The findings of this study provide recommendations for parties who play an important role in the strategic management of public organizations to increase the use of transformational leadership styles if they want to increase the motivation of public services for employees or subordinates. Strategic policymakers in the organization should facilitate the conduct of self-assessments of the leadership style of managers at all levels. This is then followed by a training program for managers on how to lead in a transformational style, especially for those with low transformational leadership values. This is important to do because the increased use of transformational leadership styles contributes to increased motivation for employee public services, which leads to an increase in the performance of public services from the organization.

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