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The Influence of Transformational Leadership on Public Service Performance Moderated by Core Values BerAKHLAK in the Bogor City Government

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Abstract: The purpose of this study was to analyze the effect of transformational leadership on public service performance and to determine and analyze whether the core values of BerAKHLAK moderate the effect of transformational leadership on public service performance. The research method used in this study is a quantitative research method. The population in this study were all State Civil Apparatus (ASN) working in the Bogor City Government, especially in the public service sector. The number of samples used in this study was 95 respondents, which was determined using the Slovin formula. The data used in this study were primary data, namely by distributing questionnaires boldly through Google Forms. The data analysis technique used was a quantitative data analysis technique using the Partial Least Square (PLS-SEM) method. The results of the study showed that there was a significant effect of transformational leadership variables on public service performance in the Bogor City Government. The core values of BerAKHLAK can moderate the relationship between transformational leadership and public service performance. This means that the core values of BerAKHLAK are moderator variables in this study, so that these values strengthen the effect of transformational leadership on public service performance.

Keyword: Transformational Leadership, Core Values BerAKHLAK, Public Service Performance

INTRODUCTION

In the era of modern public services, strong and adaptive leadership is a key factor in improving organizational performance. One effective leadership approach is transformational leadership, which drives positive change through strong vision, motivation, and high commitment. Transformational leadership has been shown to have an impact on improving performance in various sectors, including the public sector.

The core values of BerAKHLAK of the Bogor City government are the basis for running the government and public services. These values include Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which are expected to be the foundation for all civil servants in providing the best service to the community. These values are implemented in various aspects of public services, both at the planning and implementation levels. Transformational leadership is one of the leadership styles

proven effective in motivating and encouraging employees to achieve organizational goals better (Alqatawenh, 2018). This leadership is characterized by the ability to inspire, provide ideal influence, and promote innovation and positive change in the organization (Kozioł-Nadolna, 2020).

Public sector, transformational leadership plays an important role in improving public service performance. According to Van Wart, this leadership style can improve the effectiveness of public services through the formation of a strong vision, shared commitment, and optimal utilization of human resources (Van Wart, 2023). Research by Andersen et al., (2018) also found that transformational leadership has a positive impact on the work motivation of public employees, which ultimately improves the quality of service. The Bogor City Government core values BerAKHLAK are an ethical guideline applied in carrying out duties and responsibilities. These values, which consist of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, support the achievement of better organizational performance by strengthening integrity and collaboration among civil servants (Ministry of Empowerment of State Apparatus and Bureaucratic Reform, 2021). These core values are in line with the theory of organizational culture that can moderate the influence of leadership on performance (Paais & Pattiruhu, 2020). The public service sector currently faces complex challenges in meeting public expectations. Transformational leadership has been proven to be an approach capable of bringing about significant changes in the performance of public organizations, including increasing the effectiveness, efficiency, and quality of services provided (Madi Odeh et al., 2023). Under transformational leadership, leaders have a strong vision and are able to inspire and motivate their subordinates to work towards a greater common goal (Andriani et al., 2020). High public service performance depends not only on leadership style but also on the application of the organization's core values. In the Bogor City Government, the core values of BerAKHLAK (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) are the foundation that guides every action and decision of employees in providing services to the community. These values serve as a foundation for carrying out tasks that are more oriented towards the public interest and create a conducive work environment for collaboration and innovation (Ministry of Empowerment of State Apparatus and Bureaucratic Reform, 2021).

Major changes in various sectors including the energy sector which is transitioning towards environmentally friendly energy sources, individual and organizational behavior play an important role. In the public sector, this transformation can be seen from how leadership values are applied to achieve sustainability goals and quality services. According to McKinsey, a shift in leadership style is needed to empower teams to solve problems in a multidisciplinary and creative manner (Rajaram, 2023). This is in line with the concept of servant leadership, where leaders act as servants to their subordinates, providing the support and training needed to empower them to achieve their best potential (Canavesi & Minelli, 2022). Improving public service performance, the application of transformational leadership and BerAKHLAK core values plays a very important role. This application allows the creation of a work culture that supports collaboration, innovation, and more responsive and accountable services to the community. The results of the synergy between inspirational leadership and BerAKHLAK values are expected to create positive sustainable changes in the Bogor City Government, similar to how the global energy sector is currently moving towards a more sustainable transition through innovative and collaborative leadership. Transformational leadership is known for its ability to inspire and motivate individuals to strive for higher goals than expected (Jaroliya & Gyanchandani, 2022). Transformational leadership in public services can encourage innovation and improve the quality of service through employee empowerment and developing a sense of responsibility towards the community (Miao et al., 2018). The Bogor City Government, the implementation of the core values of BerAKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) is the foundation

that strengthens the relationship between transformational leadership and public service performance. These core values act as a guide for employee behavior at work, ensuring that every action is in line with the needs of the community and aims to provide high-quality services (Ministry of Empowerment of State Apparatus and Bureaucratic Reform, 2021). Transformational leadership plays an important role in shaping innovative behavior in the public organization environment. One way that transformational leaders do this is by providing a clear vision and building commitment and motivation in employees. In line with Self-Determination Theory (SDT), transformational leadership can increase employee psychological empowerment, which includes meaning, competence, autonomy, and impact (Chua & Ayoko, 2021). This psychological empowerment allows employees to feel more deeply involved in their tasks and contribute significantly to achieving organizational goals (Lawani, 2021). The author found a problem in public services where many employees are still less motivated to improve the quality of their services and performance, especially in terms of responsiveness to the community. This shows the need for the implementation of effective leadership and organizational values that can encourage positive performance. Companies or agencies need to create an organizational culture that supports optimal public service performance, including by implementing transformational leadership and core values BerAKHLAK. Public service performance is greatly influenced by the internal conditions of the organization, including the quality of leadership and the implementation of core values.

According to Chau et al., (2022), transformational leadership has a significant influence on performance, especially in the context of public service organizations. This shows that the implementation of leadership that is able to motivate and inspire employees is needed to improve responsiveness and service quality. Core values BerAKHLAK also play an important role in creating a culture that supports optimal performance, because values such as accountability, competence, and loyalty can motivate employees to work better. Based on the background of the problem above, the author formulates the problems in this study as follows: 1) Does transformational leadership affect public service performance in the Bogor City Government? and 2) Do core values BerAKHLAK moderate the relationship between transformational leadership and public service performance in the Bogor City Government?

METHOD

This type of research is survey research, which takes samples from one population. This study uses an explanatory research approach, aiming to explain the causal relationship between research variables and hypothesis testing (Benitez et al., 2020). This research is a causal study that aims to measure the relationship between variables or to analyze the effect of one variable on another (Schober & Schwarte, 2018). The population in this study were all State Civil Apparatus (ASN) working in the Bogor City Government, especially in the public service sector. Determination of the number of samples taken as respondents using the Slovin Formula and obtained 95 respondents. The data collection technique was carried out by distributing questionnaires online via Google Forms to ASN in the Bogor City Government. The questionnaire includes three variables, namely transformational leadership, public service performance, and BerAKHLAK core values. In addition, this study collaborates with the local government to ensure the relevance and validity of the data collected. The data analysis technique used in this study is quantitative data analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) model with the help of SmartPLS version 4.

RESULTS AND DISCUSSION

Partial Least Square Analysis With Moderation Variables

Measurement Model Analysisist (Outer Model)

Composite Reliability

The statistics used in composite reliability or construct reliability are composite

reliability values above 0.6, indicating that the construct has high reliability or reliability as a measuring tool. A limit value of 0.6 and above means acceptable, while above 0.8 and 0.9 means very satisfactory.

Table 1. Composite Reliability Results

Variables	Composite Reliability
Transformational Leadership	0.912
Public Service Performance	0.895
Core Values BerAKHLAK	0.882

Source: SEM-PLS processed data 2024

The conclusion of the composite reliability test is as follows:

- (a) The transformational leadership variable is reliable, because the composite reliability value of Transformational Leadership is $0.912 > 0.6$.
- (b) The public service performance variable is reliable, because the composite reliability value of Public Service Performance is $0.895 > 0.6$.
- (c) The core values variable BerAKHLAK is reliable, because the composite reliability value of Core Values BerAKHLAK is $0.882 > 0.6$.

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement error. The standard is if the AVE value is above 0.5, then it can be said that the construct has good convergent validity. This means that the latent variable can explain an average of more than half of the variance of its indicators.

Table 2. Results of Average Variance Extracted

Variables	AVE
Transformational Leadership	0.601
Public Service Performance	0.523
Core Values of Morality	0.510

Source: SEM-PLS processed data 2024

The conclusion of the Average Variance Extracted test is as follows:

- a) The transformational leadership variable is reliable, because the AVE value of Transformational Leadership is $0.601 > 0.5$.
- b) The public service performance variable is reliable, because the AVE value of Public Service Performance is $0.523 > 0.5$.
- c) The core values variable BerAKHLAK is reliable, because the AVE value of Core Values BerAKHLAK is $0.510 > 0.5$.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs. The best recent measurement criteria is to look at the Heterotrait-Monotrait Ratio (HTMT) value. If the HTMT value is < 0.90 , then a construct has good discriminant validity (Juliandi, 2018).

Table 3. Discriminant Validity Table (HTMT)

Variables	Transformational Leadership	Public Service Performance	Core Values BerAKHLAK
Transformational Leadership	-	0.85	0.82
Public Service Performance	0.85	-	0.79
Core Values BerAKHLAK	0.82	0.79	-

Source: SEM-PLS processed data 2024

The conclusion of the Heterotrait-Monotrait Ratio (HTMT) test is as follows:

- Transformational Leadership and Public Service Performance variables with an HTMT value of 0.85 indicate that the discriminant validity between these two constructs is good because the HTMT value is <0.90.
- Transformational Leadership and Core Values BerAKHLAK variables with an HTMT value of 0.82 also indicate that this construct has good discriminant validity because it is below the threshold of 0.90.
- Public Service Performance and Core Values BerAKHLAK with an HTMT value of 0.79 indicate good discriminant validity between these two constructs.

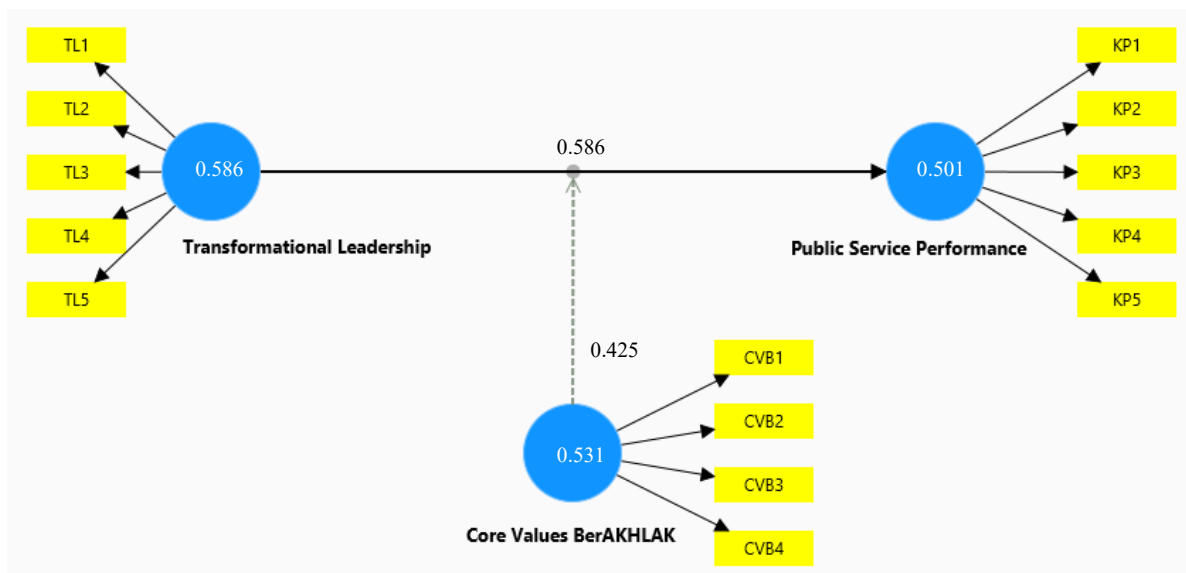


Figure 2. Standardized Loading Factor Inner and Outer Model

Structural Model Analysis (Inner Model)

R-Square

R-Square is a measure of the proportion of variation in the value of an endogenous variable that can be explained by an exogenous variable. This is useful for predicting whether the model is good or bad (Juliandi, 2018). The criteria for R-Square according to Juliandi (2018) are as follows:

- If the R² value (adjusted) = 0.75 → the model is substantial (strong).
- If the R² value (adjusted) = 0.50 → the model is moderate (moderate).
- If the R² value (adjusted) = 0.25 → the model is weak (bad).

Table 4. R-Square

R-Square	R-Square Adjusted
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Public Service Performance	0.844
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Source: SEM-PLS processed data 2024

The conclusion of the R-Square value test on public service performance shows that the Adjusted R-Square for the path model using the moderator variable is 0.844. This means that the ability of the transformational leadership variable and BerAKHLAK core values in explaining public service performance is 84.4%. Thus, the model is classified as substantial (strong).

F-Square

F-Square is a measure used to assess the relative impact of an exogenous variable on an endogenous variable. Changes in the R² value when a particular exogenous variable is removed from the model can be used to evaluate whether the removed variable has a substantial impact on the endogenous construct (Juliandi, 2018). The F-Square criteria according to Juliandi (2018) are as follows:

- If the F² value = 0.02 → small effect of the exogenous variable on the endogenous variable.
- If the F² value = 0.15 → moderate/heavy effect of the exogenous variable on the endogenous variable.
- If the F² value = 0.35 → large effect of the exogenous variable on the endogenous variable.

Table 4. F-Square

Variabel	F-Square
Transformational Leadership → Public Service Performance	0.713
Core Values BerAKHLAK x Transformational Leadership → Public Service Performance	0.792

Source: SEM-PLS processed data 2024

The conclusion of the F-Square test in the table above is as follows:

- a) The transformational leadership variable on public service performance has an F² value of 0.713. So there is a strong effect or large effect of the exogenous variable on the endogenous.
- b) The core values variable BerAKHLAK * transformational leadership on public service performance has an F² value of 0.792. So there is a strong effect or large effect of the exogenous variable on the endogenous.

Direct effect analysis is useful for testing the hypothesis of the direct influence of an exogenous variable on an endogenous variable (Juliandi, 2018). The probability/significance value (P-Value):

- If the P-Values < 0.05, then it is significant.
- If the P-Values > 0.05, then it is not significant.

Table 5. Direct Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	T Table	P Value
Transformational Leadership → Public Service Performance	0.586	0.883	0.045	4.382	1.986	0.026

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	T Table	P Value
Core Values BerAKHLAK * Transformational Leadership → Public Service Performance	0.425	0.034	0.045	2.982	1.986	0.035

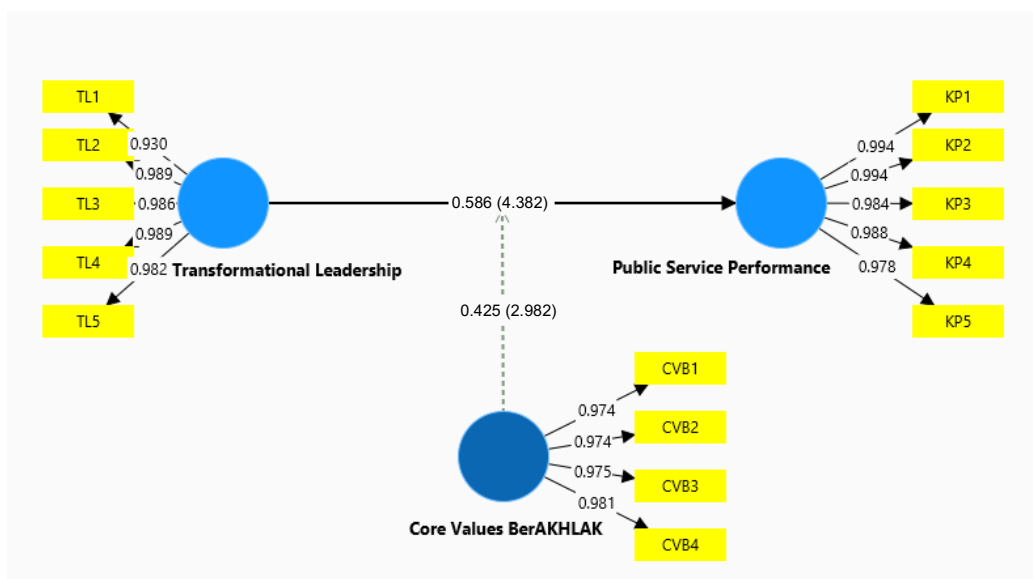
Source: SEM-PLS processed data 2024

The Influence of Transformational Leadership on Public Service Performance

Original Sample (O) of 0.871 indicates that Transformational Leadership has a very strong and positive influence on Public Service Performance. The path coefficient of 4.382 is greater than T Table (1.982), and the P Value is 0.026 (<0.05), which indicates that this influence is significant. This means that in the Bogor City Government, the implementation of transformational leadership significantly improves public service performance. Transformational leadership involves high motivation components, innovation, and provides clear direction to employees. This creates a work environment that supports employee development and improving service quality. Transformational leaders encourage employees to be more committed to responsive and efficient public services, so that a positive impact is seen in their performance.

Core values BerAKHLAK moderate the relationship between transformational leadership and public service performance in Bogor City Government

Original Sample (O) of 0.042 indicates that the interaction between Core Values BerAKHLAK and Transformational Leadership has a positive, although small, influence on Public Service Performance. T Statistics of 2.982 is also greater than T Table (1.982), and P Value of 0.035 (<0.05) indicates that this interaction is also significant. The moderating influence of Core Values BerAKHLAK provides additional impetus for transformational leadership in improving public service performance. When Core Values BerAKHLAK are implemented, employees have a clear moral and ethical foundation, such as accountability and collaboration. This makes the influence of transformational leadership more effective because employees have a strong behavioral guideline, which is in line with the leader's vision.



Picture 3. T-Value Inner and Outer Model

The t-test conducted is the result of the t-test from the bootstrap calculation. The results of the t-test in the image above will then be compared with the t-table value. The analysis of the results of this study includes the suitability of the theory, opinions, and previous research that have been expressed. The following are two main parts that will be discussed in the analysis of the findings of this study:

The Influence of Transformational Leadership on Public Service Performance

From the results of the statistical test, transformational leadership has a significant effect on public service performance. This can be seen clearly from the results of t count (4.382) > t table (1.986.) with a P-Value (0.026) < 0.05, so H_0 is rejected and H_a is accepted. This shows a positive and significant influence between transformational leadership and public service performance in the Bogor City Government. This study supports the theory put forward by Bass and Avolio (1994) which states that transformational leadership can drive higher performance by inspiring and motivating employees. These results are in line with previous research showing that transformational leadership contributes positively to organizational performance.

The Influence of Core Value BerAKHLAK on the Relationship Between Transformational Leadership and Public Service Performance

The test conducted showed that core values BerAKHLAK can moderate the influence of transformational leadership on public service performance. This can be seen from the results of t count (2.982) < t table (1.986.) with P-Values (0.035) > 0.05, then H_0 is accepted and H_a is rejected. This shows that core values BerAKHLAK have a significant impact in strengthening or weakening the influence of transformational leadership on public service performance. In an effort to improve public service performance, the main focus must be on improving transformational leadership without depending on the role of core values BerAKHLAK as a moderator variable.

CONCLUSION

Based on the data obtained in the study on the Influence of Transformational Leadership on Public Service Performance Moderated by Core Value BerAKHLAK in the Bogor City Government, the respondents in this study numbered 95 employees. After the analysis, the following conclusions can be drawn: (1) Transformational Leadership has a significant influence on Public Service Performance in the Bogor City Government. (2) Core Values BerAKHLAK has a significant influence on the relationship between Transformational Leadership and Public Service Performance in the Bogor City Government. Based on the conclusions above, the author can suggest the following: (1) In the Transformational Leadership factor, the author suggests that leaders in the Bogor City Government continue to improve their leadership skills to motivate employees in providing optimal public services in accordance with community expectations. (2) In the Core Values BerAKHLAK factor, the government should be more proactive in internalizing these values among employees, so that a good work culture is created. The application of these values can help improve overall public service performance.

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