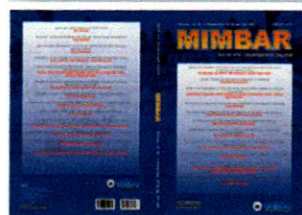


ARTIKEL SUBMIT



MIMBAR

Jurnal Sosial dan Pembangunan

ISSN 0215-8175
eISSN 2303-2499P2U
Pusat
Penerbitan
Universitas

HOME

ABOUT

USER HOME

CATEGORIES

SEARCH

CURRENT

ARCHIVES

ADDITIONAL MENU

Focus and Scope

Author Guidelines

Abstract & Indexing

Publication Ethics

Peer Reviewer

Editorial Policies

Plagiarism

Contact Us

RECOMENDED TOOLS

MENDELEY

ITHENTICATE

GRAMMARLY


**Template
English
Version**

KEYWORDS

Daya Beli Globalisasi IPM Indeks
Pembangunan Manusia (IPM) Islam Keadilan
Kemiskinan Komunikasi Manusia Matematika
Media Media Massa Pelayanan
Pembangunan Pemberdayaan
Masyarakat Pendidikan Perguruan Tinggi
Politik Sosial Sosial Terorisme

Visitors

	599,263		1,474
	42,649		1,445
	8,934		1,247
	1,922		1,046
	1,567		1,000

Vis today	210
Visits	348,130
Page today	433
Pages	752,914

Visitor since 2020 :

00525977

Home > User > Author > Submissions > #8809 > Summary

#8809 SUMMARY

SUMMARY REVIEW EDITING SUBMISSION

Authors	Ismet Sulila
Title	The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance
Original file	8809-32281-1-SM.DOC 2021-11-02
Supp. files	None
Submitter	Ismet Sulila
Date submitted	November 2, 2021 - 10:27 AM
Section	Articles
Editor	Deni Darmawan Toto Tohir
Author comments	ismet sulila
Abstract Views	155

STATUS

Status	Published Volume 38, No. 1, (June, 2022) [Accredited Sinta 2] No 10/E/KPT/2019]
Initiated	2022-06-27
Last modified	2022-08-10

SUBMISSION METADATA

Authors

Name	Ismet Sulila
Affiliation	Universitas Negeri Gorontalo
Country	—
Competing interests	—
CI POLICY	—
Bio Statement	—

Principal contact for editorial correspondence.

Title and Abstract

Title	The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance
Abstract	The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Indexing

Academic discipline and sub-disciplines	Social, humainora
Keywords	Leadership; Culture; Performance.
Type, method or approach	Ex Post Facto
Language	en

Supporting Agencies

Agencies	Universitas Negeri Gorontalo
----------	------------------------------

USER

You are logged in as...

sulila

- My Journals
- My Profile
- Log Out

MIMBAR Indexed by:



CURRENT ISSUE

WOM	1.0
R2S	2.0
R2S	1.0

NOTIFICATIONS

- View (10 new)
- Manage

INFORMATION

- For Readers
- For Authors
- For Librarians

ACCREDITATION

Nomor : 10/E/KPT/2019



EISSN dan ISSN

EISSN 2303-2499



9 772303 249905

ISSN 0215-8175

OPEN JOURNAL SYSTEMS

OpenAIRE Specific Metadata

ProjectID —

References

- References
- Antonakis, J., Avolio, B.J, dan Sivasubramaniam, N. 2003. Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly* 14. Amerika Serikat.
- Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press
- Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.
- Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resources: An Expimetal Approach*. Singapore: Mc. Graw – Hill book.co.
- Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja Grafindo Persada.
- Ekasari, Sunardi, 2017, Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta), *Jurnal Ilmiah Manajemen Bisnis*, Vol 17, Nomor 2, Juli – Desember
- Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGraw Hill
- Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey, *International Journal of Contemporary Hospitality Management*, 22(5): 693-717.
- Guritno, Bambang dan Waridin, 2005, Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja. *JRBI*. Vol 1. No 1. Hal: 63-74.
- Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.
- Lingga & Siregar : 2016, Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia 1 (Persero) Medan, *Jurnal Plans, Penelitian Ilmu Manajemen dan Bisnis*, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, The Relationship between Organizational Culture and Organizational Commitment, *Southern African Business Review*, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan, *International Journal of Business Studies*, 11(1): 25-44.
- Menon, Maria E, 2002, Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadershpy in Cyprus, *The International Journal Of Education Management*, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja*, Kencana, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.
- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV. Alfabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management 11th Edition*, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance, *Journal of Applied Business Research*, 25(6): 55-65.
- Samad, Sarminah, 2005, Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction, *The Business Review*, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. *Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung*. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang), *Jurnal Bisnis dan Ekonomi (JBE)*, Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). The Influence of the Transformasional Leader. *Journal of Leadership and Organizational Studies*, 10(4), 2004



MIMBAR : Jurnal Sosial dan Pembangunan is licensed under [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).

AUTHOR

Submissions

- [Active \(0\)](#)
- [Archive \(4\)](#)
- [New Submission](#)

FONT SIZE

Journal Help

Them Impact of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on Performance of State Civil Apparatus

ISMET SULILA

Program Study Ilmu Administrasi Publik, Fakultas Ilmu Sosial,
Universitas Negeri Gorontalo, Indonesia,
Correspondence author: ismet.sulila@ung.ac.id

ABSTRACT

The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Keywords: Leadership, Culture, Performance

Introduction

A good performance is the one that meets standard and supports the achievement of organizational goals. For the employee, such performance may bring progress for the organization to be able to survive in an unstable situation. Employee performance is impacted by several factors, including the workforce and those related to the organizational environment. Performance indicators that are highly influential in performance are 1) goal, 2) standard, 3) feedback, 4) tool or

means, 5) competency, 6) motive, and 7) opportunity (Wibowo, 2010). Performance appraisal is an activity measuring to determine whether an employee has succeeded or failed in carrying out the job by using work standard as a measure. The appraisal within State Civil Apparatus (hereinafter referred to as ASN) is known as Employee Work Objective (Government Regulation No. 46/2011 concerning Assessment of Civil Servant Work Performance). In addition, the use of Employee Work Objective includes

elements such as Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership.

Various efforts are taken to improve employee performance, including by implementing effective leadership (Lingga & Siregar: 2016). Leadership plays a paramount role as it moves and directs the organization (Ekasari: 2017). The quality of the leader is often considered the most predominant factor of organizational success or failure (Menon, 2002). Therefore, the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of the leader. Moreover, this pivotal role has attracted attention of researchers in the field of organizational behavior. Eventually, such as condition should have obliged every leader to pay attention to the role to foster, mobilize, and direct all potential employees in their environment to realize work achievements.

Leadership is defined as the ability to use influence and motivate individual to achieve organizational goals (Gibson et.al 2006) and the ability will determine the way in which employees reach certain work achievement. Bass (1985) explains that transformational leadership is a condition in which the followers of transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected. According to Robbins and Judge (2007, p. 387), transformational leadership is a leader who provides intellectual consideration and stimulation that is individualized and charismatic. The transformational leadership indicators can be measured through: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Antonakis, Avolio & Sivasubramaniam, 2003).

One of the external factors that impacts employee performance is organizational culture (Taurisa: 2012). Within government institution, the culture

in ASN, in conformity with the Decree of Minister of State Apparatus Empowerment Number 25/KEP/M.PAN/04/2002 on April 25, 2002, can be recognized in the form of values contained therein, institution or work system, and attitude, and behavior of human resource who carries it out.

The theoretical relationship of impact of bureaucratic transformational leadership and organizational culture in public sector is supported by several empirical studies which have also found that organizational culture, job satisfaction, and organizational commitment have a positive and significant impact on employee performance (for example, Yousef (2002); McKinnon et al. (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose et al. (2009); and Gunlu et al. (2010).

Gorontalo Province as a new region desperately needs performance achievements that are able to develop parallel to other regions that can be influenced through transformational leadership and public organizational culture. Based on the previous background, the following problem statements are formulated: 1) does the bureaucratic transformational leadership impact ASN performance in Gorontalo Province?, 2) does the organizational culture in public sector impact ASN performance in Gorontalo Province?, 3) do bureaucratic transformational leadership and organizational culture in public sector simultaneously impact ASN performance in Gorontalo Province?

Research Methodology

As reported by Sugiyono (2012), Ex Post Facto Research is a research conducted to examine event that has occurred and then trace back to find out the factor that can cause the incident. This research applies the same basic logic as experimental research, namely if x then y, however, the research contains no direct manipulation of the independent variable.

The data obtained will be more valid if the selected informant comes from the entire ASN in Gorontalo Province. This research employs a quantitative method. The population involved are all ASN in Gorontalo Province, whereas the samples are 57 ASN. In other words, the samples are all population number due to the population number is only a few. Data collection techniques use questionnaire, interview, and documentation. Meanwhile, the data analysis techniques include quantitative analysis, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation while the data analysis employs multiple regression. Hypothesis testing uses SPSS program.

Results and Discussion

1. Validity Test

This research owns two variables, which are X and Y, which are elaborated for bureaucratic transformational leadership (X_1), organizational culture in public sector (X_2), and performance of ASN (Y). The validity of questionnaire distributed to a number of respondent has been tested so that the test can be continued in the next one. The result of the validity test carried out on the question indicators of each research variable can be described as follows:

a. Result of Validity Test of Bureaucratic Transformational Leadership (X_1)

The result of testing for the validity of question indicator regarding Bureaucratic Transformational Leadership (X_1) through Pearson correlation coefficient can be noticed in the table as follows:

Table1. Results of Validity Test for Bureaucratic Transformational Leadership (X₁)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.527	Valid
2	0.256	0.527	Valid
3	0.256	0.403	Valid
4	0.256	0.408	Valid
5	0.256	0.342	Valid
6	0.256	0.359	Valid
7	0.256	0.590	Valid
8	0.256	0.342	Valid
9	0.256	0.590	Valid
10	0.256	0.722	Valid
11	0.256	0.607	Valid
12	0.256	0.656	Valid
13	0.256	0.389	Valid
14	0.256	0.656	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Bureaucratic Transformational Leadership (X₁) variable contained in the questionnaires are considered valid because r count > r table so that testing can be continued on reliability test.

b. Result of Validity Test of Organizational Culture in Public Sector (X₂)

The result of testing for the validity of question indicator regarding Organizational Culture in Public Sector (X₂) through Pearson correlation coefficient can be noticed in the table as follows:

Table2. Result of Validity Test of Organizational Culture in Public Sector (X₂)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.421	Valid
2	0.256	0.520	Valid
3	0.256	0.505	Valid
4	0.256	0.321	Valid
5	0.256	0.607	Valid
6	0.256	0.262	Valid

7	0.256	0.607	Valid
8	0.256	0.461	Valid
9	0.256	0.525	Valid
10	0.256	0.632	Valid
11	0.256	0.490	Valid
12	0.256	0.602	Valid
13	0.256	0.312	Valid
14	0.256	0.602	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Organizational Culture in Public Sector (X_2) variable contained in the questionnaire are considered valid because r count $>$ r table so that testing can be continued on reliability test.

c. Result of Validity Test of ASN Performance (Y)

The result of testing for the validity of question indicator regarding the performance of ASN (Y) through Pearson correlation coefficient can be noticed in the table as follows:

Table3.Result of Validity Test of ASN Performance (Y)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.316	Valid
2	0.256	0.648	Valid
3	0.256	0.345	Valid
4	0.256	0.349	Valid
5	0.256	0.362	Valid
6	0.256	0.333	Valid
7	0.256	0.844	Valid
8	0.256	0.347	Valid
9	0.256	0.402	Valid
10	0.256	0.775	Valid
11	0.256	0.863	Valid
12	0.256	0.568	Valid
13	0.256	0.863	Valid
14	0.256	0.595	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the performance of ASN (Y) variable contained in the questionnaires are considered valid because $r_{count} > r_{table}$ so that testing can be continued on reliability test.

Result of Reliability Test

The reliability test aims to regulate reliability of measuring instrument by giving a relatively same score to respondent, even though the respondent does it at different times. The reliability test is used to determine the consistency of the questionnaire.

Table4. Result of Reliability Test of Research Variables

Variable	Alpha	r Table	Information
Bureaucratic Transformational Leadership (X_1)	0.730	0.256	Reliable
Organizational Culture in Public Sector (X_2)	0.478	0.256	Reliable
Performance of ASN (Y)	0.807	0.256	Reliable

Source: Primary data processed in SPSS 21 in 2021

The result of reliability test indicates that all variables have $\alpha > r_{table}$, for more than 0.256, thus it can be stated that all the measuring concepts of each variable from the questionnaire are reliable so that further indicators on each variable are suitable for use as a measuring tool.

Classical Assumption Test

Multiple linear regression requires a strict test of requirement. The model is considered good if it meets the BLUE (Best Linear Unbiased Estimator) criteria. The BLUE criteria can be achieved if it meets the classical assumption test. After multiple linear regression equation is formed, it is necessary to do some classical assumption tests (ordinary least square assumption test), namely normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

1. Normality Test

The normality test is employed to test the data for independent variable (X) and dependent variable (Y) in the generated regression equation, whether the

data is normally distributed or not. If the distribution of data is normal, then data analysis and hypothesis testing use parametric statistics. Meanwhile, if a significant value is generated by 0.05, the data distribution is normal. Conversely, if the resulting significant value < 0.05 , the data are not normally distributed. In this data output, it can be noticed that the result of normality test denotes a significant level greater than α ($\alpha = 0.05$), namely $0.407 > 0.05$, which means that the distribution data is normal.

2. Multicollinearity Test

The multicollinearity test is used to measure the level of association (closeness) of relationship/ influence among the independent variables through correlation coefficient (r). Multicollinearity occurs when the correlation coefficient among independent variables is greater than 0.60. Contrarily, it is said that there is no multicollinearity if the correlation coefficient among the independent variables is less than or equal to 0.60 ($r < 0.60$). In light of the amount of correlation coefficient among the independent variables, it is noticeable that the correlation coefficient among the

independent variables is $0.937 > 0.60$, so it can be summed up that the multicollinearity occurs among the independent variables (transformational leadership and organizational culture). The use of tolerance (a) and variance inflation factor (VIF) reveals that if $\alpha/\text{tolerance} = 10\%$ or 0.10 then $VIF = 10$. In the meantime, the result of VIF count of the two variables $= 8.163 < VIF = 10$ and all tolerance for the independent variables is $0.122 = 12, 2\%$ or above 10% . Thus, in brief, multicollinearity does not occur among the independent variables (transformational leadership and organizational culture).

3. Heteroscedasticity Test

A good regression equation if there is no heteroscedasticity. Based on the result of the scatterplot image output, it is discovered that the point spreads below and above the Y axis, and does not have a regular pattern. To sum up, the independent variable above does not occur heteroscedasticity or is homoscedasticity.

4. Autocorrelation Test

Positive Autocorrelation Detection: If $dw < dL$, then there is positive autocorrelation, if $dw > dU$ then there is no positive autocorrelation, if $dL < dw < dU$ then the test is inconclusive. **Negative Autocorrelation Detection:** If $(4 - dw) < dL$ then there is negative autocorrelation, If $(4 - dw) > dU$ then there is no negative autocorrelation, if $dL < (4 - dw) < dU$ then the test is inconclusive. Based on the tests that have been carried out, Durbin-Watson test value is 0.558 . Then these values are compared with dL and dU . The dL value is the lower durbin-watson statistical value, while the dU is the upper durbin-watson statistical value. The values of dL and dU can be observed from the durbin-watson calculation with $\alpha = 5\%$, n = number of data, and K = number of independent variable. Then it is found that the value of $dL = 1,500$ and the value of $dU = 1.645$, $K = 2$ and $n = 57$. Thus, after calculating and

comparing it with the Durbin-Watson table, that the Durbin-Watson value is 0.558 , then $dw < dL$, which is $0.558 < 1,500$. So it is concluded that there is a positive autocorrelation and $4 - dw$ ($4 - 0.558$) $> dU$, namely $3.442 > 1.645$. Therefore, it can be concluded that there is no negative autocorrelation.

The following step is testing the hypothesis whose results are delineated below.

Result of Partial Test (t)

This test is used to determine whether, in the regression model, the independent variables (Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2) partially have a significant impact on the dependent variable (Performance of ASN (Y)).

The test steps are as follows:

a. Regression Coefficient Test of Bureaucratic Transformational Leadership

Determining t count: Based on the SPSS output, t value is 0.039 . The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degree of freedom (df) $n - k - 1$ or $57 - 2 - 1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance $= 0.025$) for t table is 2.005 . **Testing Criteria:** If $t\text{-count} > t\text{-table}$, then H_0 is rejected, and H_1 is accepted. If $t\text{-count} < t\text{-table}$, then H_0 is accepted, and H_1 is rejected. Testing is done by comparing t-count value and t-table value. Value t-count (4.661) $> t\text{-table}$ (-2.005) so that H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact between Bureaucratic Transformational Leadership on Performance of ASN. Thus, in reference to the analysis, it can be concluded that partially, the Bureaucratic Transformational Leader impacts the

Performance of ASN in Gorontalo Province administration.

b. Regression Coefficient Test of Organizational Culture in Public Sector

Based on the above SPSS output, t value is 4,910. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t -table is 2.005. Testing Criteria: If t -count $>$ t -table, then H_0 is rejected, and H_1 is accepted. If t -count $<$ t -table, then H_0 is accepted, and H_1 is rejected. Testing Method: the testing is done by comparing t -count value and t -table value. Value t -count (4,910) $>$ t -table (2.005) then H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact of organizational culture in public sector on the performance of ASN. Thus, in reference to the analysis, it is concluded that partially, the organizational culture in public sector impacts the Performance of ASN in Gorontalo Province administration.

Result of Simultaneous Test (f)

This test is used to determine whether the independent variables (bureaucratic transformational leadership (X_1) and organizational culture in public sector (X_2)) simultaneously possess a significant impact on the dependent variable (performance of ASN (Y)). The equation for multiple linear regression is as follows: $y = a + b_1x_1 + b_2x_2 + e$. In the meantime, the result of SPSS program from coefficients value, the multiple regression equation is obtained as follows: $y = 67,806 + 1,788 + 1,979x_2 + 8,865$. Based on the equation model, it can be delineated as follows: a) the correlation coefficient R of 0.556 indicates that the degree of correlation among the dependent variable is 55.6%. This means that the

Bureaucratic Transformational Leadership and Organizational Culture in Public Sector have a moderate correlation with the Performance of ASN by 55.6%, b) the coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables consisting of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of ASN. Meanwhile, 69.1% of the performance of ASN is impacted by other variables outside of this research, including work motivation, regional performance allowance, achievement motivation, and work environment, c) regression coefficient (B): 1) the constant number of the Unstandardized Coefficient in this research is 67,806 which signifies that if there is no added value to the Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2) variables, the performance of ASN (Y) variable is 67,806, 2) the Bureaucratic Transformational Leadership (X_1) variable has a significant impact on the dependent variable or performance of ASN (Y) with a positive coefficient of 17.9. This value indicates that every 1% increase to organizational culture, the performance of ASN is 17.9 or 17.9%, 3) the Organizational Culture in Public Sector (X_2) has a significant impact on the dependent variable or the performance of ASN (Y) with a positive coefficient of 19.8. This value indicates that every 1% increase in work motivation, the performance of ASN increases by 19.8 or 19.8%, and 4) the error term value is $100\% - 88.65\% = 11.35\%$ or 1.135 shows the impact of other variables outside the model which also impact the main variable or the performance of ASN.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN.

Defining Performance

Performance is a description of achievement achieved by an organization in its operational activity, including in aspects of financial, marketing, fundraising and channeling fund, technology, and human resources (Jumingan, 2006). In addition, performance also means the appearance of personnel's work in both quantity and quality in an organization. Some definitions of performance according to experts are as follows: a) Bastian (2006) states that performance is a depiction of achievement of program implementation, policy in realizing the objective, goal, vision, and mission of an organization, b) Palan (2007) explains that competence is a skill and empowerment which refers to the state or quality of being capable and appropriate. Furthermore, Palan delineates that competence in the workplace refers to the understanding of a person's suitability with his/her job, c) Wibowo (2013) utters that performance is the result of work that contains a strong relationship with organizational strategic goal, customer satisfaction, and contributes to the economy, d) Mangkunegara (2007:65) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out task in accordance with the assigned responsibility.

In reference to the earlier experts' opinion, it is concluded that performance is the level of achievement for the implementation of various work program and tasks in quality, quantity, efficiency, and effectiveness in realizing the goal, objective, vision, and mission of organization as stated in the organization's strategic plan.

Performance Indicator

Pasolong (2013) explains that performance indicator is a qualitative or quantitative measure that describes the level of achievement of the predetermined goal or objective by considering indicators

of input, output, outcome, benefit, and impact.

According to Wibowo (2010), there are 7 (seven) performance indicators, namely: 1) objective that signifies which direction the performance should be carried out, 2) standard that is a measure of whether the desired goal can be achieved, 3) feedback that is an input used for measuring the progress of performance, performance standard, and achievement of goal, 4) tool or means that are supporting factor for achieving goal, 5) competence that is an ability of a person to carry out the work assigned to him/her properly, 6) motive that is reason or trigger for someone to do something, in which absence of motive to achieve goals will hamper the performance, and 7) opportunity where worker needs to get the opportunity to show their performance. In the meantime, Dharma (2003) states that performance indicators include: 1) quantity of work, 2) quality of work, and 3) timeliness. According to Bernadin and Russel (2013), indicators used to measure performance are: 1) quality, 2) quantity, 3) time, 4) cost-effectiveness, 5) need for supervision, and 6) interpersonal impact.

Transformational Leadership

Bass (1985) defines transformational leadership as a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. Meanwhile, Robbins and Judge (2007) express that transformational leadership refers to a leader who provides consideration and intellectual stimulation that is individualized and has charisma. A transformational leader has a certain behavioral component, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting follower emotion, and making people see a thing beyond their own interest to achieve the impossible.

Indicator of Bureaucratic Transformational Leadership

Tucker and Lewis (2004: 78) define transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the organization's vision and mission, which is the basis for building trust in leader. According to Antois, Avolio & Sivasubramaniam (2003), bureaucratic transformational leadership can be observed from: 1) idealized influence, 2) inspiration motivation, 3) intellectual stimulation, and 4) individualized consideration.

In reference to the results of hypothesis test, it can be noticed that the bureaucratic transformational leadership partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. Then, based on the earlier findings, it is arguable that in an organization, leadership is the most important element for it has the ability to influence and move other humans to work to achieve goal.

The impact of leadership, as explained by Bass (1985), is a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what initially expected. The leader transforms and motivates followers by making them more aware of the importance of result of job, encouraging them to place more importance on the organization or team than their own interest, and activating their higher need.

In addition, Robbins and Judge (2007, p. 387) explain that transformational leadership will be able to provide consideration and intellectual stimulation that is individualized and has charisma. Transformational leader has several components of a certain behavior, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting

followers' emotions, and making people see things beyond their own interest to achieve the impossible.

The Impact of Organizational Culture in Public Sector on the Performance of ASN

Nawawi (2013) states that culture is a system of sharing values and belief that interact with people in an organization, organizational structure, and control system that produce behavioral norm. The term *organisasi*, according to Ndaha (2003), derives from the English word organization (Latin, *organizare*, which means forming a determination from parts that are related to one another). So the organization can be viewed as an organizing product. Organization can be stated to be related to social aspect due to human being as the subject and object who is bound by certain values. Value is the essence of morality of the will to fulfill human obligation, both in formal and informal organization (Nawawi, 2013). In reference to the opinions about organizational culture, the researcher can conclude that organizational culture in public sector is shared beliefs and values expressed in the form of norms or guidelines for organization member in behaving and doing activity in government organizations, particularly in relation to public service.

Indicator of Organizational Culture in Public Sector

The following are indicators of organizational culture expressed by Robbins & Coulter (2009): 1) innovation and risk taking which refers to the extent to which employees are encouraged to be innovative and dare to take risk, 2) attention to detail which refers to the extent to which employees are expected to show precision (accuracy), analysis and attention to detail, 3) result orientation which refers to the extent to which management focuses on result rather than on the technique and process employed to

achieve the result, 4) people orientation which refers to the extent to which management decision takes into account impact of the result on people in the organization, 5) team orientation which refers to the extent to which work activities are organized based on a team, 6) aggressiveness which refers to the extent to which people in the organization are aggressive and competitive, and 7) stability which refers to organizational activities that are emphasized to maintain the status quo to continue to grow and develop. In consonance with Robins (2006), organizational culture measurement can be observed through the following indicators: 1) individual initiative, which means to what extent the organization gives freedom to each employee in expressing opinion or idea in carrying out their duty and function, 2) direction which means to what extent the organizational leadership can create an obvious desired goal and expectation, 3) integration which means to what extent the organization can encourage organizational units to work in a coordinated manner, 4) control which means leadership supervision on employee using established rules for a smooth organizational task, 5) reward system which means to what extent the allocation of reward, promotion and so on are based on employee performance instead of seniority, and 6) consumption pattern which means to what extent the communication in an organization that is limited by a formal hierarchy of authority can work well.

In reference to the result of hypothesis testing, it can be noticed that the organizational culture in public sector partially has a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The result of previous hypothesis test is in line with the research conducted by Sukaryanti (2016) in a thesis entitled *The Impact of Organizational Culture, Organizational Commitment, and Motivation on Employee Performance*. Based on the

earlier findings, it is arguable that a good organization must be able to create a good and correct organizational culture so that it is worthwhile for employee to carry out duty or work. It can be concluded that the organizational culture in public sector will have a significant and positive impact on the performance of ASN.

The Impact of Transformational Leadership and Organizational Culture on the Performance of ASN

In reference to the result of hypothesis testing, it can be noticed that the transformational leadership and organizational culture, simultaneously, have a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The earlier finding is sustained in the theory of Bastian (2006), which states that performance result is a description of the achievement of leadership in realizing the goal, objective, vision, and mission of an organization. In addition, Palan (2007) also explains that leadership competence is a skill and empowerment, which refers to the condition or quality of being capable and appropriate. Besides, the important role of organizational culture in public sector is very influential in realizing maximum performance. Performance must be assessed and evaluated. Evaluation also serves the purpose of providing feedback to employees about how the organization views their performance. Furthermore, performance appraisal is used as the basis for the allocation of reward (Guritno and Waridin, 2015). The important role of bureaucratic transformational leadership and organizational culture in public sector has been proven by the research finding and is also supported by relevant theories expressed by several experts. Based on the description above, the implication in this research can be described as follows: 1) if transformational leadership gets better, the organization will run well in accordance with the expectation of Gorontalo Province administration, 2) if the organizational

culture gets better and following the standard operating procedure (SOP), the performance of ASN will be better, and the organizational goal in Gorontalo Province administration will be achieved, 3) if transformational leadership and organizational culture can be optimized according to organizational goal and existing provision, the goal, vision and mission of every public organization will be achieved.

Conclusion

Based on the research finding and discussion, it is concluded that: 1) partially, the bureaucratic transformational leadership has a positive impact on the performance of ASN with a regression coefficient value of 17.9%, 2) partially, the organizational culture in public sector has a positive impact on the performance of ASN with a regression coefficient value of 19.8%, and 3) simultaneously, the transformational leadership and organizational culture have a positive and significant impact on the performance of ASN with a correlation coefficient R of 55.6%. The coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables comprising transformational leadership and organizational culture on the performance of ASN. In the meantime, 69.1% of the performance of ASN is impacted by other variables outside of this research.

References

- Antonakis, J., Avolio, B.J, dan Sivasubramaniam, N. 2003. *Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire*. The Leadership Quarterly 14. Amerika Serikat.
- Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press
- Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.
- Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resources: An Expimetal Approach*. Singapore: Mc. Graw – Hill book.co.
- Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja GranfindoPersada.
- Ekasari, Sunardi, 2017, *Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta)*, Jurnal Ilmiah Manajemen Bisnis, Vol 17, Nomor 2, Juli – Desember
- Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGrow Hill
- Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, *Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey*, International Journal of Contemporary Hospitality Management, 22(5): 693-717.
- Guritno, Bambang dan Waridin, 2005, *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja*. JRBI. Vol 1. No 1. Hal: 63-74.
- Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.
- Lingga & Siregar : 2016, *Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia 1 (Persero) Medan*, Jurnal

- Plans, Penelitian Ilmu Manajemen dan Bisnis, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, *The Relationship between Organizational Culture and Organizational Commitment*, Southern African Business Review, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, *Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan*, International Journal of Business Studies, 11(1): 25-44.
- Menon, Maria E, 2002, *Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadership in Cyprus*, The International Journal Of Education Management, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja*, Kencana, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.
- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV.Alfabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management 11th Edition*, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, *The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance*, Journal of Applied Business Research, 25(6): 55-65.
- Samad, Sarminah, 2005, *Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction*, The Business Review, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. Bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. *Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung*. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, *Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang)*, Jurnal Bisnis dan Ekonomi (JBE), Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). *The Influence of the Transformasional Leader*. Journal of Leadership and Organizational Studies, 10(4), 2004

CATATAN/KOREKSI ARTIKEL



Ismet S <ismet.sulila@gmail.com>

REVISION REQUIRED

1 pesan

Mimbar Unisba <mimbarunisba@gmail.com>
Kepada: Ismet Sulila <ismet.sulila@gmail.com>

2 April 2022 13.56

Salam Selamat Siang,

Kepada Ismet Sulila penulis pertama Jurnal Redaksi MIMBAR dengan ID 8809, dimohon segera mengirimkan revisi artikel pada OJS MIMBAR. Kemudian selalu cek OJS MIMBAR secara berkala karena revisi dari reviewer dikirimkan langsung via OJS MIMBAR, berikut terlampir revisi artikel Saudara. Terima kasih

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
[Jl. Tamansari No.20 Bandung 40116](#)
Telp. 022-4203368 ext.155 / 0895344820373(WA)

 **8809-hasil reviewer 1 untuk penulis.docx**
58K

Naskah memerlukan perbaikan sebagai berikut:

- 1. Artikel harus hasil penelitian dan isi artikel terdiri dari 5.000 – 5.500 kata**
- 2. Judul Harus ditulis dua bahasa (Indonesia dan Inggris)**
- 3. Judul harus tidak lebih dari 11 kata**
- 4. Juduk harus tidak ada kata klise (studi tentatif, kajian tentang, dsb.)**
- 5. Nama lengkap harus tanpa gelar, Alamat afiliasi / institusi, Alamat email penulis**
- 6. Abstrak harus berbahasa Inggris dan Indonesia, harus ada tujuan, metode, dan hasil penelitian. Panjang harus 110 -150 kata**
- 7. Kata kunci harus menggunakan Bahasa Inggris dan Indonesia**
- 8. Kata kunci harus dibahas dalam teks, Sesuai dengan variabel/ konsep utama, Berjumlah 3-5.**

Track Changes tidak boleh di nonaktifkan. Masukan naskah yang sudah diperbaiki pada sistem OJS Mimbar paling lambat tanggal 1 April 2022

The Impact of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on Performance of State Civil Apparatus

8809

ABSTRACT

The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Keywords: Leadership, Culture, Performance

Introduction

A good performance is the one that meets standard and supports the achievement of organizational goals. For the employee, such performance may bring progress for the organization to be able to survive in an unstable situation.

Employee performance is impacted by several factors, including the workforce and those related to the organizational environment. Performance indicators that are highly influential in performance are 1) goal, 2) standard, 3) feedback, 4) tool or means, 5) competency, 6) motive, and 7) opportunity (Wibowo, 2010). Performance

appraisal is an activity measuring to determine whether an employee has succeeded or failed in carrying out the job by using work standard as a measure. The appraisal within State Civil Apparatus (hereinafter referred to as ASN) is known as Employee Work Objective (Government Regulation No. 46/2011 concerning Assessment of Civil Servant Work Performance). In addition, the use of Employee Work Objective includes elements such as Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership.

Various efforts are taken to improve employee performance, including by implementing effective leadership (Lingga & Siregar: 2016). Leadership plays a paramount role as it moves and directs the organization (Ekasari: 2017). The quality of the leader is often considered the most predominant factor of organizational success or failure (Menon, 2002). Therefore, the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of the leader. Moreover, this pivotal role has attracted attention of researchers in the field of organizational behavior. Eventually, such a condition should have obliged every leader to pay attention to the role to foster, mobilize, and direct all potential employees in their environment to realize work achievements.

The leader needs to carry out serious coaching for employees to improve performance and engender high job satisfaction. When a leader shows good leadership, employees will have the opportunity to learn the right behavior to deal with their work. Likewise, with the public bureaucracy, the leader plays a very strategic role as the success or failure of it in carrying out its duties is largely determined by the quality of its leadership since the leader dominates all work-related activities.

Leadership is defined as the ability to use influence and motivate individual to achieve organizational goals (Gibson et.al

2006) and the ability will determine the way in which employees reach certain work achievement. Bass (1985) explains that transformational leadership is a condition in which the followers of transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected. According to Robbins and Judge (2007, p. 387), transformational leadership is a leader who provides intellectual consideration and stimulation that is individualized and charismatic. The transformational leadership indicators can be measured through: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Antonakis, Avolio & Sivasubramaniam, 2003).

One of the external factors that impacts employee performance is organizational culture (Taurisa: 2012). Within government institution, the culture in ASN, in conformity with the Decree of Minister of State Apparatus Empowerment Number 25/KEP/M.PAN/04/2002 on April 25, 2002, can be recognized in the form of values contained therein, institution or work system, and attitude, and behavior of human resource who carries it out. So that the work culture of ASN in the decree is defined as the attitude and behavior of individual and group of ASN which are motivated by values that are believed to be true and have become the nature and habit of carrying out their daily task and work. It is hoped that the work culture of ASN will be beneficial for them through being provided opportunities for role, achievement, and self-actualization and work unit through opportunity to improve the quality of collective performance.

The organizational culture in public sector can impact professionalism of ASN's work, since it creates interaction between ASN and pattern of behavior for ASN to perform their best skill to take advantage of the opportunities provided by their organization. Common values in the

organization make ASN feel comfortable at work, have commitment and loyalty and make them strive to improve professionalism at work and maintain a competitive advantage. The organizational culture in public sector is an important and effective strategy for organization in encouraging the professionalism of ASN's work.

The theoretical relationship of impact of bureaucratic transformational leadership and organizational culture in public sector is supported by several empirical studies which have also found that organizational culture, job satisfaction, and organizational commitment have a positive and significant impact on employee performance (for example, Yousef (2002); McKinnon et al. (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose et al. (2009); and Gunlu et al. (2010).

Based on the previous background, the following problem statements are formulated: 1) does the bureaucratic transformational leadership impact ASN performance in Gorontalo Province?, 2) does the organizational culture in public sector impact ASN performance in Gorontalo Province?, 3) do bureaucratic transformational leadership and organizational culture in public sector simultaneously impact ASN performance in Gorontalo Province?

Research Methodology

As reported by Sugiyono (2012), Ex Post Facto Research is a research conducted to examine event that has occurred and then trace back to find out the factor that can cause the incident. This research applies the same basic logic as experimental research, namely if x then y, however, the researcher contains no direct manipulation of the independent variable. The data obtained will be more valid if the selected informant comes from the entire ASN in Gorontalo Province. This research employs a quantitative method. The

population involved are all ASN in Gorontalo Province, whereas the samples are 57 ASN. In other words, the samples are all population number due to the population number is only a few. Data collection techniques use questionnaire, interview, and documentation. Meanwhile, the data analysis techniques include quantitative analysis, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation while the data analysis employs multiple regression. Hypothesis testing uses SPSS program.

Results and Discussion

1. Validity Test

This research owns two variables, which are X and Y, and it is elaborated for bureaucratic transformational leadership (X_1), organizational culture in public sector (X_2), and performance of ASN (Y). The validity of questionnaire distributed to a number of respondent has been tested so that the test can be continued in the next one. The result of the validity test carried out on the question indicators of each research variable can be described as follows:

a. Result of Validity Test of Bureaucratic Transformational Leadership (X_1)

The result of testing for the validity of question indicator regarding Bureaucratic Transformational Leadership (X_1) through Pearson correlation coefficient can be noticed in the table as follows:

3	0.256	0.403	Valid
4	0.256	0.408	Valid
5	0.256	0.342	Valid
6	0.256	0.359	Valid
7	0.256	0.590	Valid
8	0.256	0.342	Valid
9	0.256	0.590	Valid
10	0.256	0.722	Valid
11	0.256	0.607	Valid
12	0.256	0.656	Valid
13	0.256	0.389	Valid
14	0.256	0.656	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Bureaucratic Transformational Leadership (X_1) variable contained in the questionnaires are considered valid because $r_{count} > r_{table}$ so that testing can be continued on reliability test.

b. Result of Validity Test of Organizational Culture in Public Sector (X_2)

The result of testing for the validity of question indicator regarding Organizational Culture in Public Sector (X_2) through Pearson correlation coefficient can be noticed in the table as follows:

Table2. Result of Validity Test of Organizational Culture in Public Sector (X_2)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.421	Valid
2	0.256	0.520	Valid
3	0.256	0.505	Valid
4	0.256	0.321	Valid
5	0.256	0.607	Valid
6	0.256	0.262	Valid
7	0.256	0.607	Valid
8	0.256	0.461	Valid
9	0.256	0.525	Valid
10	0.256	0.632	Valid
11	0.256	0.490	Valid
12	0.256	0.602	Valid
13	0.256	0.312	Valid
14	0.256	0.602	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Organizational Culture in Public Sector (X_2) variable contained in the questionnaire are considered valid because $r_{count} > r_{table}$ so that testing can be continued on reliability test.

c.Result of Validity Test of ASN Performance (Y)

The result of testing for the validity of question indicator regarding the performance of ASN (Y) through Pearson correlation coefficient can be noticed in the table as follows:

Tabel3.Result of Validity Test of ASN Performance (Y)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.316	Valid
2	0.256	0.648	Valid
3	0.256	0.345	Valid
4	0.256	0.349	Valid
5	0.256	0.362	Valid
6	0.256	0.333	Valid
7	0.256	0.844	Valid
8	0.256	0.347	Valid
9	0.256	0.402	Valid
10	0.256	0.775	Valid
11	0.256	0.863	Valid
12	0.256	0.568	Valid
13	0.256	0.863	Valid
14	0.256	0.595	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the performance of ASN (Y) variable contained in the questionnaires are considered valid because r count > r table so that testing can be continued on reliability test.

Result of Reliability Test

The reliability test aims to regulate reliability of measuring instrument by giving a relative same score to respondent, even though the respondent does it at different times. The reliability test is used to determine the consistency of the questionnaire.

Table4. Result of Reliability Test of Research Variables

Variable	Alpha	r Table	Information
Bureaucratic Transformational Leadership (X ₁)	0.730	0.256	Reliable
Organizational Culture in Public Sector (X ₂)	0.478	0.256	Reliable
Performance of ASN (Y)	0.807	0.256	Reliable

Source: Primary data processed in SPSS 21 in 2021

The result of reliability test indicates that all variables have alpha > r table, for more than 0.256, thus it can be stated that all the measuring concepts of each variable from the questionnaire are reliable so that further indicators on each variable are suitable for use as a measuring tool.

Classical Assumption Test

Multiple linear regression requires a strict test of requirement. The model is considered good if it meets the BLUE (Best Linear Unbiased Estimator) criteria. The BLUE criteria can be

achieved if it meets the classical assumption test. After multiple linear regression equation is formed, it is necessary to do some classical assumption tests (ordinary least square assumption test), namely normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

1. Normality Test

The normality test is employed to test the data for independent variable (X) and dependent variable (Y) in the generated regression equation, whether the data is normally distributed or not. If the

distribution of data is normal, then data analysis and hypothesis testing use parametric statistics. Meanwhile, if a significant value is generated by 0.05, the data distribution is normal. Conversely, if the resulting significant value < 0.05 , the data are not normally distributed. In this data output, it can be noticed that the result of normality test denotes a significant level greater than α ($\alpha = 0.05$), namely $0.407 > 0.05$, which means that the distribution data is normal.

2. Multicollinearity Test

The multicollinearity test is used to measure the level of association (closeness) of relationship/ influence among the independent variables through correlation coefficient (r). Multicollinearity occurs when the correlation coefficient among independent variables is greater than 0.60. Contrarily, it is said that there is no multicollinearity if the correlation coefficient among the independent variables is less than or equal to 0.60 ($r < 0.60$). In light of the amount of correlation coefficient among the independent variables, it is noticeable that the correlation coefficient among the independent variables is $0.937 > 0.60$, so it can be summed up that the multicollinearity occurs among the independent variables (transformational leadership and organizational culture). The use of tolerance (a) and variance inflation factor (VIF) reveals that if $\alpha/\text{tolerance} = 10\%$ or 0.10 then $VIF = 10$. In the meantime, the result of VIF count of the two variables $= 8.163 < VIF = 10$ and all tolerance for the independent variables is $0.122 = 12, 2\%$ or above 10% . Thus, in brief, multicollinearity does not occur among the independent variables (transformational leadership and organizational culture).

3. Heteroscedasticity Test

In the multiple regression equation, it is necessary to test whether or not variance of residual from one observation

is equal to another. If the residual possesses the same variance, it is called homoscedasticity and if the variance is not the same, it is called heteroscedasticity. The regression equation is good if there is no heteroscedasticity. The heteroscedasticity test analysis of SPSS output result through a scatterplot graph between Z prediction (ZPRED) for the independent variable (X = Y axis prediction result) and its residual value (SRESID) is the dependent variable (Y axis = Y prediction - Y real). Homoscedasticity occurs if the point resulting from data processing between ZPRED and SRESID spreads below or above the origin point (number 0) on the Y axis and does not have a specific pattern. Based on the result of the scatterplot image output, it is discovered that the point spreads below and above the Y axis, and does not have a regular pattern. To sum up, the independent variable above does not occur heteroscedasticity or is homoscedasticity.

4. Autocorrelation Test

Positive Autocorrelation Detection: If $dw < dL$, then there is positive autocorrelation, if $dw > dU$ then there is no positive autocorrelation, if $dL < dw < dU$ then the test is inconclusive. Negative Autocorrelation Detection: If $(4 - dw) < dL$ then there is negative autocorrelation, If $(4 - dw) > dU$ then there is no negative autocorrelation, if $dL < (4 - dw) < dU$ then the test is inconclusive. Based on the tests that have been carried out, Durbin-Watson test value is 0.558. Then these values are compared with dL and dU . The dL value is the lower durbin-watson statistical value, while the dU is the upper durbin-watson statistical value. The values of dL and dU can be observed from the durbin-watson calculation with $\alpha = 5\%$, n = number of data, and K = number of independent variable. Then it is found that the value of $dL = 1,500$ and the value of $dU = 1.645$, $K = 2$ and $n = 57$. Thus, after calculating and comparing it with the Durbin-Watson

table, that the Durbin-Watson value is 0.558, then $dw < dL$, which is $0.558 < 1.500$. So it is concluded that there is a positive autocorrelation and $4-dw$ ($4 - 0.558$) $> dU$, namely $3.442 > 1.645$. Therefore, it can be concluded that there is no negative autocorrelation.

The following step is testing the hypothesis whose results are delineated below.

Result of Partial Test (t)

This test is used to determine whether, in the regression model, the independent variables (Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2)) partially have a significant impact on the dependent variable (Performance of ASN (Y)).

The test steps are as follows:

a. Regression Coefficient Test of Bureaucratic Transformational Leadership

Determining Hypothesis: $H_0: \beta_1 \leq 0$, meaning that X_1 has no positive impact on Y . Partially, there is no significant impact between Bureaucratic Transformational Leadership and performance of ASN. Then, $H_1: \beta_1 > 0$, meaning that X_1 has a positive impact on Y . Partially, there is a significant impact of Bureaucratic Transformational Leadership on the performance of ASN. Determining Significance Level: the minimum tolerance limit for the level of confidence in this research is 95%, and for disbelief, $\alpha = 5\%$ or 0.05. Degree of freedom " df " = $n - k - 1$. Then " df " = $57 - 2 - 1 = 54$. Determining t count: Based on the SPSS output, t value is 0.039. The t distribution table is sought at $\alpha = 5\%: 2 = 2.5\%$ (2-tailed test) with degree of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t table is 2.005. Testing Criteria: If -t count $> -t$ table, then H_0 is rejected, and H_1 is

accepted. If -t count $< -t$ table, then H_0 is accepted, and H_1 is rejected. Testing is done by comparing -t count value and -t table value. Value -t count (4.661) $> -t$ table (-2.005) so that H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact between Bureaucratic Transformational Leadership on Performance of ASN. Thus, in reference to the analysis, it can be concluded that partially, the Bureaucratic Transformational Leader impacts the Performance of ASN in Gorontalo Province administration.

b. Regression Coefficient Test of Organizational Culture in Public Sector

Determining Hypothesis a) $H_0: \beta_1 \leq 0$, meaning that X_2 has a negative impact on Y . Partially, there is no significant impact of organizational culture in public sector on the performance of ASN. $H_1: \beta_1 > 0$, meaning that X_2 has a positive impact on Y . Partially, there is a significant impact on organizational culture in public sector on the performance of ASN. Determining Significance Level: the minimum tolerance limit for the level of confidence in this research is 95%, and for disbelief, $\alpha = 5\%$ or 0.05. Degree of freedom " df " = $n - k$. Where: n = number of sample respondent, k = number of research variables, then, " df " = $57-2-1 = 54$. Determining t count: based on the above SPSS output, t value is 4.910. The t distribution table is sought at $\alpha = 5\%: 2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t table is 2.005. Testing Criteria: If -t count $> -t$ table, then H_0 is rejected, and H_1 is accepted. If -t count $< -t$ table, then H_0 is accepted, and H_1 is rejected. Testing Method: the testing is done by comparing -t count value and -t table value. Value -t count (4.910) $> -t$ table (2.005) then H_0 is

rejected and H_1 is accepted. This means that partially, there is a significant impact of organizational culture in public sector on the performance of ASN. Thus, in reference to the analysis, it is concluded that partially, the organizational culture in public sector impacts the Performance of ASN in Gorontalo Province administration.

Result of Simultaneous Test (f)

This test is used to determine whether the independent variables (bureaucratic transformational leadership (X_1) and organizational culture in public sector (X_2)) simultaneously possess a significant impact on the dependent variable (performance of ASN (Y)). The equation for multiple linear regression is as follows: $y = a + b_1x_1 + b_2x_2 + e$. In the meantime, the result of SPSS program from coefficients value, the multiple regression equation is obtained as follows: $y = 67,806 + 1,788 + 1,979x_2 + 8,865$. Based on the equation model, it can be delineated as follows: a) the correlation coefficient R of 0.556 indicates that the degree of correlation among the dependent variable is 55.6%. This means that the Bureaucratic Transformational Leadership and Organizational Culture in Public Sector have a moderate correlation with the Performance of ASN by 55.6%, b) the coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables consisting of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of ASN. Meanwhile, 69.1% of the performance of ASN is impacted by other variables outside of this research, including work motivation, regional performance allowance, achievement motivation, and work environment, c) regression coefficient (B): 1) the constant number of the Unstandardized Coefficient in this research is 67,806 which signifies that if there is no added value to the Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector

(X_2) variables, the performance of ASN (Y) variable is 67,806, 2) the Bureaucratic Transformational Leadership (X_1) variable has a significant impact on the dependent variable or performance of ASN (Y) with a positive coefficient of 17.9. This value indicates that every 1% increase to organizational culture, the performance of ASN is 17.9 or 17.9%, 3) the Organizational Culture in Public Sector (X_2) has a significant impact on the dependent variable or the performance of ASN (Y) with a positive coefficient of 19.8. This value indicates that every 1% increase in work motivation, the performance of ASN increases by 19.8 or 19.8%, and 4) the error term value is $100\% - 88.65\% = 11.35\%$ or 1.135 shows the impact of other variables outside the model which also impact the main variable or the performance of ASN.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN

Defining Performance

Performance is a description of achievement achieved by an organization in its operational activity, including in aspects of financial, marketing, fundraising and channeling fund, technology, and human resources (Jumingan, 2006). In addition, performance also means the appearance of personnel's work in both quantity and quality in an organization. Some definitions of performance according to experts are as follows: a) Bastian (2006) states that performance is a depiction of achievement of program implementation, policy in realizing the objective, goal, vision, and mission of an organization, b) Palan (2007) explains that competence is a skill and empowerment which refers to the state or quality of being capable and appropriate. Furthermore, Palan delineates that competence in the workplace refers to the understanding of a person's suitability with his/her job, c) Wibowo (2013) utters that performance is the result of work that

contains a strong relationship with organizational strategic goal, customer satisfaction, and contributes to the economy, d) Mangkunegara (2007:65) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out task in accordance with the assigned responsibility.

In reference to the earlier experts' opinion, it is concluded that performance is the level of achievement for the implementation of various work program and tasks in quality, quantity, efficiency, and effectiveness in realizing the goal, objective, vision, and mission of organization as stated in the organization's strategic plan.

Performance Indicator

Pasolong (2013) explains that performance indicator is a qualitative or quantitative measure that describes the level of achievement of the predetermined goal or objective by considering indicators of input, output, outcome, benefit, and impact.

According to Wibowo (2010), there are 7 (seven) performance indicators, namely: 1) objective that signifies which direction the performance should be carried out, 2) standard that is a measure of whether the desired goal can be achieved, 3) feedback that is an input used for measuring the progress of performance, performance standard, and achievement of goal, 4) tool or means that are supporting factor for achieving goal, 5) competence that is an ability of a person to carry out the work assigned to him/her properly, 6) motive that is reason or trigger for someone to do something, in which absence of motive to achieve goals will hamper the performance, and 7) opportunity where worker needs to get the opportunity to show their performance.

In the meantime, Dharma (2003) states that performance indicators include: 1) quantity of work that must be completed or achieved. Quantitative measurement involves calculating the output of process

or implementation of activity where it is associated with the number of output produced, 2) quality of work that must be completed (the good or the bad), and its measurement is done by looking at the level of accuracy of employees in doing a task, level of work tidiness, and suitability of work implementation with instruction, and 3) timeliness or whether the work is according to the planned time. Timeliness measurement is a special type of quantitative measurement that determines the timeliness of completing a job.

According to Bernadin and Russel (2013), indicators used to measure performance are: 1) quality which is related to a perfect process or result, 2) quantity which is related to the unit amount produced, 3) time which is related to the time needed for completing task, 4) cost-effectiveness which is related to the level of use of organizational resources, 5) need for supervision which is related to the ability of individual to complete work without intervention and assistance from leader, and 6) interpersonal impact which is related to individual ability to improve self-esteem equality, good desire, and cooperation.

Transformational Leadership

Bass (1985) defines transformational leadership as a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. Meanwhile, Robbins and Judge (2007) express that transformational leadership is a leader who provides consideration and intellectual stimulation that is individualized and has charisma. A transformational leader has a certain behavioral component, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting follower emotion, and making people see a thing beyond their own interest to achieve the impossible.

Comment [DM4]: refers to

Indicator of Bureaucratic Transformational Leadership

Tucker and Lewis (2004: 78) define transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the organization's vision and mission, which is the basis for building trust in leader. According to Antois, Avolio & Sivasubramaniam (2003), bureaucratic transformational leadership can be observed from: 1) idealized influence: a type of leader who pays attention to trust, belief and is admired by follower, 2) inspiration motivation: a way to motivate and inspire subordinates on task or challenge, 3) intellectual stimulation: a type of leader who attempts to encourage subordinate to think about innovation, creativity, and new method or way, and 4) individualized consideration: a type of leader who pays attention to the development of and appreciation to subordinate.

In reference to the results of hypothesis test, it can be noticed that the bureaucratic transformational leadership partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. Then, based on the earlier findings, it is arguable that in an organization, leadership is the most important element for it has the ability to influence and move other humans to work to achieve goal. Leadership is a process in which leader influences the attitude and behavior of its members to achieve a predetermined goal. An organization that is successful in achieving its goal and is able to satisfy its social responsibilities will depend greatly on its manager (leader).

The impact of leadership, as explained by Bass (1985), states that it is a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what initially expected. The leader transforms and motivates followers by

making them more aware of the importance of result of job, encouraging them to place more importance on the organization or team than their own interest, and activating their higher need.

In addition, Robbins and Judge (2007, p. 387) explain that transformational leadership will be able to provide consideration and intellectual stimulation that is individualized and has charisma. Transformational leader has several components of a certain behavior, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting followers' emotions, and making people see things beyond their own interest to achieve the impossible.

The Impact of Organizational Culture in Public Sector on the Performance of ASN

Nawawi (2013) states that culture is a system of sharing value and belief that interact with people in an organization, organizational structure, and control system that produce behavioral norm. The term *organisasi*, according to Ndriha (2003), derives from the English word organization (Latin, *organizare*, which means forming a determination from parts that are related to one another). So the organization can be viewed as an organizing product. Organization can be stated to be related to social aspect due to the subject and object are human being who is bound by certain values. Value is the essence of morality of the will to fulfill human obligation, both in formal and informal organization (Nawawi, 2013). In reference to the opinions about organizational culture, the researcher can conclude that organizational culture in public sector is shared belief and values expressed in the form of norms or guideline for organization member in behaving and doing activity in government organizations, particularly in relation to public service.

Comment [DM6]: values

Comment [DM7]: human being as the subject and the object

Comment [DM5]: Buang frasa ini

Indicator of Organizational Culture in Public Sector

The following are indicators of organizational culture expressed by Robbins & Coulter (2009): 1) innovation and risk taking which refers to the extent to which employees are encouraged to be innovative and dare to take risk, 2) attention to detail which refers to the extent to which employees are expected to show precision (accuracy), analysis and attention to detail, 3) result orientation which refers to the extent to which management focuses on result rather than on the technique and process employed to achieve the result, 4) people orientation which refers to the extent to which management decision takes into account impact of the result on people in the organization, 5) team orientation which refers to the extent to which work activities are organized based on a team, 6) aggressiveness which refers to the extent to which people in the organization are aggressive and competitive, and 7) stability which refers to organizational activities that are emphasized to maintain the status quo to continue to grow and develop. In consonance with Robins (2006), organizational culture measurement can be observed through the following indicators: 1) individual initiative, which means to what extent the organization gives freedom to each employee in expressing opinion or idea in carrying out their duty and function, 2) direction which means to what extent the organizational leadership can create an obvious desired goal and expectation, 3) integration which means to what extent the organization can encourage organizational units to work in a coordinated manner, 4) control which means leadership supervision on employee using established rules for a smooth organizational task, 5) reward system which means to what extent the allocation of reward, promotion and so on are based on employee performance instead of seniority, and 6) consumption pattern which means to what extent the

communication in an organization that is limited by a formal hierarchy of authority can work well.

In reference to the result of hypothesis testing, it can be noticed that the organizational culture in public sector partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. The result of previous hypothesis test is in line with the research conducted by Sukaryanti (2016) in a thesis entitled *The Impact of Organizational Culture, Organizational Commitment, and Motivation on Employee Performance*. Based on the earlier findings, it is arguable that a good organization must be able to create a good and correct organizational culture so that it is worthwhile for employee to carry out duty or work. The organizational culture which possesses direct relation to employee, among others, is creativity in taking the initiative in the organization. The organizational culture means norms and values that direct behavior of organizational members, for it is indispensable in running public organization.

Culture will function as a binder for someone or more to join and be active as well as to build good cooperation among employees to create a compact team. In addition, the organizational culture in public sector is able to raise employee performance towards the organization. Also, it is one of the factors needed to improve employee performance due to the comfort of employee over the prevailing culture in organization will result in the greater availability of opportunity for organizational success. It can be concluded that the organizational culture in public sector will have a significant and positive impact on the performance of ASN.

The Impact of Transformational Leadership and Organizational Culture on the Performance of ASN

In reference to the result of hypothesis testing, it can be noticed that the transformational leadership and organizational culture, simultaneously, have a positive and significant impact on the performance of ASN in Gorontalo Province administration. The earlier finding is sustained in the theory of Bastian (2006), which states that performance result is a description of the achievement of leadership in realizing the goal, objective, vision, and mission of an organization. In addition, Palan (2007) also explains that leadership competence is a skill and empowerment, which refers to the condition or quality of being capable and appropriate. Besides, the important role of organizational culture in public sector is very influential in realizing maximum performance. Performance must be assessed and evaluated. Evaluation also serves the purpose of providing feedback to employees about how the organization views their performance. Furthermore, performance appraisal is used as the basis for the allocation of reward (Guritno and Waridin, 2015). The important role of bureaucratic transformational leadership and organizational culture in public sector has been proven by the research finding and is also supported by relevant theories expressed by several experts. Based on the description above, the implication in this research can be described as follows: 1) if transformational leadership is getting better, the organization will run well in accordance with the expectation of Gorontalo Province administration, 2) if the organizational culture is getting better and following the standard operating procedure (SOP), the performance of ASN will be better, and the organizational goal in Gorontalo Province administration will be achieved, 3) if transformational leadership and organizational culture can be optimized according to organizational goal and existing provision, the goal, vision and mission of every public organization will be achieved.

Conclusion

Based on the research finding and discussion, it is concluded that: 1) partially, the bureaucratic transformational leadership has a positive impact on the performance of ASN with a regression coefficient value of 17.9%, 2) partially, the organizational culture in public sector has a positive impact on the performance of ASN with a regression coefficient value of 19.8%, and 3) simultaneously, the transformational leadership and organizational culture have a positive and significant impact on the performance of ASN with a correlation coefficient R of 55.6%. The coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables comprising transformational leadership and organizational culture on the performance of ASN. In the meantime, 69.1% of the performance of ASN is impacted by other variables outside of this research.

In reference to the conclusion and implication, the following suggestions are conveyed particularly for Gorontalo Province administration: 1) the performance of ASN requires to be improved by implementing work culture, providing opportunity for employees to improve their skill and expertise, and providing continuous motivation to help the organization achieves performance target, 2) to improve employee performance, it is necessary for the leader to be active in supervising employees and by applying varied leadership styles in order to create supportive work atmosphere, and 3), there should pay more attention to the performance of ASN to avoid any violation over the prevailing provisions so that the organizational goal, vision and mission of Gorontalo Province are achieved.

References

Comment [DM8]: gets

Comment [DM10]: achieve

Comment [DM9]: gets

Comment [DM11]: be

- Antonakis, J., Avolio, B.J., dan Sivasubramaniam, N. 2003. *Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire*. The Leadership Quarterly 14. Amerika Serikat.
- Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press
- Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.
- Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resouces: An Expimetal Approach*. Singapore: Mc. Graw – Hill book.co.
- Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja Grafindo Persada.
- Ekasari, Sunardi, 2017, *Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta)*, Jurnal Ilmiah Manajemen Bisnis, Vol 17, Nomor 2, Juli – Desember
- Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGrow Hill
- Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, *Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey*, International Journal of Contemporary Hospitality Management, 22(5): 693-717.
- Guritno, Bambang dan Waridin, 2005, *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja*. JRBI. Vol 1. No 1. Hal: 63-74.
- Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.
- Lingga & Siregar : 2016, *Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia 1 (Persero) Medan*, Jurnal Plans, Penelitian Ilmu Manajemen dan Bisnis, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, *The Relationship between Organizational Culture and Organizational Commitment*, Southern African Business Review, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, *Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan*, International Journal of Business Studies, 11(1): 25-44.
- Menon, Maria E, 2002, *Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadershy in Cyprus*, The International Journal Of Education Management, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja*, Kencana, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.

- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV.Alfabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management 11th Edition*, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, *The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance*, Journal of Applied Business Research, 25(6): 55-65.
- Samad, Sarminah, 2005, *Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction*, The Business Review, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. Bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. *Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung*. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, *Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang)*, Jurnal Bisnis dan Ekonomi (JBE), Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). *The Influence of the Transformational Leader*. Journal of Leadership and Organizational Studies, 10(4), 2004
- Wibowo, 2010. *Manajemen Kinerja*. Edisi ketiga. Rajawali Pers. Jakarta.
- Wibowo, 2013. *Budaya Organisasi*. PT. Rajagrafindo Persada. Jakarta.
- Yousef, Darwish A., 2002, *Job Satisfaction as a Mediator of the Relationship between Role Stressors and Organizational Commitment: A Study from an Arabic Cultural Perspective*, Journal of Managerial Psychology, 17(4): 250-266.



Ismet S <ismet.sulila@gmail.com>

[MIMBAR] REVISION REQUIRED

6 pesan

Mimbar Unisba <mimbarunisba@gmail.com>
Kepada: Ismet Sulila <ismet.sulila@gmail.com>

12 April 2022 13.41

Selamat siang.

Kepada Ismet Sulila penulis pertama Jurnal Redaksi MIMBAR dengan ID 8809. Mohon lakukan perbaikan naskah sesuai saran di artikel terlampir pada OJS MIMBAR dengan segera. Mohon kerja sama yang baik. Terima kasih

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
[Jl. Tamansari No.20 Bandung 40116](#)
Telp. 022-4203368 ext.155 / 0895344820373(WA)

Ismet S <ismet.sulila@gmail.com>
Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

14 April 2022 10.22

Asalamualaikum. Selamat Siang.

Sesuai arahan melalui email agar saya sebagai penulis merevisi beberapa catatan perbaikan, yang dapat dilihat dalam OJS Jurnal Mimbar. Namun website jurnal dan OJS Mimbar TIDAK DAPAT DIAKSES. Untuk itu saya mohon perpanjangan waktu sampai dengan OJS Jurnal Mimbar dapat diakses sehingga saya bisa melihat koreksi untuk direvisi. Trikakasih

[Kutipan teks disembunyikan]

Mimbar Unisba <mimbarunisba@gmail.com>
Kepada: Ismet S <ismet.sulila@gmail.com>

16 April 2022 14.13

Baik silahkan
Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
[Jl. Tamansari No.20 Bandung 40116](#)
Telp. 022-4203368 ext.155 / 0895344820373(WA)

[Kutipan teks disembunyikan]

Ismet S <ismet.sulila@gmail.com>
Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

16 April 2022 19.06

Yth Editor Mimbar
Ya. Sy akan segera revisi dan kirim kembali. Trimakasih
[Kutipan teks disembunyikan]

Ismet S <ismet.sulila@gmail.com>
Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

23 April 2022 00.04

Yth Tim Editor Jurnal MIMBAR Universitas Islam Bandung
Di
Tempat.

Berdasarkan email terdahulu dari tim editor tentang permintaan revisi artikel jurnal MIMBAR, maka bersama ini saya sampaikan :

1. Saya telah membuat revisi dan telah mengirimkannya kembali sesuai ketentuan, yaitu melalui OJS MIMBAR.

2. Saya juga akan mengirimkan revisi artikel sebagaimana terlampir dalam email ini.
 3. Saya tetap bersedia melakukan revisi jika memang masih dibutuhkan.
 4. Saya bersedia mengikuti semua ketentuan yang ditetapkan oleh jurnal MIMBAR UNISBA
- Demikian saya sampaikan, atas bantuan dan kerjasama yang baik diucapkan terimakasih.
Hormat Saya
ISMET.SULILA

[Kutipan teks disembunyikan]



Revisi Artikel_MIMBAR_Ismet Sullila_220422.doc
110K

Mimbar Unisba <mimbarunisba@gmail.com>
Kepada: Ismet S <ismet.sulila@gmail.com>

12 Mei 2022 13.12

Baik saya terima
Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
[Jl. Tamansari No.20 Bandung 40116](#)
Telp. 022-4203368 ext.155 / 0895344820373(WA)

[Kutipan teks disembunyikan]

The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance

Pengaruh Kepemimpinan Transformasional Birokrasi dan Budaya Organisasi Sektor Publik terhadap Kinerja ASN

ISMET SULILA

Program Study Ilmu Administrasi Publik, Fakultas Ilmu Sosial,
Universitas Negeri Gorontalo, Indonesia,
Correspondence author: ismet.sulila@ung.ac.id

ABSTRACT

The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Keywords: Leadership, Culture, Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui: 1) Pengaruh kepemimpinan transformasional birokrasi terhadap kinerja Aparatur Sipil Negara, 2) Budaya organisasi public terhadap Kinerja Aparatur Sipil Negara dan 3) Pengaruh kepemimpinan transformasional birokrasi dan Budaya Organisasi public Terhadap Kinerja Aparatur Sipil Negara. Berdasarkan rumusan masalah maka penelitian menggunakan metode kuantitatif. Populasi dan sampel berjumlah 57 Aparatur Sipil Negara. Teknik pengumpulan data menggunakan kuesioner, wawancara dan dokumentasi. Teknik analisis data meliputi analisis kuantitatif, asumsi klasik, normalitas, multikoleniaritas, heteroskedastisitas dan autokorelasi. Analisis data menggunakan regresi berganda. Pengujian hipotesis menggunakan

program SPSS. Hasil penelitian membuktikan kepemimpinan transformasional birokrasi dan Budaya Organisasi Publik berpengaruh terhadap Kinerja Aparatur Sipil Negara. Penelitian ini berimplikasi penting untuk menguatkan kepemimpinan transformasional birokrasi dan budaya organisasi public untuk memberikan pengaruh yang besar terhadap kinerja Aparatur Sipil Negara.

Kata Kunci : Kepemimpinan, Budaya, Kinerja

Introduction

A good performance is the one that meets standard and supports the achievement of organizational goals. For the employee, such performance may bring progress for the organization to be able to survive in an unstable situation. Employee performance is impacted by several factors, including the workforce and those related to the organizational environment. Performance indicators that are highly influential in performance are 1) goal, 2) standard, 3) feedback, 4) tool or means, 5) competency, 6) motive, and 7) opportunity (Wibowo, 2010). Performance appraisal is an activity measuring to determine whether an employee has succeeded or failed in carrying out the job by using work standard as a measure. The appraisal within State Civil Apparatus (hereinafter referred to as ASN) is known as Employee Work Objective (Government Regulation No. 46/2011 concerning Assessment of Civil Servant Work Performance). In addition, the use of Employee Work Objective includes elements such as Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership.

Various efforts are taken to improve employee performance, including by implementing effective leadership (Lingga & Siregar: 2016). Leadership plays a paramount role as it moves and directs the organization (Ekasari: 2017). The quality of the leader is often considered the most predominant factor of organizational success or failure (Menon, 2002). Therefore, the success or failure of

an organization, both business and public oriented, is usually perceived as the success or failure of the leader. Moreover, this pivotal role has attracted attention of researchers in the field of organizational behavior. Eventually, such as condition should have obliged every leader to pay attention to the role to foster, mobilize, and direct all potential employees in their environment to realize work achievements.

Leadership is defined as the ability to use influence and motivate individual to achieve organizational goals (Gibson et.al 2006) and the ability will determine the way in which employees reach certain work achievement. Bass (1985) explains that transformational leadership is a condition in which the followers of transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected. According to Robbins and Judge (2007, p. 387), transformational leadership is a leader who provides intellectual consideration and stimulation that is individualized and charismatic. The transformational leadership indicators can be measured through: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Antonakis, Avolio & Sivasubramaniam, 2003).

One of the external factors that impacts employee performance is organizational culture (Taurisa: 2012). Within government institution, the culture in ASN, in conformity with the Decree of Minister of State Apparatus Empowerment

Number 25/KEP/M.PAN/04/2002 on April 25, 2002, can be recognized in the form of values contained therein, institution or work system, and attitude, and behavior of human resource who carries it out.

The theoretical relationship of impact of bureaucratic transformational leadership and organizational culture in public sector is supported by several empirical studies which have also found that organizational culture, job satisfaction, and organizational commitment have a positive and significant impact on employee performance (for example, Yousef (2002); McKinnon et al. (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose et al. (2009); and Gunlu et al. (2010).

Gorontalo Province as a new region desperately needs performance achievements that are able to develop parallel to other regions that can be influenced through transformational leadership and public organizational culture. Based on the previous background, the following problem statements are formulated: 1) does the bureaucratic transformational leadership impact ASN performance in Gorontalo Province?, 2) does the organizational culture in public sector impact ASN performance in Gorontalo Province?, 3) do bureaucratic transformational leadership and organizational culture in public sector simultaneously impact ASN performance in Gorontalo Province?

Research Methodology

As reported by Sugiyono (2012), Ex Post Facto Research is a research conducted to examine event that has occurred and then trace back to find out the factor that can cause the incident. This research applies the same basic logic as experimental research, namely if x then y, however, the research contains no direct manipulation of the independent variable. The data obtained will be more valid if the selected informant comes from the entire

ASN in Gorontalo Province. This research employs a quantitative method. The population involved are all ASN in Gorontalo Province, whereas the samples are 57 ASN. In other words, the samples are all population number due to the population number is only a few. Data collection techniques use questionnaire, interview, and documentation. Meanwhile, the data analysis techniques include quantitative analysis, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation while the data analysis employs multiple regression. Hypothesis testing uses SPSS program.

Results and Discussion

1. Validity Test

This research owns two variables, which are X and Y, which are elaborated for bureaucratic transformational leadership (X_1), organizational culture in public sector (X_2), and performance of ASN (Y). The validity of questionnaire distributed to a number of respondent has been tested so that the test can be continued in the next one. The result of the validity test carried out on the question indicators of each research variable can be described as follows:

a. Result of Validity Test of Bureaucratic Transformational Leadership (X_1)

The result of testing for the validity of question indicator regarding Bureaucratic Transformational Leadership (X_1) through Pearson correlation coefficient can be noticed in the table as follows:

Comment [L1]: Latar provinsi Gorontalo telah dikemukakan

Comment [L3]: Telah diganti dengan Which Are

Comment [L2]: Telah diganti dengan kata The Research

Table1. Results of Validity Test for Bureaucratic Transformational Leadership (X₁)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.527	Valid
2	0.256	0.527	Valid
3	0.256	0.403	Valid
4	0.256	0.408	Valid
5	0.256	0.342	Valid
6	0.256	0.359	Valid
7	0.256	0.590	Valid
8	0.256	0.342	Valid
9	0.256	0.590	Valid
10	0.256	0.722	Valid
11	0.256	0.607	Valid
12	0.256	0.656	Valid
13	0.256	0.389	Valid
14	0.256	0.656	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Bureaucratic Transformational Leadership (X₁) variable contained in the questionnaires are considered valid because r count > r table so that testing can be continued on reliability test.

b. Result of Validity Test of Organizational Culture in Public Sector (X₂)

The result of testing for the validity of question indicator regarding Organizational Culture in Public Sector (X₂) through Pearson correlation coefficient can be noticed in the table as follows:

Table2. Result of Validity Test of Organizational Culture in Public Sector (X₂)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.421	Valid
2	0.256	0.520	Valid
3	0.256	0.505	Valid
4	0.256	0.321	Valid
5	0.256	0.607	Valid

6	0.256	0.262	Valid
7	0.256	0.607	Valid
8	0.256	0.461	Valid
9	0.256	0.525	Valid
10	0.256	0.632	Valid
11	0.256	0.490	Valid
12	0.256	0.602	Valid
13	0.256	0.312	Valid
14	0.256	0.602	Valid

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the Organizational Culture in Public Sector (X_2) variable contained in the questionnaire are considered valid because $r_{\text{count}} > r_{\text{table}}$ so that testing can be continued on reliability test.

c. Result of Validity Test of ASN Performance (Y)

The result of testing for the validity of question indicator regarding the performance of ASN (Y) through Pearson correlation coefficient can be noticed in the table as follows:

Table3.Result of Validity Test of ASN Performance (Y)

Questionnaire Statement	r Table	r Count	Information
1	0.256	0.316	Valid
2	0.256	0.648	Valid
3	0.256	0.345	Valid
4	0.256	0.349	Valid
5	0.256	0.362	Valid
6	0.256	0.333	Valid
7	0.256	0.844	Valid
8	0.256	0.347	Valid
9	0.256	0.402	Valid
10	0.256	0.775	Valid
11	0.256	0.863	Valid
12	0.256	0.568	Valid
13	0.256	0.863	Valid

14	0.256	0.595	Valid
----	-------	-------	-------

Source: Primary data processed in SPSS 21 in 2021

Based on the table above, it can be concluded that all statement indicators regarding the performance of ASN (Y) variable contained in the questionnaires are considered valid because $r \text{ count} > r$ table so that testing can be continued on reliability test.

Result of Reliability Test

The reliability test aims to regulate reliability of measuring instrument by giving a relatively same score to respondent, even though the respondent does it at different times. The reliability test is used to determine the consistency of the questionnaire.

Table4. Result of Reliability Test of Research Variables

Variable	Alpha	r Table	Information
Bureaucratic Transformational Leadership (X ₁)	0.730	0.256	Reliable
Organizational Culture in Public Sector (X ₂)	0.478	0.256	Reliable
Performance of ASN (Y)	0.807	0.256	Reliable

Source: Primary data processed in SPSS 21 in 2021

The result of reliability test indicates that all variables have $\alpha > r$ table, for more than 0.256, thus it can be stated that all the measuring concepts of each variable from the questionnaire are reliable so that further indicators on each variable are suitable for use as a measuring tool.

Classical Assumption Test

Multiple linear regression requires a strict test of requirement. The model is considered good if it meets the BLUE (Best Linear Unbiased Estimator) criteria. The BLUE criteria can be achieved if it meets the classical assumption test. After multiple linear regression equation is formed, it is necessary to do some classical assumption tests (ordinary least square assumption test), namely normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

1. Normality Test

The normality test is employed to test the data for independent variable (X) and dependent variable (Y) in the generated regression equation, whether the data is normally distributed or not. If the distribution of data is normal, then data analysis and hypothesis testing use parametric statistics. Meanwhile, if a significant value is generated by 0.05, the data distribution is normal. Conversely, if the resulting significant value < 0.05 , the data are not normally distributed. In this data output, it can be noticed that the result of normality test denotes a significant level greater than α ($\alpha = 0.05$), namely $0.407 > 0.05$, which means that the distribution data is normal.

2. Multicollinearity Test

The multicollinearity test is used to measure the level of association (closeness) of relationship/ influence among the independent variables through correlation coefficient (r). Multicollinearity occurs when the correlation coefficient among independent variables is greater than 0.60. Contrarily, it

is said that there is no multicollinearity if the correlation coefficient among the independent variables is less than or equal to 0.60 ($r < 0.60$). In light of the amount of correlation coefficient among the independent variables, it is noticeable that the correlation coefficient among the independent variables is $0.937 > 0.60$, so it can be summed up that the multicollinearity occurs among the independent variables (transformational leadership and organizational culture). The use of tolerance (a) and variance inflation factor (VIF) reveals that if $\alpha/\text{tolerance} = 10\%$ or 0.10 then $VIF = 10$. In the meantime, the result of VIF count of the two variables $= 8.163 < VIF = 10$ and all tolerance for the independent variables is $0.122 = 12\%$, 2% or above 10%. Thus, in brief, multicollinearity does not occur among the independent variables (transformational leadership and organizational culture).

3. Heteroscedasticity Test

A good regression equation if there is no heteroscedasticity. Based on the result of the scatterplot image output, it is discovered that the point spreads below and above the Y axis, and does not have a regular pattern. To sum up, the independent variable above does not occur heteroscedasticity or is homoscedasticity.

4. Autocorrelation Test

Positive Autocorrelation Detection: If $dw < dL$, then there is positive autocorrelation, if $dw > dU$ then there is no positive autocorrelation, if $dL < dw < dU$ then the test is inconclusive. **Negative Autocorrelation Detection:** If $(4 - dw) < dL$ then there is negative autocorrelation, If $(4 - dw) > dU$ then there is no negative autocorrelation, if $dL < (4 - dw) < dU$ then the test is inconclusive. Based on the tests that have been carried out, Durbin-Watson test value is 0.558. Then these values are compared with dL and dU . The dL value is the lower durbin-watson statistical value, while the dU is the upper durbin-watson

statistical value. The values of dL and dU can be observed from the durbin-watson calculation with $\alpha = 5\%$, n = number of data, and K = number of independent variable. Then it is found that the value of $dL = 1,500$ and the value of $dU = 1.645$, $K = 2$ and $n = 57$. Thus, after calculating and comparing it with the Durbin-Watson table, that the Durbin-Watson value is 0.558, then $dw < dL$, which is $0.558 < 1,500$. So it is concluded that there is a positive autocorrelation and $4 - dw$ ($4 - 0.558$) $> dU$, namely $3.442 > 1.645$. Therefore, it can be concluded that there is no negative autocorrelation.

The following step is testing the hypothesis whose results are delineated below.

Result of Partial Test (t)

This test is used to determine whether, in the regression model, the independent variables (Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2) partially have a significant impact on the dependent variable (Performance of ASN (Y)).

The test steps are as follows:

a. Regression Coefficient Test of Bureaucratic Transformational Leadership

Determining t count: Based on the SPSS output, t value is 0.039. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degree of freedom (df) $n - k - 1$ or $57 - 2 - 1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t table is 2.005. **Testing Criteria:** If $t\text{-count} > t\text{-table}$, then H_0 is rejected, and H_1 is accepted. If $-t\text{ count} < t\text{-table}$, then H_0 is accepted, and H_1 is rejected. Testing is done by comparing $t\text{-count}$ value and $t\text{-table}$ value. Value $t\text{-count}$ (4.661) $> t\text{-table}$ (-2.005) so that H_0

is rejected and H_1 is accepted. This means that partially, there is a significant impact between Bureaucratic Transformational Leadership on Performance of ASN. Thus, in reference to the analysis, it can be concluded that partially, the Bureaucratic Transformational Leader impacts the Performance of ASN in Gorontalo Province administration.

b. Regression Coefficient Test of Organizational Culture in Public Sector

Based on the above SPSS output, t value is 4,910. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t -table is 2.005. Testing Criteria: If $t\text{-count} > t\text{-table}$, then H_0 is rejected, and H_1 is accepted. If $t\text{-count} < t\text{-table}$, then H_0 is accepted, and H_1 is rejected. Testing Method: the testing is done by comparing $t\text{-count}$ value and $t\text{-table}$ value. Value $t\text{-count}$ (4,910) $>$ $t\text{-table}$ (2.005) then H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact of organizational culture in public sector on the performance of ASN. Thus, in reference to the analysis, it is concluded that partially, the organizational culture in public sector impacts the Performance of ASN in Gorontalo Province administration.

Result of Simultaneous Test (f)

This test is used to determine whether the independent variables (bureaucratic transformational leadership (X_1) and organizational culture in public sector (X_2)) simultaneously possess a significant impact on the dependent variable (performance of ASN (Y)). The equation for multiple linear regression is as follows: $y = a + b_1x_1 + b_2x_2 + e$. In the meantime, the result of SPSS program from coefficients value, the multiple

regression equation is obtained as follows:
 $y = 67,806 + 1,788 + 1,979x_2 + 8,865$.
 Based on the equation model, it can be delineated as follows: a) the correlation coefficient R of 0.556 indicates that the degree of correlation among the dependent variable is 55.6%. This means that the Bureaucratic Transformational Leadership and Organizational Culture in Public Sector have a moderate correlation with the Performance of ASN by 55.6%, b) the coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables consisting of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of ASN. Meanwhile, 69.1% of the performance of ASN is impacted by other variables outside of this research, including work motivation, regional performance allowance, achievement motivation, and work environment, c) regression coefficient (B): 1) the constant number of the Unstandardized Coefficient in this research is 67,806 which signifies that if there is no added value to the Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2) variables, the performance of ASN (Y) variable is 67,806, 2) the Bureaucratic Transformational Leadership (X_1) variable has a significant impact on the dependent variable or performance of ASN (Y) with a positive coefficient of 17.9. This value indicates that every 1% increase to organizational culture, the performance of ASN is 17.9 or 17.9%, 3) the Organizational Culture in Public Sector (X_2) has a significant impact on the dependent variable or the performance of ASN (Y) with a positive coefficient of 19.8. This value indicates that every 1% increase in work motivation, the performance of ASN increases by 19.8 or 19.8%, and 4) the error term value is $100\% - 88.65\% = 11.35\%$ or 1.135 shows the impact of other variables outside the model which also impact the main variable or the performance of ASN.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN.

Defining Performance

Performance is a description of achievement achieved by an organization in its operational activity, including in aspects of financial, marketing, fundraising and channeling fund, technology, and human resources (Jumingan, 2006). In addition, performance also means the appearance of personnel's work in both quantity and quality in an organization. Some definitions of performance according to experts are as follows: a) Bastian (2006) states that performance is a depiction of achievement of program implementation, policy in realizing the objective, goal, vision, and mission of an organization, b) Palan (2007) explains that competence is a skill and empowerment which refers to the state or quality of being capable and appropriate. Furthermore, Palan delineates that competence in the workplace refers to the understanding of a person's suitability with his/her job, c) Wibowo (2013) utters that performance is the result of work that contains a strong relationship with organizational strategic goal, customer satisfaction, and contributes to the economy, d) Mangkunegara (2007:65) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out task in accordance with the assigned responsibility.

In reference to the earlier experts' opinion, it is concluded that performance is the level of achievement for the implementation of various work program and tasks in quality, quantity, efficiency, and effectiveness in realizing the goal, objective, vision, and mission of organization as stated in the organization's strategic plan.

Performance Indicator

Pasolong (2013) explains that performance indicator is a qualitative or quantitative measure that describes the level of achievement of the predetermined goal or objective by considering indicators of input, output, outcome, benefit, and impact.

According to Wibowo (2010), there are 7 (seven) performance indicators, namely: 1) objective that signifies which direction the performance should be carried out, 2) standard that is a measure of whether the desired goal can be achieved, 3) feedback that is an input used for measuring the progress of performance, performance standard, and achievement of goal, 4) tool or means that are supporting factor for achieving goal, 5) competence that is an ability of a person to carry out the work assigned to him/her properly, 6) motive that is reason or trigger for someone to do something, in which absence of motive to achieve goals will hamper the performance, and 7) opportunity where worker needs to get the opportunity to show their performance. In the meantime, Dharma (2003) states that performance indicators include: 1) quantity of work, 2) quality of work, and 3) timeliness. According to Bernadin and Russel (2013), indicators used to measure performance are: 1) quality, 2) quantity, 3) time, 4) cost-effectiveness, 5) need for supervision, and 6) interpersonal impact.

Transformational Leadership

Bass (1985) defines transformational leadership as a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. Meanwhile, Robbins and Judge (2007) express that transformational leadership refers to a leader who provides consideration and intellectual stimulation that is individualized and has charisma. A transformational leader has a certain behavioral component, including integrity

Comment [L4]: Telah diganti dengan refers to

and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting follower emotion, and making people see a thing beyond their own interest to achieve the impossible.

Indicator of Bureaucratic Transformational Leadership

Tucker and Lewis (2004: 78) define transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the organization's vision and mission, which is the basis for building trust in leader. According to Antois, Avolio & Sivasubramaniam (2003), bureaucratic transformational leadership can be observed from: 1) idealized influence, 2) inspiration motivation, 3) intellectual stimulation, and 4) individualized consideration.

In reference to the results of hypothesis test, it can be noticed that the bureaucratic transformational leadership partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. Then, based on the earlier findings, it is arguable that in an organization, leadership is the most important element for it has the ability to influence and move other humans to work to achieve goal.

The impact of leadership, as explained by Bass (1985), is a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what initially expected. The leader transforms and motivates followers by making them more aware of the importance of result of job, encouraging them to place more importance on the organization or team than their own interest, and activating their higher need.

In addition, Robbins and Judge (2007, p. 387) explain that transformational leadership will be able to provide consideration and intellectual stimulation that is individualized and has

charisma. Transformational leader has several components of a certain behavior, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting followers' emotions, and making people see things beyond their own interest to achieve the impossible.

The Impact of Organizational Culture in Public Sector on the Performance of ASN

Nawawi (2013) states that culture is a system of sharing values and belief that interact with people in an organization, organizational structure, and control system that produce behavioral norm. The term *organisasi*, according to Ndraha (2003), derives from the English word organization (Latin, *organizare*, which means forming a determination from parts that are related to one another). So the organization can be viewed as an organizing product. Organization can be stated to be related to social aspect due to human being as the subject and object who is bound by certain values. Value is the essence of morality of the will to fulfill human obligation, both in formal and informal organization (Nawawi, 2013). In reference to the opinions about organizational culture, the researcher can conclude that organizational culture in public sector is shared beliefs and values expressed in the form of norms or guidelines for organization member in behaving and doing activity in government organizations, particularly in relation to public service.

Indicator of Organizational Culture in Public Sector

The following are indicators of organizational culture expressed by Robbins & Coulter (2009): 1) innovation and risk taking which refers to the extent to which employees are encouraged to be innovative and dare to take risk, 2) attention to detail which refers to the extent to which employees are expected to

Comment [L6]: Telah dirugah menjadi 'values'

Comment [L7]: human being as the subject and the object : telah disesuaikan

Comment [L5]: Frase 'States that it' telah dibuang

show precision (accuracy), analysis and attention to detail, 3) result orientation which refers to the extent to which management focuses on result rather than on the technique and process employed to achieve the result, 4) people orientation which refers to the extent to which management decision takes into account impact of the result on people in the organization, 5) team orientation which refers to the extent to which work activities are organized based on a team, 6) aggressiveness which refers to the extent to which people in the organization are aggressive and competitive, and 7) stability which refers to organizational activities that are emphasized to maintain the status quo to continue to grow and develop. In consonance with Robins (2006), organizational culture measurement can be observed through the following indicators: 1) individual initiative, which means to what extent the organization gives freedom to each employee in expressing opinion or idea in carrying out their duty and function, 2) direction which means to what extent the organizational leadership can create an obvious desired goal and expectation, 3) integration which means to what extent the organization can encourage organizational units to work in a coordinated manner, 4) control which means leadership supervision on employee using established rules for a smooth organizational task, 5) reward system which means to what extent the allocation of reward, promotion and so on are based on employee performance instead of seniority, and 6) consumption pattern which means to what extent the communication in an organization that is limited by a formal hierarchy of authority can work well.

In reference to the result of hypothesis testing, it can be noticed that the organizational culture in public sector partially has a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The result of previous hypothesis test is in line

with the research conducted by Sukaryanti (2016) in a thesis entitled *The Impact of Organizational Culture, Organizational Commitment, and Motivation on Employee Performance*. Based on the earlier findings, it is arguable that a good organization must be able to create a good and correct organizational culture so that it is worthwhile for employee to carry out duty or work. It can be concluded that the organizational culture in public sector will have a significant and positive impact on the performance of ASN.

The Impact of Transformational Leadership and Organizational Culture on the Performance of ASN

In reference to the result of hypothesis testing, it can be noticed that the transformational leadership and organizational culture, simultaneously, have a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The earlier finding is sustained in the theory of Bastian (2006), which states that performance result is a description of the achievement of leadership in realizing the goal, objective, vision, and mission of an organization. In addition, Palan (2007) also explains that leadership competence is a skill and empowerment, which refers to the condition or quality of being capable and appropriate. Besides, the important role of organizational culture in public sector is very influential in realizing maximum performance. Performance must be assessed and evaluated. Evaluation also serves the purpose of providing feedback to employees about how the organization views their performance. Furthermore, performance appraisal is used as the basis for the allocation of reward (Guritno and Waridin, 2015). The important role of bureaucratic transformational leadership and organizational culture in public sector has been proven by the research finding and is also supported by relevant theories expressed by several experts. Based on the description above, the implication in this

research can be described as follows: 1) if transformational leadership gets better, the organization will run well in accordance with the expectation of Gorontalo Province administration, 2) if the organizational culture gets better and following the standard operating procedure (SOP), the performance of ASN will be better, and the organizational goal in Gorontalo Province administration will be achieved, 3) if transformational leadership and organizational culture can be optimized according to organizational goal and existing provision, the goal, vision and mission of every public organization will be achieved.

Conclusion

Based on the research finding and discussion, it is concluded that: 1) partially, the bureaucratic transformational leadership has a positive impact on the performance of ASN with a regression coefficient value of 17.9%, 2) partially, the organizational culture in public sector has a positive impact on the performance of ASN with a regression coefficient value of 19.8%, and 3) simultaneously, the transformational leadership and organizational culture have a positive and significant impact on the performance of ASN with a correlation coefficient R of 55.6%. The coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables comprising transformational leadership and organizational culture on the performance of ASN. In the meantime, 69.1% of the performance of ASN is impacted by other variables outside of this research.

References

Antonakis, J., Avolio, B.J., dan Sivasubramaniam, N. 2003. *Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire*. The

Leadership Quarterly 14. Amerika Serikat.

Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press

Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.

Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resources: An Expimetal Approach*. Singapore: Mc. Graw – Hill book.co.

Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja GranfindoPersada.

Ekasari, Sunardi, 2017, *Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta)*, Jurnal Ilmiah Manajemen Bisnis, Vol 17, Nomor 2, Juli – Desember

Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGrow Hill

Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, *Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey*, International Journal of Contemporary Hospitality Management, 22(5): 693-717.

Guritno, Bambang dan Waridin, 2005, *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja*. JRBI. Vol 1. No 1. Hal: 63-74.

Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.

Comment [L8]: Telah disesuaikan "gets"

Comment [L9]: Telah disesuaikan 'gets'

- Lingga & Siregar : 2016, *Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia I (Persero) Medan*, Jurnal Plans, Penelitian Ilmu Manajemen dan Bisnis, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, *The Relationship between Organizational Culture and Organizational Commitment*, Southern African Business Review, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, *Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan*, International Journal of Business Studies, 11(1): 25-44.
- Menon, Maria E, 2002, *Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadership in Cyprus*, The International Journal Of Education Management, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja, Kencana*, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.
- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV.Afabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management 11th Edition*, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, *The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance*, Journal of Applied Business Research, 25(6): 55-65.
- Samad, Sarminah, 2005, *Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction*, The Business Review, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. Bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. *Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung*. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, *Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang)*, Jurnal Bisnis dan Ekonomi (JBE), Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). *The Influence of the Transformasional Leader*. Journal of Leadership and Organizational Studies, 10(4), 2004

PEERBAIKAN/REVISI ARTIKEL



Ismet Sulila <ismet.sulila@ung.ac.id>

Surat Penerimaan Article

5 pesan

Mimbar Unisba <mimbarunisba@gmail.com>

14 Juni 2022 17.56

Kepada: ismet.sulila@ung.ac.id

Salam, Saudara berikut terlampir surat keterangan submit jurnal mimbar

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
Jl. Tamansari No.20 Bandung 40116
Telp. 022-4203368 ext.155 / 0895344820373(WA)

 **011_8809.pdf**
316K

Ismet Sulila <ismet.sulila@ung.ac.id>

17 Juni 2022 20.47

Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

Dear Journal MIMBAR

I hereby convey the final revision of the journal article as attached. I have also submitted the final article to the MIMBAR system's online journal. In accordance with the provisions, I also attach a statement and proof of payment for publications. This is conveyed for your attention, thank you.

Best Regards

ISMET SULILA

[Kutipan teks disembunyikan]

3 lampiran

 **Final Artikel_MIMBAR_Ismet Sullila_170622.doc**
105K

 **Surat Pernyataan Jurnal Mimbar 2022 Ismet Sulila.pdf**
109K

 **Bukti Transper Jurnal Mimbar 2022 Ismet Sulila.pdf**
71K

Mimbar Unisba <mimbarunisba@gmail.com>

24 Juni 2022 11.44

Kepada: Ismet Sulila <ismet.sulila@ung.ac.id>

Salam

Selamat Pagi, Ibu/Bapak, untuk kelanjutan naskah Ibu/Bapak pada Jurnal MIMBAR dimohon untuk menyesuaikan dengan template yang terbaru 2022, **dengan catatan maksimal halaman yaitu 10 halaman**, kemudian mohon untuk dikirim kembali ke alamat email MIMBAR secepatnya, berikut kami lampirkan template Jurnal MIMBAR 2022

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
Jl. Tamansari No.20 Bandung 40116

Nomor : 011/MIMBAR-k/VI/2022
Lampiran : -
Perihal : Pemberitahuan Penerimaan Artikel
serta Kontribusi Vol. 38 No.1 Edisi Juni Tahun 2022

Bandung, 13 Juni 2022

Kepada Yth.
Ibu/Bapak Penulis Jurnal MIMBAR
di
Tempat

Bismillahirrahmanirrahim
Assalamu'alaikum Wr. Wb.

Semoga Allah *Subhanahu Wata'ala* senantiasa melimpahkan rahmat dan hidayah-Nya sehingga kelancaran selalu menyertai kita semua, baik dalam beribadah maupun dalam menjalankan tugas sehari-hari. Aamiin. Sehubungan dengan akan diterbitkannya Jurnal Mimbar: Sosial dan Pembangunan Vol.38 No.1 Edisi Juni Tahun 2022, melalui email ini kami sampaikan keputusan Dewan Redaksi untuk artikel Ibu/Bapak naskahnya **Diterima/Accepted** dan akan diterbitkan pada Vol.38 No. 1 Edisi Juni 2022 (LoA terlampir) walaupun Artikel saudara harus tetap untuk direvisi dalam tahap *copyediting* dan *proofreading*. Adapun persyaratan untuk pemuatan naskah Ibu/Bapak pada Jurnal Mimbar Vol. 38 No.1 Edisi Juni Tahun 2022 adalah:

1. Mengirimkan Surat Pernyataan bermaterai 10.000 paling lambat kami terima tanggal 18 Juni 2022. Untuk template surat pernyataan akan dikirimkan melalui email.
2. Melampirkan artikel yang sudah di *proofreading* oleh ahli dan dikirim via email (mimbar.unisba@gmail.com)
3. Membayar biaya publikasi sebesar Rp 2.000.000.
4. Kontribusi Penulis dibayarkan melalui rekening BNI (Bank Nasional Indonesia) Kantor Cabang Perguruan Tinggi Bandung (Dago), atas nama Dadi Ahmadi, No. Rekening: 0302265182. Pembayaran uang kontribusi paling lambat kami terima tanggal 18 Juni 2022.
5. Bukti pembayaran dan surat pernyataan dikirimkan via email ke mimbar.unisba@gmail.com.
6. Untuk konfirmasi pengiriman bukti pembayaran dan surat pernyataan dapat menghubungi Dewan Redaksi No. HP: 0895344820373.

Apabila persyaratan di atas tidak dipenuhi sesuai dengan batas waktu yang ditentukan, maka kami akan menggantikan dengan artikel (penulis) yang lain.

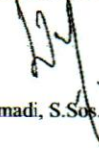
Demikian informasi ini kami sampaikan, atas perhatian dan kerja sama yang baik kami ucapkan terima kasih.

Terimakasih atas perhatian dan kerjasama Saudara.

Wassalamu'alaikum Wr. Wb.

Dewan Redaksi Mimbar
Telepon 0895344820373
mimbar.unisba@gmail.com

Ketua Redaksi MIMBAR,



Dadi Ahmadi, S.Sos., M.I.Kom.,



Ismet Sulila <ismet.sulila@ung.ac.id>

Surat Penerimaan Article

5 pesan

Mimbar Unisba <mimbarunisba@gmail.com>
Kepada: ismet.sulila@ung.ac.id

14 Juni 2022 17.56

Salam, Saudara berikut terlampir surat keterangan submit jurnal mimbar

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
Jl. Tamansari No.20 Bandung 40116
Telp. 022-4203368 ext.155 / 0895344820373(WA)

 **011_8809.pdf**
316K**Ismet Sulila** <ismet.sulila@ung.ac.id>
Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

17 Juni 2022 20.47

Dear Journal MIMBAR

I hereby convey the final revision of the journal article as attached. I have also submitted the final article to the MIMBAR system's online journal. In accordance with the provisions, I also attach a statement and proof of payment for publications. This is conveyed for your attention, thank you.

Best Regards

ISMET SULILA

Pada tanggal Sel, 14 Jun 2022 pukul 18.11 Mimbar Unisba <mimbarunisba@gmail.com> menulis:
Salam, Saudara berikut terlampir surat keterangan submit jurnal mimbar

Editorial Office of MIMBAR
MIMBAR (jurnal sosial dan pembangunan)
Terakreditasi ristekdikti, DOAJ, Shinta, IPI.
Jl. Tamansari No.20 Bandung 40116
Telp. 022-4203368 ext.155 / 0895344820373(WA)

3 lampiran **Final Artikel_MIMBAR_Ismet Sullila_170622.doc**
105K **Surat Pernyataan Jurnal Mimbar 2022 Ismet Sulila.pdf**
109K **Bukti Transper Jurnal Mimbar 2022 Ismet Sulila.pdf**
71K**Mimbar Unisba** <mimbarunisba@gmail.com>
Kepada: Ismet Sulila <ismet.sulila@ung.ac.id>

24 Juni 2022 11.44

Salam

- Selamat Pagi, Ibu/Bapak, untuk kelanjutan naskah Ibu/Bapak pada Jurnal MIMBAR dimohon untuk menyesuaikan dengan template yang terbaru 2022, **dengan catatan maksimal halaman yaitu 10 halaman**, kemudian mohon untuk dikirim kembali ke alamat email MIMBAR secepatnya, berikut kami lampirkan template Jurnal MIMBAR 2022

Editorial Office of MIMBAR

MIMBAR (jurnal sosial dan pembangunan)

Terakreditasi ristekdikti, DOAJ, Shinta, IPI.

Jl. Tamansari No.20 Bandung 40116

Telp. 022-4203368 ext.155 / 0895344820373(WA)

Pada tanggal Jum, 17 Jun 2022 pukul 19.47 Ismet Sulila <ismet.sulila@ung.ac.id> menulis:

Dear Journal MIMBAR

I hereby convey the final revision of the journal article as attached. I have also submitted the final article to the MIMBAR system's online journal. In accordance with the provisions, I also attach a statement and proof of payment for publications. This is conveyed for your attention, thank you.

Best Regards

ISMET SULILA

Pada tanggal Sel, 14 Jun 2022 pukul 18.11 Mimbar Unisba <mimbarunisba@gmail.com> menulis:

Salam, Saudara berikut terlampir surat keterangan submit jurnal mimbar

Editorial Office of MIMBAR

MIMBAR (jurnal sosial dan pembangunan)

Terakreditasi ristekdikti, DOAJ, Shinta, IPI.

Jl. Tamansari No.20 Bandung 40116

Telp. 022-4203368 ext.155 / 0895344820373(WA)

 **TEMPLATE MIMBAR 2022 TERBARU.dotx**
217K

Ismet Sulila <ismet.sulila@ung.ac.id>

25 Juni 2022 14.45

Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

Salam

Kepada Tim Editore Jurnal MIMBAR

Berdasarkan email tanggal 24 Juni 2022 tentang permintaan revisi artikel dengan template terbaru tahun 2022 jurnal

MIMBAR, maka dengan ini kami kirimkan hasil revisi akhir jurnal artikel dengan judul "**The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance**" dengan penulis a.n : ISMET SULILA. Artikel dimaksud telah disesuaikan dengan TEMPLATE terbaru jurnal MIMBAR Tahun 2022.

Pada email sebelumnya saya juga telah mengirimkan : 1) Surat Pernyataan, 2) Bukti Pembayaran, 3) Final Artikel, 4) Hasil cek Turn it in.

Demikian disampaikan atas kerjasama diucapkan terimakasih.

Pada tanggal Jum, 24 Jun 2022 pukul 11.45 Mimbar Unisba <mimbarunisba@gmail.com> menulis:

Salam

Selamat Pagi, Ibu/Bapak, untuk kelanjutan naskah Ibu/Bapak pada Jurnal MIMBAR dimohon untuk menyesuaikan dengan template yang terbaru 2022, **dengan catatan maksimal halaman yaitu 10 halaman**, kemudian mohon untuk dikirim kembali ke alamat email MIMBAR secepatnya, berikut kami lampirkan template Jurnal MIMBAR 2022

Editorial Office of MIMBAR

MIMBAR (jurnal sosial dan pembangunan)

Terakreditasi ristekdikti, DOAJ, Shinta, IPI.

Jl. Tamansari No.20 Bandung 40116

Telp. 022-4203368 ext.155 / 0895344820373(WA)

Pada tanggal Jum, 17 Jun 2022 pukul 19.47 Ismet Sulila <ismet.sulila@ung.ac.id> menulis:

Dear Journal MIMBAR

I hereby convey the final revision of the journal article as attached. I have also submitted the final article to the MIMBAR system's online journal. In accordance with the provisions, I also attach a statement and proof of payment for publications. This is conveyed for your attention, thank you.

Best Regards

ISMET SULILA

Pada tanggal Sel, 14 Jun 2022 pukul 18.11 Mimbar Unisba <mimbarunisba@gmail.com> menulis:

Salam, Saudara berikut terlampir surat keterangan submit jurnal mimbar

Editorial Office of MIMBAR

MIMBAR (jurnal sosial dan pembangunan)

Terakreditasi ristekdikti, DOAJ, Shinta, IPI.

Jl. Tamansari No.20 Bandung 40116

Telp. 022-4203368 ext.155 / 0895344820373(WA)



Final Artikel_MIMBAR_Ismet Sullila_250622.doc

94K

Ismet Sulila <ismet.sulila@ung.ac.id>

25 Juni 2022 14.55

Kepada: Mimbar Unisba <mimbarunisba@gmail.com>

FINAL ARTIKEL

Pada tanggal Sab, 25 Jun 2022 pukul 14.45 Ismet Sulila <ismet.sulila@ung.ac.id> menulis:

Salam

Kepada Tim Edito Jurnal MIMBAR

Berdasarkan email tanggal 24 Juni 2022 tentang permintaan revisi artikel dengan template terbaru tahun 2022 jurnal

MIMBAR, maka dengan ini kami kirimkan hasil revisi akhir jurnal artikel dengan judul **"The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance"** dengan penulis a.n : ISMET SULILA. Artikel dimaksud telah disesuaikan dengan TEMPLATE terbaru jurnal MIMBAR Tahun 2022.

Pada email sebelumnya saya juga telah mengirimkan : 1) Surat Pernyataan, 2) Bukti Pembayaran, 3) Final Artikel, 4) Hasil cek Turn it in.

Demikian disampaikan atas kerjasama diucapkan terimakasih.

Pada tanggal Jum, 24 Jun 2022 pukul 11.45 Mimbar Unisba <mimbarunisba@gmail.com> menulis:

Salam

Selamat Pagi, Ibu/Bapak, untuk kelanjutan naskah Ibu/Bapak pada Jurnal MIMBAR dimohon untuk menyesuaikan dengan template yang terbaru 2022, **dengan catatan maksimal halaman yaitu 10 halaman**, kemudian mohon untuk dikirim kembali ke alamat email MIMBAR secepatnya, berikut kami lampirkan template Jurnal MIMBAR 2022

Editorial Office of MIMBAR

MIMBAR (jurnal sosial dan pembangunan)

Terakreditasi ristekdikti, DOAJ, Shinta, IPI.

Jl. Tamansari No.20 Bandung 40116

Telp. 022-4203368 ext.155 / 0895344820373(WA)

Pada tanggal Jum, 17 Jun 2022 pukul 19.47 Ismet Sulila <ismet.sulila@ung.ac.id> menulis:

Dear Journal MIMBAR

The Influence of Bureaucratic Transformational Leadership and Public Sector Organizational Culture on ASN Performance

ISMET SULILA

Study Program of Public Administration, Faculty of Social Sciences
Universitas Negeri Gorontalo, Indonesia,
Correspondence author: ismet.sulila@ung.ac.id

Abstract

The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Keywords: Leadership, Culture, Performance

Introduction

A good performance is the one that meets standard and supports the achievement of organizational goals. For the employee, such performance can bring progress for the organization to survive in an unstable situation. Wibowo (Wibowo, 2010) conveys that the employee performance is impacted by several factors, including the workforce and those related to the organizational environment. Performance indicators that are highly influential in performance are 1) goal, 2) standard, 3) feedback, 4) tool or means, 5) competency, 6) motive, and 7) opportunity. Performance appraisal is an activity measuring to determine whether an employee has succeeded or failed in carrying out the job by using work standard as a measure. The appraisal within State Civil Apparatus (hereinafter referred to as ASN) is known as Employee Work Objective (Government Regulation No. 46/2011 concerning Assessment of Civil Servant Work Performance). In addition, the use of Employee Work Objective includes elements such as Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership.

As stated by Lingga and Siregar (Lingga & Siregar: 2016), various efforts are taken to improve employee performance, including by implementing effective leadership. Leadership plays a paramount role as it moves and directs the organization (Ekasari: 2017). The quality of the leader is often considered the most predominant factor of organizational success or failure (Menon, 2002). Therefore, the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of the leader. Moreover, this pivotal role has attracted attention of researchers in the field of organizational behavior.

Eventually, such as condition should have obliged every leader to pay attention to the role to foster, mobilize, and direct all potential employees in their environment to realize work achievements.

Leadership is defined as the ability to use influence and motivate individual to achieve organizational goals (Gibson et.al 2006) and the ability will determine the way in which employees reach certain work achievement. Bass (1985) explains that transformational leadership is a condition in which the followers of transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected. According to Robbins and Judge (2007, p. 387), transformational leadership is a leader who provides intellectual consideration and stimulation that is individualized and charismatic. The transformational leadership indicators can be measured through: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Antonakis, Avolio & Sivasubramaniam, 2003).

One of the external factors that impacts employee performance is organizational culture (Taurisa: 2012). Within government institution, the culture in ASN, in conformity with the Decree of Minister of State Apparatus Empowerment Number 25/KEP/M.PAN/04/2002 on April 25, 2002, can be recognized in the form of values contained therein, institution or work system, and attitude, and behavior of human resource who carries it out.

Theoretically, the relationship of impact of bureaucratic transformational leadership and organizational culture in public sector is sustained by several empirical studies which have also found that organizational culture, job satisfaction, and organizational commitment impact employee performance positively and significantly (for example, Yousef (2002); McKinnon et al. (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose et al. (2009); and Gunlu et al. (2010).

Gorontalo Province as a new region desperately needs performance achievements that are able to develop parallel to other regions that can be influenced through transformational leadership and public organizational culture. Based on the previous background, the following problem statements are formulated: 1) does the bureaucratic transformational leadership impact ASN performance in Gorontalo Province?, 2) does the organizational culture in public sector impact ASN performance in Gorontalo Province?, 3) do bureaucratic transformational leadership and organizational culture in public sector simultaneously impact ASN performance in Gorontalo Province?

Research Method

As reported by Sugiyono (2012), Ex Post Facto Research is a research conducted to examine event that has occurred and then trace back to find out the factor that can cause the incident. This research applies the same basic logic as experimental research, namely if x then y, however, the research contains no direct manipulation of the independent variable. The data obtained will be more valid if the selected informant comes from the entire ASN in Gorontalo Province. This research employs a quantitative method. The population involved are all ASN in Gorontalo Province, whereas the samples are 57 ASN. In other words, the samples are all population number due to the population number is only a few. Data collection techniques use questionnaire, interview, and documentation. Meanwhile, the data analysis techniques include quantitative analysis, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation while the data analysis employs multiple regression. Hypothesis testing uses SPSS program.

Results and Discussion

1. Validity Test

This study has two variables in the form of variable X and variable Y, namely Bureaucratic Transformational Leadership (X1), Public Organizational Culture (X2) and State Civil Apparatus Performance (ASN) (Y). The list of questions distributed to a number of respondents has been tested for validity so that the test can be continued on the next test. The results of the test of the validity of the bureaucratic transformational leadership show that all statement indicators regarding the variable of Bureaucratic Transformational Leadership (X1) contained in the list of statements (questionnaires) are considered valid because $r \text{ count} > r \text{ table}$ so that the test can be continued on reliability testing. The results of testing the validity of the question indicator regarding Public Organizational Culture (X2) through the Pearson correlation coefficient show that all the dimension indicators of the statement regarding the Public Organizational Culture variable (X2) contained in the list of statements (questionnaire) are considered valid because $r \text{ count} > r \text{ table}$ so that the test can be continued. on reliability testing. The results of testing the validity of the question indicators regarding ASN Performance (Y) through the Pearson correlation coefficient indicate that all statement indicators regarding the ASN Performance variable (Y) contained in the list of statements (questionnaires) are considered valid because $r \text{ count} > r \text{ table}$ so that the test can be continued on reliability testing

Result of Reliability Test

The reliability test aims to regulate reliability of measuring instrument by giving a relatively same score to respondent, even though the respondent does it at different times. The reliability test is used to determine the consistency of the questionnaire.

Table4. Result of Reliability Test of Research Variables

Variable	Alpha	r Table	Information
Bureaucratic Transformational Leadership (X ₁)	0.730	0.256	Reliable
Organizational Culture in Public Sector (X ₂)	0.478	0.256	Reliable
Performance of ASN (Y)	0.807	0.256	Reliable

Source: Primary data processed in SPSS 21 in 2021

The result of reliability test indicates that all variables have $\alpha > r \text{ table}$, for more than 0.256, thus it can be stated that all the measuring concepts of each variable from the questionnaire are reliable so that further indicators on each variable are suitable for use as a measuring tool.

Classical Assumption Test

Multiple linear regression requires a strict test of requirement. The model is considered good if it meets the BLUE (Best Linear Unbiased Estimator) criteria. The BLUE criteria can be achieved if it meets the classical assumption test. After multiple linear regression equation is formed, it is necessary to do some classical assumption tests (ordinary least square assumption test), namely normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

1. Normality Test

The normality test is employed to test the data for independent variable (X) and dependent variable (Y) in the generated regression equation, whether the data is normally

distributed or not. If the distribution of data is normal, then data analysis and hypothesis testing use parametric statistics. Meanwhile, if a significant value is generated by 0.05, the data distribution is normal. Conversely, if the resulting significant value < 0.05 , the data are not normally distributed. In this data output, it can be noticed that the result of normality test denotes a significant level greater than α ($\alpha = 0.05$), namely $0.407 > 0.05$, which means that the distribution data is normal.

2. Multicollinearity Test

The multicollinearity test is employed to measure the level of association (closeness) of relationship/ influence among independent variables through correlation coefficient (r). Multicollinearity occurs when the correlation coefficient among independent variables is greater than 0.60. Contrarily, multicollinearity will not occur if the correlation coefficient among the independent variables is less than or equal to 0.60 ($r \leq 0.60$). In light of the amount of correlation coefficient among the independent variables, it is noticeable that the correlation coefficient among the independent variables is $0.937 > 0.60$, so it can be summed up that the multicollinearity occurs among the independent variables (transformational leadership and organizational culture). The use of tolerance (a) and variance inflation factor (VIF) reveals that if $\alpha/\text{tolerance} = 10\%$ or 0.10 then $VIF = 10$. In the meantime, the result of VIF count of the two variables = $8.163 < VIF = 10$ and all tolerance for the independent variables is $0.122 = 12, 2\%$ or above 10%. Thus, in brief, multicollinearity does not occur among the independent variables (transformational leadership and organizational culture).

3. Heteroscedasticity Test

A good regression equation if there is no heteroscedasticity. Based on the result of the scatterplot image output, it is discovered that the point spreads below and above the Y axis, and does not have a regular pattern. To sum up, the independent variable above does not occur heteroscedasticity or is homoscedasticity.

4. Autocorrelation Test

Positive Autocorrelation Detection: If $dw < dL$, it contains positive autocorrelation, and conversely, if $dw > dU$, it does not contain any positive autocorrelation. Meanwhile, if $dL < dw < dU$, then the test is inconclusive. Negative Autocorrelation Detection: If $(4 - dw) < dL$ then there is negative autocorrelation, If $(4 - dw) > dU$ then there is no negative autocorrelation, if $dL < (4 - dw) < dU$ then the test is inconclusive. Based on the tests that have been carried out, Durbin-Watson test value is 0.558. Then these values are compared with dL and dU . The dL value is the lower durbin-watson statistical value, while the dU is the upper durbin-watson statistical value. The values of dL and dU can be observed from the durbin-watson calculation with $\alpha = 5\%$, n = number of data, and K = number of independent variable. Then it is found that the value of $dL = 1,500$ and the value of $dU = 1.645$, $K = 2$ and $n = 57$. Thus, after calculating and comparing it with the Durbin-Watson table, that the Durbin-Watson value is 0.558, then $dw < dL$, which is $0.558 < 1,500$. So it is concluded that there is a positive autocorrelation and $4-dw$ ($4 - 0.558$) $> dU$, namely $3.442 > 1.645$. Therefore, it can be concluded that there is no negative autocorrelation.

The following step is testing the hypothesis whose results are delineated below.

Result of Partial Test (t)

This test is used to determine whether, in the regression model, the independent variables (Bureaucratic Transformational Leadership (X_1) and Organizational Culture in

Public Sector (X_2) partially have a significant impact on the dependent variable (Performance of ASN (Y)).

The test steps are as follows:

a. Regression Coefficient Test of Bureaucratic Transformational Leadership

Determining t count: Based on the SPSS output, t value is 0.039. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degree of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t table is 2.005. Testing Criteria: If t-count > t-table, then H_0 is rejected, and H_1 is accepted. If t-count < t-table, then H_0 is accepted, and H_1 is rejected. Testing is done by comparing t-count value and t-table value. Value t-count (4.661) > t-table (2.005) so that H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact between Bureaucratic Transformational Leadership on Performance of ASN. Thus, in reference to the analysis, it can be concluded that partially, the Bureaucratic Transformational Leader impacts the Performance of ASN in Gorontalo Province administration.

b. Regression Coefficient Test of Organizational Culture in Public Sector

Based on the above SPSS output, t value is 4,910. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t-table is 2.005. Testing Criteria: If t-count > t-table, then H_0 is rejected, and H_1 is accepted. If t-count < t-table, then H_0 is accepted, and H_1 is rejected. Testing Method: the testing is done by comparing t-count value and t-table value. Value t-count (4,910) > t-table (2.005) then H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact of organizational culture in public sector on the performance of ASN. Thus, in reference to the analysis, it is concluded that partially, the organizational culture in public sector impacts the Performance of ASN in Gorontalo Province administration.

Result of Simultaneous Test (f)

This test is used to determine whether the independent variables (bureaucratic transformational leadership (X_1) and organizational culture in public sector (X_2)) simultaneously possess a significant impact on the dependent variable (performance of ASN (Y)). The equation for multiple linear regression is as follows: $y = a + b_1x_1 + b_2x_2 + e$. In the meantime, the result of SPSS program from coefficients value, the multiple regression equation is obtained as follows: $y = 67,806 + 1,788 + 1,979x_2 + 8,865$. Based on the equation model, it can be delineated as follows: a) the correlation coefficient R of 0.556 indicates that the degree of correlation among the dependent variable is 55.6%. This means that the Bureaucratic Transformational Leadership and Organizational Culture in Public Sector have a moderate correlation with the Performance of ASN by 55.6%, b) the coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables consisting of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of ASN. Meanwhile, 69.1% of the performance of ASN is impacted by other variables outside of this research, including work motivation, regional performance allowance, achievement motivation, and work environment, c) regression coefficient (B): 1) the constant number of the Unstandardized Coefficient in this research is 67,806 which signifies that if there is no added value to the Bureaucratic Transformational Leadership (X_1) and Organizational Culture in Public Sector (X_2) variables, the performance

of ASN (Y) variable is 67,806, 2) the Bureaucratic Transformational Leadership (X_1) variable has a significant impact on the dependent variable or performance of ASN (Y) with a positive coefficient of 17.9. This value indicates that every 1% increase to organizational culture, the performance of ASN is 17.9 or 17.9%, 3) the Organizational Culture in Public Sector (X_2) has a significant impact on the dependent variable or the performance of ASN (Y) with a positive coefficient of 19.8. This value indicates that every 1% increase in work motivation, the performance of ASN increases by 19.8 or 19.8%, and 4) the error term value is $100\% - 88.65\% = 11.35\%$ or 1.135 shows the impact of other variables outside the model which also impact the main variable or the performance of ASN.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN.

Defining Performance

Performance is a description of achievement achieved by an organization in its operational activity, including in aspects of financial, marketing, fundraising and channeling fund, technology, and human resources (Jumingan, 2006). In addition, performance also means the appearance of personnel's work in both quantity and quality in an organization. Some definitions of performance according to experts are as follows: a) Bastian (2006) states that performance is a depiction of achievement of program implementation, policy in realizing the objective, goal, vision, and mission of an organization, b) Palan (2007) explains that competence is a skill and empowerment which refers to the state or quality of being capable and appropriate. Furthermore, Palan delineates that competence in the workplace refers to the understanding of a person's suitability with his/her job, c) Wibowo (2013) utters that performance is the result of work that contains a strong relationship with organizational strategic goal, customer satisfaction, and contributes to the economy, d) Mangkunegara (2007:65) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out task in accordance with the assigned responsibility.

In reference to the earlier experts' opinion, it is concluded that performance is the level of achievement for the implementation of various work program and tasks in quality, quantity, efficiency, and effectiveness in realizing the goal, objective, vision, and mission of organization as stated in the organization's strategic plan.

Performance Indicator

Pasolong (2013) explains that performance indicator is a qualitative or quantitative measure that describes the level of achievement of the predetermined goal or objective by considering indicators of input, output, outcome, benefit, and impact.

According to Wibowo (2010), there are 7 (seven) performance indicators, namely: 1) objective that signifies which direction the performance should be carried out, 2) standard that is a measure of whether the desired goal can be achieved, 3) feedback that is an input used for measuring the progress of performance, performance standard, and achievement of goal, 4) tool or means that are supporting factor for achieving goal, 5) competence that is an ability of a person to carry out the work assigned to him/her properly, 6) motive that is reason or trigger for someone to do something, in which absence of motive to achieve goals will hamper the performance, and 7) opportunity where worker needs to get the opportunity to show their performance. In the meantime, Dharma (2003) states that performance indicators include: 1) quantity of work, 2) quality of work, and 3) timeliness. According to Bernadin and Russel (2013), indicators used to measure performance are: 1) quality, 2) quantity, 3) time, 4) cost-effectiveness, 5) need for supervision, and 6) interpersonal impact.

Transformational Leadership

Bass (1985) states that transformational leadership refers to a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. Meanwhile, Robbins and Judge (2007) express that transformational leadership refers to a leader who provides consideration and intellectual stimulation that is individualized and has charisma. A transformational leader has a certain behavioral component, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting follower emotion, and making people see a thing beyond their own interest to achieve the impossible.

Indicator of Bureaucratic Transformational Leadership

Tucker and Lewis (2004: 78) define transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the organization's vision and mission, which is the basis for building trust in leader. According to Antoais, Avolio & Sivasubramaniam (2003), bureaucratic transformational leadership can be observed from: 1) idealized influence, 2) inspiration motivation, 3) intellectual simulation, and 4) individualized consideration.

In reference to the results of hypothesis test, it can be noticed that the bureaucratic transformational leadership partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. Then, based on the earlier findings, it is arguable that in an organization, leadership is the most important element for it has the ability to influence and move other humans to work to achieve goal.

The impact of leadership, as explained by Bass (1985), is the emergence of a condition where the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what initially expected. The leader transforms and motivates followers by making them more aware of the importance of result of job, encouraging them to place more importance on the organization or team than their own interest, and activating their higher need.

In addition, Robbins and Judge (2007, p. 387) explain that transformational leadership will be able to provide consideration and intellectual stimulation that is individualized and has charisma. Transformational leader has several components of a certain behavior, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting followers' emotions, and making people see things beyond their own interest to achieve the impossible.

The Impact of Organizational Culture in Public Sector on the Performance of ASN

Nawawi (2013) states that culture is a system of sharing values and belief that interact with people in an organization, organizational structure, and control system that produce behavioral norm. The term *organisasi*, according to Ndraha (2003), derives from the English word organization (Latin, *organizare*, which means forming a determination from parts that are related to one another). So the organization can be viewed as an organizing product. Organization can be stated to be related to social aspect due to human being as the subject and object who is bound by certain values. Value is the essence of morality of the will to fulfill human obligation, both in formal and informal organization (Nawawi, 2013). In reference to the opinions about organizational culture, the researcher can conclude that organizational culture in public sector is shared beliefs and values expressed in the form of norms or guidelines for organization member in behaving and doing activity in government organizations, particularly in relation to public service.

Indicator of Organizational Culture in Public Sector

The following are indicators of organizational culture expressed by Robbins & Coulter (2009): 1) innovation and risk taking which refer to the extent to which employees are encouraged to be innovative and dare to take risk, 2) attention to detail which refers to the extent to which employees are expected to show precision (accuracy), analysis and attention to detail, 3) result orientation which refers to the extent to which management focuses on result rather than on the technique and process employed to achieve the result, 4) people orientation which refers to the extent to which management decision takes into account impact of the result on people in the organization, 5) team orientation which refers to the extent to which work activities are organized based on a team, 6) aggressiveness which refers to the extent to which people in the organization are aggressive and competitive, and 7) stability which refers to organizational activities that are emphasized to maintain the status quo to continue to grow and develop. In consonance with Robins (2006), organizational culture measurement can be observed through the following indicators: 1) individual initiative, which means to what extent the organization gives freedom to each employee in expressing opinion or idea in carrying out their duty and function, 2) direction which means to what extent the organizational leadership can create an obvious desired goal and expectation, 3) integration which means to what extent the organization can encourage organizational units to work in a coordinated manner, 4) control which means leadership supervision on employee using established rules for a smooth organizational task, 5) reward system which means to what extent the allocation of reward, promotion and so on are based on employee performance instead of seniority, and 6) consumption pattern which means to what extent the communication in an organization that is limited by a formal hierarchy of authority can work well.

In reference to the result of hypothesis testing, it can be noticed that the organizational culture in public sector partially has a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The result of previous hypothesis test is in line with the research conducted by Sukaryanti (2016) in a thesis entitled *The Impact of Organizational Culture, Organizational Commitment, and Motivation on Employee Performance*. Based on the earlier findings, it is arguable that a good organization must be able to create a good and correct organizational culture so that it is worthwhile for employee to carry out duty or work. It can be concluded that the organizational culture in public sector will have a significant and positive impact on the performance of ASN.

The Impact of Transformational Leadership and Organizational Culture on the Performance of ASN

In reference to the result of hypothesis testing, it can be noticed that the transformational leadership and organizational culture, simultaneously, have a positive and significant impact on the performance of ASN in Gorontalo Provinceadministration. The earlier finding is sustained in the theory of Bastian (2006), which states that performance result is a description of the achievement of leadership in realizing the goal, objective, vision, and mission of an organization. In addition, Palan (2007) also explains that leadership competence is a skill and empowerment, which refers to the condition or quality of being capable and appropriate. Besides, the important role of organizational culture in public sector is very influential in realizing maximum performance. Performance must be assessed and evaluated. Evaluation also serves the purpose of providing feedback to employees about how the organization views their performance. Furthermore, performance appraisal is used as the basis for the allocation of reward (Guritno and Waridin, 2015). The important role of bureaucratic transformational leadership and organizational culture in public sector has been proven by the research finding and is also supported by relevant theories expressed by several experts. Based on the description above, the implication in this research can be described as

follows: 1) if transformational leadership gets better, the organization will run well in accordance with the expectation of Gorontalo Province administration, 2) if the organizational culture gets better and following the standard operating procedure (SOP), the performance of ASN will be better, and the organizational goal in Gorontalo Province administration will be achieved, 3) if transformational leadership and organizational culture can be optimized according to organizational goal and existing provision, the goal, vision and mission of every public organization will be achieved.

Conclusion

Based on the research finding and discussion, it is concluded that: 1) partially, the bureaucratic transformational leadership has a positive impact on the performance of ASN with a regression coefficient value of 17.9%, 2) partially, the organizational culture in public sector has a positive impact on the performance of ASN with a regression coefficient value of 19.8%, and 3) simultaneously, the transformational leadership and organizational culture have a positive and significant impact on the performance of ASN with a correlation coefficient R of 55.6%. The coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables comprising transformational leadership and organizational culture on the performance of ASN. In the meantime, 69.1% of the performance of ASN is impacted by other variables outside of this research.

References

- Antonakis, J., Avolio, B.J, dan Sivasubramaniam, N. 2003. *Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire*. The Leadership Quarterly 14. Amerika Serikat.
- Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press
- Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.
- Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resouces: An Expimetal Approach*. Singapore: Mc. Graw – Hill book.co.
- Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja GrafindoPersada.
- Ekasari, Sunardi, 2017, *Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta)*, Jurnal Ilmiah Manajemen Bisnis, Vol 17, Nomor 2, Juli – Desember
- Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGrow Hill
- Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, *Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey*, International Journal of Contemporary Hospitality Management, 22(5): 693-717.
- Guritno, Bambang dan Waridin, 2005, *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja*. JRBI. Vol 1. No 1. Hal: 63-74.
- Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.

- Lingga & Siregar : 2016, *Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia 1 (Persero) Medan*, Jurnal Plans, Penelitian Ilmu Manajemen dan Bisnis, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, *The Relationship between Organizational Culture and Organizational Commitment*, Southern African Business Review, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, *Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan*, International Journal of Business Studies, 11(1): 25-44.
- Menon, Maria E, 2002, *Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadershy in Cyprus*, The International Journal Of Education Management, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja*, Kencana, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.
- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV.Afabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management 11th Edition*, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, *The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance*, Journal of Applied Business Research, 25(6): 55-65.
- Samad, Sarminah, 2005, *Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction*, The Business Review, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. *Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung*. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, *Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang)*, Jurnal Bisnis dan Ekonomi (JBE), Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). *The Influence of the Transformasional Leader*. Journal of Leadership and Organizational Studies, 10(4), 2004

ARTIKEL PUBLISH



The Impact of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of State Civil Apparatus

* ISMET SULILA

* Universitas Negeri Gorontalo, Gorontalo, Indonesia
Correspondance author: ismet.sulila@ung.ac.id *

Article

Article History

Received: 02/11/2021
Reviewed: 25/03/2022
Accepted: 27/06/2022
Published: 27/06/2022

DOI:

doi.org/10.29313/mimbar.v0i0.8809



This work is licensed under a Creative Commons Attribution 4.0 International License

Volume : 38
No. : 1
Month : June
Year : 2022
Pages : 132-139

Abstract

The research aims to discover: 1) the impact of bureaucratic transformational leadership on the performance of State Civil Apparatus, 2) the impact of organizational culture in public sector on the performance of State Civil Apparatus, and 3) the impact of bureaucratic transformational leadership and organizational culture in public sector on the performance of State Civil Apparatus. The research is conducted by applying quantitative method and involving 57 apparatuses as the population and samples. The data are collected through techniques of questionnaire, interview, and documentation while the data analysis encompasses analysis of quantitative, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple regression. Meanwhile, the hypothesis test employs SPSS program. The research finding evidences that the bureaucratic transformational leadership and organizational culture in public sector impact the performance of State Civil Apparatus. Additionally, the finding has a crucial implication to strengthen the bureaucratic transformational leadership and organizational culture in public sector in contributing to the performance of State Civil Apparatus enormously.

Keywords: Leadership; Culture; Performance

© 2022 Mimbar: Jurnal Sosial dan Pembangunan, Unisba Press. All rights reserved.

Introduction

A good performance is the one that meets standard and supports the achievement of organizational goals. For the employee, such performance can bring progress for the organization to survive in an unstable situation. Wibowo (Wibowo, 2010) conveys that the employee performance is impacted by several factors, including the workforce and those related to the organizational environment. Performance indicators that are highly influential in performance are 1) goal, 2) standard, 3) feedback, 4) tool or means, 5) competency, 6) motive, and 7) opportunity. Performance appraisal is an activity measuring to determine whether an employee has succeeded or failed in carrying out the job by using work standard as a measure. The appraisal within State Civil Apparatus (hereinafter referred to as ASN) is known as Employee Work Objective (Government Regulation No. 46/2011 concerning Assessment of Civil Servant Work Performance). In addition, the use of Employee

Work Objective includes elements such as service orientation, integrity, commitment, discipline, cooperation and leadership.

As stated by Lingga and Siregar (Lingga & Siregar: 2016), various efforts are taken to improve employee performance, including by implementing effective leadership. Leadership plays a paramount role as it moves and directs the organization (Ekasari: 2017). The quality of the leader is often considered the most predominant factor for organizational success or failure (Menon, 2002). Therefore, the success or failure of an organization, both business and public oriented, is normally associated with the success or failure of the leader. Moreover, this pivotal role has attracted attention of researchers in the field of organizational behavior. Eventually, such condition should have obliged every leader to pay attention to the role to foster, mobilize, and direct the entire potential employees in their surrounding to actualize work achievements.

Leadership constitutes the ability to use the influence and motivate individual to achieve organizational goals (Gibson et.al 2006); and such ability will determine the way in which employees reach certain work achievement. Bass (1985) asserts that transformational leadership is a condition in which the followers of transformational leader feel trust, admiration, loyalty, and respect for the leader so that they are motivated to do more than initially expected. According to Robbins and Judge (2007, p. 387), transformational leadership is a leader who provides intellectual consideration and stimulation that is individualized and charismatic. The transformational leadership indicators can be measured through: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Antonakis, Avolio & Sivasubramaniam, 2003).

One of the external factors that impacts employee performance is organizational culture (Taurisa: 2012). Within government institution, the culture in ASN, in conformity with the Decree of Minister of State Apparatus Empowerment Number 25/KEP/M.PAN/04/2002 on April 25, 2002, can be recognized in the form of values contained therein, institution or work system, attitude, and behavior of human resource who carries it out.

Theoretically, the relationship of impact of bureaucratic transformational leadership and organizational culture in public sector is sustained by several empirical studies which have also found that organizational culture, job satisfaction, and organizational commitment impact employee performance positively and significantly (for example, Yousef (2002); McKinnon et al. (2003); Koesmono (2005); Samad (2005); Manetje and Martins (2009); Ojo (2009); Rose et al. (2009); and Gunlu et al. (2010). Gorontalo Province as a new region desperately needs performance achievements that are able to develop parallel to other regions that can be influenced through transformational leadership and public organizational culture. Based on the previous background, the following problem statements are formulated as follows: 1) Does the bureaucratic transformational leadership impact ASN performance in Gorontalo Province?, 2) Does the organizational culture in public sector impact ASN performance in Gorontalo Province?, 3) Do bureaucratic transformational leadership and organizational culture in public sector simultaneously impact ASN performance in Gorontalo Province?

Research Method

As reported by Sugiyono (2012), Ex Post Facto Research is a research conducted to examine certain incident that has occurred and then trace back to find out the factor that can cause the incident. This research applies the same basic logic as experimental research, namely if x then y; however, the research contains no direct manipulation of the independent variable. The data obtained will be more valid if the selected informants are the entire ASN in Gorontalo Province. This research employs a quantitative method. The population involved are all ASN in Gorontalo Province, whereas the samples are 57 ASN. In other words, the samples are all population since the population number is only a few. The research data are collected through techniques of questionnaire, interview, and documentation. Meanwhile, the data analysis techniques include quantitative analysis, classical assumption, normality, multicollinearity, heteroscedasticity, and autocorrelation, while the data analysis employs multiple regression. In addition, the hypothesis testing uses SPSS program.

Results and Discussion

Validity Test

This study has two variables in the form of variable X and variable Y, namely Bureaucratic Transformational Leadership (X1), Public Organizational Culture (X2), and State Civil Apparatus Performance (ASN) (Y). The list of questions distributed to a number of respondents has been tested

for validity so that the test can be continued on to the next test. The results of the test of the validity of the bureaucratic transformational leadership show that all statement indicators regarding the variable of Bureaucratic Transformational Leadership (X1) contained in the list of statements (questionnaires) are considered valid because $r_{\text{count}} > r_{\text{table}}$ so that the test can be continued on to reliability testing. The results of testing the validity of the question indicator regarding Public Organizational Culture (X2) through the Pearson correlation coefficient show that all the dimension indicators of the statement regarding the Public Organizational Culture variable (X2) contained in the list of statements (questionnaire) are considered valid because $r_{\text{count}} > r_{\text{table}}$ so that the test can be continued On to reliability testing. The results of testing the validity of the question indicators regarding ASN Performance (Y) through the Pearson correlation coefficient indicate that all statement indicators regarding the ASN Performance variable (Y) contained in the list of statements (questionnaires) are considered valid because $r_{\text{count}} > r_{\text{table}}$ so that the test can be continued on to reliability testing.

Result of Reliability Test

The reliability test is conducted to regulate reliability of measuring instrument by providing a relatively same score to respondent, even though the respondent does it at different times. In addition, the reliability test is used to determine the consistency of the questionnaire.

Table 4
Result of Reliability Test of Research Variables

Variable	Alpha	r Table	Information
Bureaucratic Transformational Leadership (X ₁)	0.730	0.256	Reliable
Organizational Culture in Public Sector (X ₂)	0.478	0.256	Reliable
Performance of ASN (Y)	0.807	0.256	Reliable

Source: Primary data processed in SPSS 21 in 2021

The result of reliability test indicates that the entire variables signify $\alpha > r_{\text{table}}$, for more than 0.256. In other words, all the measuring concepts of each variable from the questionnaire are reliable so that further indicators on each variable are suitable for use as a measuring tool.

Classical Assumption Test

Multiple linear regression requires a strict test of requirement. The model is considered good if it meets the BLUE (Best Linear Unbiased Estimator) criteria. The BLUE criteria can be achieved if it meets the classical assumption test. After multiple linear regression equation is formed, it is necessary to do some classical assumption tests (ordinary least square assumption test), namely normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

Normality Test. The normality test is employed to test the data for independent variable (X) and dependent variable (Y) in the generated regression equation, whether the data is normally distributed or not. If the distribution of data is normal, then data analysis and hypothesis testing use parametric statistics. Meanwhile, if a significant value is generated by 0.05, the data distribution is normal. Conversely, if the resulting significant value < 0.05 , the data are not normally distributed. In this data output, it can be noticed that the result of normality test denotes a significant level greater than α ($\alpha = 0.05$), namely $0.407 > 0.05$, which means that the distribution data are normal.

Multicollinearity Test. The multicollinearity test is employed to measure the level of association (closeness) of relationship/impact among independent variables through correlation coefficient (r). Multicollinearity occurs when the correlation coefficient among independent variables is greater than 0.60. Contrarily, multicollinearity will not occur if the correlation coefficient among independent variables is less than or equal to 0.60 ($r < 0.60$). In light of the amount of correlation coefficient among the independent variables, it is noticeable that the correlation coefficient among the independent variables is $0.937 > 0.60$, so it can be summed up that the multicollinearity occurs among the independent variables (transformational leadership and organizational culture). The use of tolerance (a) and variance inflation factor (VIF) reveals that if $\alpha/\text{tolerance} = 10\%$ or 0.10 then $VIF = 10$. In the meantime, the result of VIF count of the two variables = $8.163 < VIF = 10$ and all tolerance for the independent variables is $0.122 = 12, 2\%$ or above 10%. Thus, in brief, multicollinearity does not occur among the independent variables (transformational leadership and organizational culture).

Heteroscedasticity Test. A good regression equation is when there is no heteroscedasticity. Based on the result of the scatterplot image output, it is discovered that the point spreads below and above the Y axis, and does not have a regular pattern. To sum up, the independent variable above does not occur heteroscedasticity or is homoscedasticity.

Autocorrelation Test. Positive Autocorrelation Detection: If $dw < dL$, it contains positive autocorrelation, and conversely, if $dw > dU$, it does not contain any positive autocorrelation. Meanwhile, if $dL < dw < dU$, then the test is inconclusive. Negative Autocorrelation Detection: If $(4 - dw) < dL$ then there is negative autocorrelation, If $(4 - dw) > dU$ then there is no negative autocorrelation, if $dL < (4 - dw) < dU$ then the test is inconclusive. Based on the tests that have been carried out, Durbin-Watson test value is 0.558; then these values are compared with dL and dU . The dL value is the lower durbin-watson statistical value, while the dU is the upper durbin-watson statistical value. The values of dL and dU can be observed from the durbin-watson calculation with $\alpha = 5\%$, n = number of data, and K = number of independent variable. Then it is found that the value of $dL = 1,500$ and the value of $dU = 1.645$, $K = 2$ and $n = 57$. Thus, after calculating and comparing it with the Durbin-Watson table, that the Durbin-Watson value is 0.558, then $dw < dL$, which is $0.558 < 1,500$. Thus, it is concluded that there is a positive autocorrelation and $4-dw$ ($4 - 0.558$) $> dU$, namely $3.442 > 1.645$. Therefore, it can also be concluded that there is no negative autocorrelation.

Result of Partial Test (t)

This current test is applied to determine whether, in the regression model, the independent variables (Bureaucratic Transformational Leadership (X1) and Organizational Culture in Public Sector (X2) partially have a significant impact on the dependent variable (Performance of ASN (Y)). The test steps are as follows: **Regression Coefficient Test of Bureaucratic Transformational Leadership.** Determining t count: based on the SPSS output, t value is 0.039. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degree of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t table is 2.005. Testing Criteria: If t-count $>$ t-table, then H_0 is rejected, and H_1 is accepted. If -t count $<$ t-table, then H_0 is accepted, and H_1 is rejected. Testing is done by comparing t-count value and t-table value. Value t-count (4.661) $>$ t-table (-2.005) so that H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact between Bureaucratic Transformational Leadership on Performance of ASN. Thus, in reference to the analysis, it can be concluded that partially, the Bureaucratic Transformational Leader impacts the Performance of ASN in Gorontalo Province administration.

Regression Coefficient Test of Organizational Culture in Public Sector. Based on the above SPSS output, t value is 4,910. The t distribution table is sought at $\alpha = 5\%$: $2 = 2.5\%$ (2-tailed test) with degrees of freedom (df) $n-k-1$ or $57-2-1 = 54$ (n is the number of case and k is the number of independent variables). Meanwhile, result of 2-tailed test (significance = 0.025) for t-table is 2.005. Testing Criteria: if t-count $>$ t-table, then H_0 is rejected, and H_1 is accepted. If t-count $<$ t-table, then H_0 is accepted, and H_1 is rejected. Testing Method: the testing is done by comparing t-count value and t-table value. Value of t-count (4,910) $>$ t-table (2.005) then H_0 is rejected and H_1 is accepted. This means that partially, there is a significant impact of organizational culture in public sector on the performance of ASN. Thus, in reference to the analysis, it is concluded that partially, the organizational culture in public sector impacts the Performance of ASN in Gorontalo Province administration.

Result of Simultaneous Test (f)

This test is used to determine whether the independent variables (bureaucratic transformational leadership (X1) and organizational culture in public sector (X2) simultaneously possess a significant impact on the dependent variable (performance of ASN (Y)). The equation for multiple linear regression is as follows: $y = a + b_1x_1 + b_2x_2 + e$. In the meantime, the result of SPSS program from coefficients value, the multiple regression equation is obtained as follows: $y = 67,806 + 1,788 + 1,979x_2 + 8,865$. Based on the equation model, it can be delineated as follows: a) the correlation coefficient R of 0.556 indicates that the degree of correlation among the dependent variable is 55.6%. This means that the Bureaucratic Transformational Leadership and Organizational Culture in Public Sector have a moderate correlation with the Performance of ASN by 55.6%; b) the coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables consisting of Bureaucratic Transformational Leadership and Organizational Culture in Public Sector on the Performance of ASN. Meanwhile, 69.1% of the performance of ASN is impacted by other variables outside of this research,

including work motivation, regional performance allowance, achievement motivation, and work environment; c) regression coefficient (B): 1) the constant number of the Unstandardized Coefficient in this research is 67,806 which signifies that if there is no added value to the Bureaucratic Transformational Leadership (X1) and Organizational Culture in Public Sector (X2) variables, the performance of ASN (Y) variable is 67,806, 2) the Bureaucratic Transformational Leadership (X1) variable has a significant impact on the dependent variable or performance of ASN (Y) with a positive coefficient of 17.9. This value indicates that every 1% increase to organizational culture, the performance of ASN is 17.9 or 17.9%, 3) the Organizational Culture in Public Sector (X2) has a significant impact on the dependent variable or the performance of ASN (Y) with a positive coefficient of 19.8. This value indicates that every 1% increase in work motivation, the performance of ASN increases by 19.8 or 19.8%, and 4) the error term value is $100\% - 88.65\% = 11.35\%$ or 1.135 shows the impact of other variables outside the model which also impact the main variable or the performance of ASN.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN:

Defining Performance

Performance is a description of achievement achieved by an organization in its operational activity, including in aspects of financial, marketing, fundraising and channeling fund, technology, and human resources (Jumingan, 2006). In addition, performance also means the appearance of personnel's work in both quantity and quality in an organization. Some definitions of performance according to experts are as follows: a) Bastian (2006) states that performance is a depiction of achievement of program implementation, policy in realizing the objective, goal, vision, and mission of an organization; b) Palan (2007) explains that competence is a skill and empowerment which refers to the state or quality of being capable and appropriate. Furthermore, Palan delineates that competence in the workplace refers to the understanding of a person's suitability with his/her job; c) Wibowo (2013) utters that performance is the result of work that contains a strong relationship with organizational strategic goal, customer satisfaction, and contributes to the economy; d) Mangkunegara (2007:65) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out task in accordance with the assigned responsibility.

In reference to the earlier experts' opinion, it is concluded that performance is the level of achievement for the implementation of various work program and tasks in quality, quantity, efficiency, and effectiveness in realizing the goal, objective, vision, and mission of organization as stated in the organization's strategic plan.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN:

Performance Indicator

Pasolong (2013) elucidates that performance indicator is a qualitative or quantitative measure that describes the level of achievement of the predetermined goal or objective by considering indicators of input, output, outcome, benefit, and impact. According to Wibowo (2010), there are 7 (seven) performance indicators, namely: 1) objective that signifies which direction the performance should be carried out, 2) standard that is a measure of whether the desired goal can be achieved, 3) feedback that is an input used for measuring the progress of performance, performance standard, and achievement of goal, 4) tool or means that are supporting factor for achieving goal, 5) competence that is an ability of a person to carry out the work assigned to him/her properly, 6) motive that is reason or trigger for someone to do something, in which absence of motive to achieve goals will hamper the performance, and 7) opportunity where worker needs to get the opportunity to show their performance. In the meantime, Dharma (2003) states that performance indicators include: 1) quantity of work, 2) quality of work, and 3) timeliness. According to Bernadin and Russel (2013), indicators used to measure performance are: 1) quality, 2) quantity, 3) time, 4) cost-effectiveness, 5) need for supervision, and 6) interpersonal impact.

The Impact of Bureaucratic Transformational Leadership on the Performance of ASN:

Transformational Leadership

Bass (1985) asserts that transformational leadership refers to a condition in which the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader so that they

are motivated to do more than initially expected. Meanwhile, Robbins and Judge (2007) express that transformational leadership refers to a leader who provides consideration and intellectual stimulation that is individualized and charismatic. A transformational leader has a certain behavioral components, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting follower emotion, and making people observe a thing beyond their own interest to achieve the impossible.

Indicator of Bureaucratic Transformational Leadership

Tucker and Lewis (2004: 78) define transformational leadership as a leadership pattern that can motivate employees by bringing high ideas and values to achieve the organization's vision and mission, which is the basis for building trust in leader. According to Antoais, Avolio & Sivasubramaniam (2003), bureaucratic transformational leadership can be observed from: 1) idealized influence, 2) inspiration motivation, 3) intellectual simulation, and 4) individualized consideration. In reference to the results of hypothesis test, it can be noticed that the bureaucratic transformational leadership partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. Then, based on the earlier findings, it is arguable that in an organization, leadership is the most important element for it has the ability to influence and move other humans to work to achieve goal.

The impact of leadership, as explained by Bass (1985), is the emergence of a condition where the followers of transformational leader feel their trust, admiration, loyalty, and respect for the leader, so that they are motivated to do more than the initial expectation. The leader transforms and motivates followers by making them more aware of the importance of result of job, encouraging them to place more importance on the organization or team than their own interest, and activating their higher need.

In addition as it is stated earlier, Robbins and Judge (2007, p. 387) utter that transformational leadership will provide consideration and intellectual stimulation that is individualized and charismatic. Transformational leader has several components of a certain behavior, including integrity and fairness, setting a clear goal, having a high expectation, providing support and recognition, igniting followers' emotions, and making people observe things beyond their own interest to achieve the impossible.

The Impact of Organizational Culture in Public Sector on the Performance of ASN

Nawawi (2013) states that culture is a system of sharing values and belief that interact with people in an organization, organizational structure, and control system that produce behavioral norm. The term organization, according to Ndraha (2003), derives from the English word organization (Latin, *organizare*, which means forming a determination from parts that are related to one another). Thus, the organization can be viewed as an organizing product. Organization can be stated to be related to social aspect due to human being as the subject and object who is bound by certain values. Value is the essence of morality of the will to fulfill human obligation, both in formal and informal organization (Nawawi, 2013). In reference to the opinions about organizational culture, the researcher can conclude that organizational culture in public sector is shared beliefs and values expressed in the form of norms or guidelines for organization member in behaving and doing activity in government organizations, particularly in relation to public service.

Indicator of Organizational Culture in Public Sector

The following are indicators of organizational culture expressed by Robbins & Coulter (2009): 1) innovation and risk taking which refer to the extent to which employees are encouraged to be innovative and dare to take risk; 2) attention to detail which refers to the extent to which employees are expected to show precision (accuracy), analysis and attention to detail; 3) result orientation which refers to the extent to which management focuses on result rather than on the technique and process employed to achieve the result; 4) people orientation which refers to the extent to which management decision takes into account impact of the result on people in the organization; 5) team orientation which refers to the extent to which work activities are organized based on a team; 6) aggressiveness which refers to the extent to which people in the organization are aggressive and competitive; and 7) stability which refers to organizational activities that are emphasized to maintain the status quo to continue to grow and develop. In consonance with Robins (2006), organizational culture measurement can be observed through the following indicators: 1) individual initiative which means

to what extent the organization gives freedom to each employee in expressing opinion or idea in carrying out their duty and function, 2) direction which means to what extent the organizational leadership can create an obvious desired goal and expectation, 3) integration which means to what extent the organization can encourage organizational units to work in a coordinated manner, 4) control which means leadership supervision on employee using established rules for a smooth organizational task, 5) reward system which means to what extent the allocation of reward, promotion and so on are based on employee performance instead of seniority, and 6) consumption pattern which means to what extent the communication in an organization that is limited by a formal hierarchy of authority can work well.

In reference to the result of hypothesis testing, it can be noticed that the organizational culture in public sector partially has a positive and significant impact on the performance of ASN in Gorontalo Province administration. The result of previous hypothesis test is in line with the research conducted by Sukaryanti (2016) in a thesis entitled "The Impact of Organizational Culture, Organizational Commitment, and Motivation on Employee Performance". Based on the earlier findings, it is arguable that a good organization must be able to create a good and correct organizational culture so that it is worthwhile for employee to carry out duty or work. To conclude, the organizational culture in public sector have a significant and positive impacts on the performance of ASN.

The Impact of Transformational Leadership and Organizational Culture on the Performance of ASN

In reference to the result of hypothesis testing, it is noticeable that the transformational leadership and organizational culture, simultaneously, posses a positive and significant impact on the performance of ASN in Gorontalo Province administration. The earlier finding is sustained in the theory of Bastian (2006), which states that performance result is a description of the achievement of leadership in realizing the goal, objective, vision, and mission of an organization. In addition, Palan (2007) also explains that leadership competence is a skill and empowerment, which refers to the condition or quality of being capable and appropriate. Besides, the important role of organizational culture in public sector is very influential in realizing maximum performance. Performance must be assessed and evaluated. Evaluation also serves the purpose of providing feedback to employees about how the organization views their performance. Furthermore, performance appraisal is used as the basis for the allocation of reward (Guritno and Waridin, 2015). The important role of bureaucratic transformational leadership and organizational culture in public sector has been proven by the research finding and is also supported by relevant theories expressed by several experts. Based on the description above, the implication in this research can be described as follows: 1) if transformational leadership gets better, the organization will run well in accordance with the expectation of Gorontalo Province administration, 2) if the organizational culture gets better and following the standard operating procedure (SOP), the performance of ASN will be better, and the organizational goal in Gorontalo Province administration will be achieved, 3) if transformational leadership and organizational culture can be optimized according to organizational goal and existing provision, the goal, vision and mission of every public organization will be achieved.

Conclusion

In reference to the research finding and discussion, it is concluded that: 1) partially, the bureaucratic transformational leadership has a positive impact on the performance of ASN with a regression coefficient value of 17.9%; 2) partially, the organizational culture in public sector has a positive impact on the performance of ASN with a regression coefficient value of 19.8%; and 3) simultaneously, the transformational leadership and organizational culture have a positive and significant impact on the performance of ASN with a correlation coefficient R of 55.6%. The coefficient of determination (R^2) of 0.309 (30.9%) indicates the contribution of independent variables comprising transformational leadership and organizational culture on the performance of ASN. In the meantime, 69.1% of the performance of ASN is impacted by other variables excluded this research.

References

- Antonakis, J., Avolio, B.J, dan Sivasubramaniam, N. 2003. Context and leadership: an examination of the nine factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly* 14. Amerika Serikat.

- Bass, B.M, 1985, *Leadership and Performance Beyond Expectation*. New York: Academic Press
- Bastian, Indra, 2006, *Sistem Akuntansi Sektor Publik*, Edisi 2, Jakarta : Salemba Empat.
- Bernardin, H. Jhon., Russel, Joyce E. A. (2013). *Human Resources: An Experimental Approach*. Singapore: Mc. Graw – Hill book.co.
- Dharma, Agus, 2003, *Manajemen Supervisi: Petunjuk Bagi Para Supervisor* Jakarta: Raja Grafindo Persada.
- Ekasari, Sunardi, 2017, Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Euroasiatic Jakarta), *Jurnal Ilmiah Manajemen Bisnis*, Vol 17, Nomor 2, Juli – Desember
- Gibson, James L., at Al, 2006, *Organizations, (Behaviour, Structure, Processes)* Twelfth Edition, McGraw Hill
- Gunlu, Ebru, Mehmet Aksarayli, dan Nilüfer Şahin Percin, 2010, Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey, *International Journal of Contemporary Hospitality Management*, 22(5): 693-717.
- Guritno, Bambang dan Waridin, 2005, Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja dan Motivasi Terhadap Kinerja. *JRBI*. Vol 1. No 1. Hal: 63-74.
- Jumingan, 2006, *Analisis Laporan Keuangan*. Bumi Aksara. Jakarta.
- Lingga & Siregar : 2016, Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pelabuhan Indonesia 1 (Persero) Medan, *Jurnal Plans*, Penelitian Ilmu Manajemen dan Bisnis, ISSN : 1978-7057
- Manetje, O. dan N. Martins, 2009, The Relationship between Organizational Culture and Organizational Commitment, *Southern African Business Review*, 13(1): 87-111.
- McKinnon, Jill L. et al., 2003, Organizational Culture: Association with Commitment, Job Satisfaction, Propensity to Remain, and Information Sharing in Taiwan, *International Journal of Business Studies*, 11(1): 25-44.
- Menon, Maria E, 2002, Perceptions of Pre-Service and In-Service Teachers Regarding The Effectiveness Of Elementary School Leadership in Cyprus, *The International Journal Of Education Management*, 16 Februari, 91-97
- Nawawi, Ismail 2013, *Budaya Organisasi Kepemimpinan dan Kinerja*, Kencana, Jakarta
- Ndraha, Taliziduhu, 2003, *Kybernologi (Ilmu Pemerintahan Baru)*, Rineka Cipta, Jakarta
- Palan, R. 2007, *Competency Management. Teknik Mengimplementasikan Manajemen SDM berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Penerjemah: Octa Melia Jalal. Penerbit PPM. Jakarta.
- Pasolong, H. 2013. *Kepemimpinan Birokrasi*. CV.Afabeta. Bandung.
- Robbins SP, dan Judge. 2007. *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Jakarta: Salemba 4.
- Robbins, Stephen P & Coulter. 2009, *Management* 11th Edition, Prentice Hall
- Rose, Raduan Che, Naresh Kumar, dan Ong Gua Pak, 2009, The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance, *Journal of Applied Business Research*, 25(6): 55-65.
- Samad, Sarminah, 2005, Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction, *The Business Review*, 4(2): 79-84.
- Sugiyono, (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B*. bandung: Penerbit Alfabeta.
- Sukaryanti, Dhani. 2016. Pengaruh Budaya Organisasi, Komitmen Organisasi dan Motivasi Terhadap Kinerja Pegawai Badan Pusat Statistik Provinsi Lampung. Tesis. Universitas Lampung
- Taurisa Chaterina Melina, Ratnawati Intan, 2012, Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang), *Jurnal Bisnis dan Ekonomi (JBE)*, Vol 19 No 2
- Tucker, L. R., & Lewis, C. (2004). The Influence of the Transformational Leader. *Journal of Leadership and Organizational Studies*, 10(4), 2004