
Issues and Perspectives in Business and Social Sciences

The effects of transformational leadership and change management on civil servants' motivation: A study at the Regional Secretariat of Sumedang Regency

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Abstract

This study aimed to analyse the effects of transformational leadership and change management on the motivation of civil servants, with a case study at the Regional Secretariat of Sumedang Regency. This study used quantitative and descriptive-causality analysis methods. The saturated sample of census technique was used, involving 200 civil servants in the Regional Secretariat of Sumedang Regency. It was concluded from this study that the application of transformational leadership in Sumedang Regency went very well. Change management has been very effective and the motivation of civil servants was very high. The implementation of transformational leadership should be prioritised within the Sumedang Regency to further encourage motivation among the state civil servants. The replication and adaptation of transformational leadership and change management must be implemented in all organisations and institutions within the Sumedang Regency, to produce a collective impact on regional progress.

Keywords:

Transformational leadership;
Change management;
Motivation;
State civil servants;
Aparatur Sipil Negara.

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1. Introduction

According to Dony (in Wasliah, 2019), several regions in Indonesia have continued to improve and unleash their best potential in supporting the nation's economic growth and the welfare of people. Several regencies and cities in Indonesia are currently starting to emerge as role models for modern and advanced regencies as well as cities, with success in various fields. One of them is Sumedang Regency in West Java, which is now one of the areas with promising growth potential. Several national strategic projects are directly related to Sumedang's potential progress, including West Java International Airport (BIJB) in Kertajati, The Jatigede Dam Project, and Cileunyi-Sumedang-Dawuan Toll Road or Cisumdawu Toll Road Project.

The progress of the Sumedang Regency cannot be separated from the motivation of the civil servants as the main motor of government and regional development. The Indonesian civil servants are known as Aparatur Sipil Negara and hence, the abbreviation ASN is used in this study. In 2017 to 2019, there was an increase in the level of ASN attendance in the Regional Secretariat of Sumedang Regency. The attendance level is an indicator to measure the motivation level of ASN. From Table 1, there is an increase in ASN attendance from year to year even though it has not reached the ideal percentage of 100%.

Table 1. Attendance Rate of ASN

Year	Attendance
2017	87.21 %
2018	89.05 %
2019	98.60 %

Source: Regional Secretariat attendance data, 2019

ASN wellness indicators can also be seen from the increase in the achievement of the regional mid-term development planning (RPJMD) index in Sumedang Regency from 2017 to 2019 as seen in Table 2. Naile and Salesho (2014) have shown that transformational leadership style has a positive impact on the work motivation of subordinates. In the corporate sector of the telecommunications industry, Ahmad et al. (2014) have also revealed similar results, transformational leadership has a positive and significant effect on employee motivation. According to Danim (2004), transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organisational resources to achieve meaningful goals in accordance with predetermined achievement targets. Bass (in Yukl, 2010) has added that transformational leadership is a condition of subordinates of a transformational leader who feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected.

Table 2. Target Achievement of Sumedang Regency RPJMD

Indicator	Unit	Initial Conditions		
		2017	2018	2019
Life Expectancy	Year	72.00	72.07	72.29
Average Length of Schooling	Year	7.98	8.12	8.27
Students' expectations of further education	Year	12.93	13.08	12.96
Per Capita Expenditure	Million	9.57	9.84	10.406
Human Development Index	Point	70.07	70.53	70.53
Economic Growth Rate	Percent	6.23	6.34	6.32
Percentage of Poor Population	Percent	10.53	9.76	9.05
Open Unemployment Rate	Percent	7.15	7.04	7.63
Gini Index	Point	0.39	0.42	0.34
Bureaucratic Reform Index	Point	-	56.05	79.34
SPBE Index	Point	-	2.4	2.51
Performance Accountability System	Point	-	60,98	B

Source: Bappeda Kabupaten Sumedang, 2020

In addition to the transformational leadership model, change management is also one of the variables that can increase employee motivation. Firdaus and Hendriyono (2018) have stated that change management has a significant positive effect on employee motivation. According to Applebaum et al. (2018), organisational change has an impact on employee motivation and performance. Coffman and Lutes (2007) have explained that change management is a structured approach to help organisations and people transform from their current state to their desired state. Based on the research background that has been described above, we examined the relationship between leadership strength, especially transformational leadership, and change management with ASN motivation in Sumedang Regency.

2. Methodology

This study used quantitative methods with descriptive and causal research techniques. It is worth knowing that since qualitative and quantitative research formulate specific problems using a structured research design, the validity and reliability are therefore tested and can be clearly defined and recognised from the beginning. According to Neolaka (2014), quantitative research

is a method where the data is in the form of numbers and statistical analysis is used to examine the population or sample. According to Rolph (in Sangaji and Sopiah, 2010), descriptive research deals with problems in the form of current facts from a population which includes the assessment of attitudes or opinions of individuals, organisations, circumstances, or procedures. Meanwhile, descriptive research with causal relationship is a research design to examine the possibility of a cause-and-effect relationship among variables (Sanusi, 2013). In this study, a questionnaire survey was used to collect data from 200 civil servants employed by the Regional Secretariat of Sumedang Regency.

Data analysis used include descriptive analysis, classic assumption tests, and simple linear regression analysis. According to Sujarweni (2014), descriptive statistics describe the various characteristics of the data that come from a sample. We use descriptive analysis to determine the effects of transformational style on the work motivation of ASN at the Regional Secretariat of Sumedang Regency. Respondents were asked to respond to each questionnaire item using a five-point Likert-like scale, ranging from 1, strongly disagree to 5, strongly agree. The responses were then transformed as below:

- a. The cumulative value or the sum of responses were calculated.
- b. The percentage of the scores were calculated, whereby the minimum percentage was 20% (a rating of 1 out of 5) and the highest percentage was 100% (a rating of 5 out of 5).
- c. The increment of each rating point is determined at 16% $((100\% - 20\%)/5)$.

The score interpretation criteria were established as follows:

Table 3. Percentage of values in the line-continuum

Percentage	Criteria		
	Leadership Style	Change management	Motivation
20% - 36%	Worst	Very Ineffective	Lowest
>36% - 52%	Worse	Less Effective	Lower
>52% - 68%	Fairly Good	Enough Effective	Fairly High
>68% - 84%	Good	Effective	High
>84% - 100%	Very Good	Very Effective	Highest

2.1 Normality test

Normality test is intended to ensure that the sample data comes from a normally distributed population. According to Sujarweni (2014), a normally distributed data means a normal distribution with a profile that can be said to represent the population. There are two ways to determine data normality: namely, by looking at the normal probability plot graph and the One-Sample Kolmogorov-Smirnov Test. In this study, we used the One-Sample Kolmogorov-Smirnov Test, with the provision that if the significance value is > 0.05 , it can be concluded that the data is normally distributed. Meanwhile, if the significance value is < 0.05 , the data are not normally distributed. The test conducted on the data showed that the data are normally distributed whereby the Kolmogorov-Smirnov Z values for transformational leadership, change management, and motivation are 1.106, 1.248 and 1.125 respectively. All significance values are well above 0.05 (transformational leadership, $p = 0.173$; change management, $p = 0.089$ and motivation, $p = 0.159$).

2.2 Multiple regression analysis

To perform multiple linear regression analysis, we used SPSS software to simplify and reduce the error rate. The general regression equation used in this study is as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

where:

Y = Work Motivation

a = Constant

b = regression coefficient

X1 = Transformational Leadership Style

X2 = Change Management

3. Results

3.1 Descriptive analysis results

Table 4 shows the respondents' perceptions of transformational leadership. It can be seen that the average percentage for X1 is 89.5%, which is considered as very good. The highest percentage is found in the Inspirational Motivation dimension, which is 90.3%.

Table 4. Descriptive Analysis of Transformational Leadership Variables

Dimension	Item number	Frequencies*					Total		Overall %
		5	4	3	2	1	Score	%	
<i>Idealised influence</i>	1	141	58	1	0	0	940	94.0%	89.2%
	2	64	116	19	1	0	843	84.3%	
	3	126	67	5	1	1	916	91.6%	
	4	77	116	6	1	0	869	86.9%	
<i>Intellectual stimulation</i>	5	139	59	2	0	0	937	93.7%	89.7%
	6	77	110	9	3	1	859	85.9%	
	7	102	97	0	0	1	899	89.9%	
	8	101	92	6	0	1	892	89.2%	
<i>Inspirational motivation</i>	9	104	84	8	3	1	887	88.7%	90.3%
	10	117	81	1	1	0	914	91.4%	
	11	112	83	2	3	0	904	90.4%	
	12	111	86	2	1	0	907	90.7%	
<i>Individualised consideration</i>	13	91	100	6	3	0	879	87.9%	88.8%
	14	83	104	9	3	1	865	86.5%	
	15	123	73	3	1	0	918	91.8%	
	16	101	90	6	2	1	888	88.8%	
<i>Transformational Leadership (Average value)</i>						894.8	89.5%		

* Rating scale: 5 = Strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly disagree

Table 5 shows the respondents' perceptions about change management. It can be seen that the average percentage for X2 is 85.6%, which is categorised as very effective. The highest percentage is the Awareness dimension, which is 88.0% and the lowest value is the Knowledge dimension, with the average score of 81.4%.

Table 5. Descriptive Analysis of Respondents for Change Management Variables

Dimension	Item number	Frequencies*					Total		Overall %
		5	4	3	2	1	Score	%	
Awareness	1	88	100	12	0	0	876	87.6%	88.0%
	2	86	99	13	1	1	868	86.8%	
	3	91	103	3	2	1	881	88.1%	
	4	109	85	1	1	4	894	89.4%	
Desire	5	108	89	3	0	0	905	90.5%	87.2%
	6	54	128	14	1	3	829	82.9%	
	7	52	135	12	1	0	838	83.8%	
	8	121	75	4	0	0	917	91.7%	
Knowledge	9	38	136	20	4	2	804	80.4%	81.4%
	10	44	139	16	0	1	825	82.5%	
	11	37	139	23	1	0	812	81.2%	
Ability	12	59	134	4	2	1	848	84.8%	84.8%
	13	65	127	6	1	1	854	85.4%	
	14	74	121	5	0	0	869	86.9%	
	15	46	132	19	2	1	820	82.0%	
Reinforcement	16	90	101	6	2	1	877	87.7%	86.5%
	17	73	115	10	1	1	858	85.8%	
	18	75	116	6	1	2	861	86.1%	
<i>Change Management (Average value)</i>						608.3	85.6%		

* Rating scale: 5 = Strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly disagree

Table 6 shows the respondents' scores for motivation. It can be seen that the average percentage for Motivation is 88.8%, which is considered very high. The highest score is the Need of Affiliation dimension, which is 93.4% and the lowest value is the Need of Power dimension with a value of 84.7%.

Table 5. Descriptive Analysis of Respondents for Motivation

Dimension	Item number	Frequencies					Total		Overall %
		5	4	3	2	1	Score	%	
<i>Need of Achievement</i>	1	126	72	2	0	0	924	92.4%	88.2%
	2	111	85	3	1	0	906	90.6%	
	3	72	121	7	0	0	865	86.5%	
	4	60	118	19	2	1	834	83.4%	
<i>Need of Affiliation</i>	5	154	46	0	0	0	954	95.4%	93.4%
	6	137	61	2	0	0	935	93.5%	
	7	147	51	0	2	0	943	94.3%	
	8	161	39	0	0	0	961	96.1%	
	9	103	77	17	2	1	879	87.9%	
<i>Need of Power</i>	10	88	87	21	2	2	857	85.7%	84.7%
	11	91	70	36	2	1	848	84.8%	
	12	63	116	17	3	1	837	83.7%	
<i>Motivation (average value)</i>						677.5	88.8%		

* Rating scale: 5 = Strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly disagree

3.2 Correlation analysis test results

The correlation test results can be seen in Table 6, which determine whether there is a relationship between transformational leadership with motivation and change management with motivation as well. Based on the test results, it is found that there is a positive and significant

relationship among transformational leadership, change management and motivation. This is indicated by the correlation coefficient value of transformational leadership with motivation of 0.527 and the correlation coefficient for change management and motivation of 0.667. The significance value (2-tailed) of below 0.05 indicates that the relationships between tested variables are significant.

Table 6. Results of Pearson Correlation Analysis

	Transformational leadership	Motivation
Change management	0.644**	0.667**
Motivation	0.527**	-

** Correlation is significant at the 0.01 level (2-tailed).

3.3 Multiple Regression Analysis

Prior to conducting the multiple regression analysis, the data were examined for multicollinearity, heteroscedasticity and autocorrelation issues. The tolerance and VIF values derived from the data (0.586 and 1.707 respectively), as well as the correlation between the independent variables show that there is no multicollinearity issue. The heteroscedasticity test was done by observing the residuals in the regression model shown in a scatterplot. From the scatterplot (Figure 1), it can be seen that the residuals do not form a clear pattern and the points spread above and below 0 on the Y axis, thus it could be concluded that the residual value of the model is not influenced by the dependent variable or the independent variables, indicating that there is no heteroscedasticity problem in the model. We also have determined that autocorrelation is not an issue of the data based on the Durbin-Watson test.

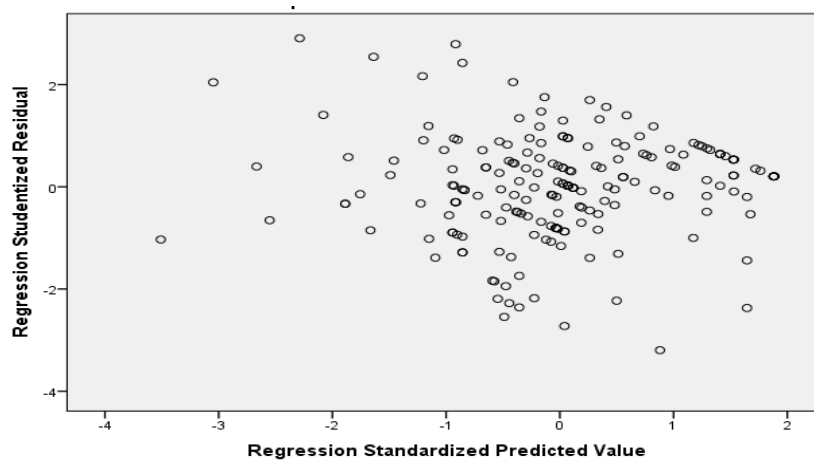


Figure 1. Heteroscedasticity Test Results

Table 7 summarises the results of the multiple linear regression analysis. Based on the results, the following linear regression equation was formed: $Y = 17.080 + 0.131 X_1 + 0.353 X_2$. The equation is therefore interpreted as below:

- The value of $Y = 17.080$ indicates that if X_1 and X_2 are worth 0 then motivation will be worth 17.080 units.
- The value of $X_1 = 0.131$ indicates that if X_1 increases by one unit, while X_2 is constant, motivation will be worth 0.131 units. The coefficient is positive, meaning that there is a positive relationship between transformational leadership and motivation. The better the value of transformational leadership, the better the motivation.
- The value of $X_2 = 0.353$ indicates that if X_2 increases by one unit, while X_1 is constant, motivation will be worth 0.353 units. The coefficient is positive, meaning that there is a

positive relationship between change management and motivation. The better the value of change management, the better the motivation.

The regression analysis showed significant influence of change management and transformational leadership on motivation. The *F*-statistics of 84.220 with a significance level of 0.000 indicates that the regression model can be used to predict motivation. Both independent variables could predict 45.5% of change in motivation (Adjusted $R^2 = 0.455$).

Table 8. Results of multiple linear regression analysis

	Unstandardised Coefficients		Standardised Coefficients	<i>t</i>	Sig.
	β	Std. Error	β		
(Constant)	17.080	3.069		5.565	0.000
Transformational leadership	0.131	0.054	0.167	2.448	0.015
Change management	0.353	0.043	0.559	8.180	0.000
R^2	0.461				
Adjusted R^2	0.455				
<i>F</i> -statistic	84.220				
<i>p</i> -value	0.000				

a. Dependent Variable: Motivation

4. Discussion

Results of this study also show that transformational leadership has been properly applied to the employees of the Regional Secretariat of Sumedang Regency and that transformational leadership is functioning appropriately. The transformational leadership variable consists of four dimensions, namely: idealised influence, intellectual stimulation, inspirational motivation, and individualised consideration. All dimensions show high scores, further indicate the strength of transformational leadership. So far, in the Sumedang Regency, there are no figures who can be used as role models for leadership. Previously, many regional leaders faced various legal and political issues. Nowadays, regional leaders have received a lot of appreciation externally and internally. This may have resulted in the high scores for the Idealised Influence and Inspirational Motivation dimensions. In terms of increasing the capacity of ASN, the current government has initiated and implemented many trainings, mentoring and coaching programmes, in collaboration with various parties. This shows that intellectual stimulation has received special attention from the government – which could be observed from the high score of the dimensions. Moreover, since the past two years of the current regent's leadership, the attention to individual ASN is quite good. Rewards and punishments have been carried out well, and individual performance measurement has been carried out systemically. This is believed to have affected the scores for individual consideration dimension.

Before the current Regent's leadership, ASN's motivation in the Sumedang Regency was average and tended to be stagnant. This can be seen from the percentage of attendance, involvement and contribution in activities. Currently, with good leadership and change management within the local government, ASN's motivation has increased quite significantly. ASN are now starting to look more competitive, collaborative, and have a strong desire to further advance their careers. Results of this study show that motivation among the respondents is very high for all three dimensions of motivation.

Findings of this study also indicate the existence of processing resources in the Regional Secretariat of Sumedang Regency and that change management is running in accordance with organisational goals. The change management variable consists of five dimensions, namely:

Awareness, Desire, Knowledge, Ability, and Reinforcement. Each dimension was scored highly by the respondents, indicating very effective change management. In the previous leadership era, organisational change management received less attention. But along with the development of business, social and political dynamics, change management is currently receiving special attention. However, ASN's awareness of the importance of regional progress and performance for the prosperity of the community was still lacking. The desire to do more is still low. The opportunity to increase knowledge and abilities is still limited. Competitive skills are still relatively inadequate, and there is no firm actions towards ASNs with deviant performance. Currently, the WBK (corruption-free zone) and WBBM (Clean and Serving Bureaucracy Zone) programmes have been enforced in every environment of the Sumedang Regency.

The significant relationship between transformational leadership and motivation is in accordance with Pawar and Eastman (in Edison, 2016) which states that transformational leaders inspire followers to believe in themselves and also believe in their potential to create a better future for the organisation. In line with that, Yulk (in Edison, 2016) has added that with the presence of transformational leadership, subordinates feel trust, admiration, loyalty and respect for the leader, so that they are motivated to do more than what was expected.

Change management has also been found to be significantly related to motivation. The result is consistent with Coffman and Lutes (2007) who have argued that change management is a structured approach to help organisations and people transition slowly but surely from their current state to their desired state. In line with that, Nauheimer (2007) has stated that change management can be described as a process, tools and techniques for managing the change process on the people's side to achieve the required results and to realise change effectively through change agents, teams and wider systems.

The results of regression analysis are in accordance with Sutrisno (2010) which asserts that every activity carried out by a person cannot be separated from various motives and attitudes. Motive is a power that arises within a person that encourages him to do something, because of the basic human needs that are universal, but some are stimulated from outside. The external stimuli can be physical or non-physical which is then referred to as motivation. The findings are also in accordance with Gumilar (2015) regarding the influence of leadership style on work motivation of employees on PD Bag products.

5. Future studies

We recommend that similar research could be conducted to other regional working units and other institutions in the Sumedang Regency, so as to record collective progress in the government environment. With regards to improving management effectiveness via change management, it is necessary to carry out continuous socialisation and replication in all government units in order to produce collective change in the government environment.

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