



## **Introduction**

The performance of employees will not be separated from the existing leadership role in the organization. This is because leadership can direct organizational goals, motivate behavior towards achieving these goals, and be able to define organizational culture. Leadership is an important factor of the company because in reality the leader can affect employee morale and job satisfaction, security, quality of work life, and especially the level of achievement of an organization (Ananto, 2013).

The challenge in developing a clear organizational strategy lies primarily in the organization on the one hand and depends on the leadership. Meanwhile, Hayat (2014) explained that leadership in an organization or bureaucratic institution is the spearhead of success in the implementation of public services. According to Monoarfa (in Hayar, 2022) efforts to provide good public services must be open, easy and understandable for those in need, and easy enough to understand. Therefore, good leadership can provide achievements in every policy, but must provide an achievement in respecting the motivation and discipline of existing employee performance. Leadership must

also give freedom to employees to develop careers, so that the efforts made by employees will be considered and also a leadership must provide a conducive and comfortable work environment for all employees in doing a job.

One of the jobs that requires an effective leadership style to be able to influence the high motivation of work for its employees is the State Civil Apparatus (ASN) which is a profession for the Sipil Civil Service Profession (PNS) and Government Employees with Employment Agreements who work in Government Agencies. ASN employees are Civil Servants and Government Employees with Employment Agreements appointed by Government Officials or assigned other State duties and paid based on laws and regulations (Law Number 5 of 2014). In this case, apparatus resources have an important role in developing the governance order and optimizing organizational policies and improving the quality of human resource performance, especially ASN (Hayat, 2014).

The Civil Service Agency and Human Resources Development of Malang City (BKPSDM Malang City) which is a regional apparatus of the Malang City government in the field of



Culture Management Training in the Malang City Government Environment, for 5 days until November 12, 2021, at the Grand Mercure Mirama Hotel Malang. The event was held with the aim of creating changes and improving the quality of work culture, in improving the performance of ASN to serve the public. Previously, Malang Mayor Sutiaji also said that building a work culture was also influenced by organizational culture, work ethic, organizational values, and mindset (Malang City Government Public Relations, 2021).

In addition to BKPSDM, Malang City has held Socialization No. 94 of 2021 concerning the discipline of civil servants in the Malang City Government, at the Ballroom of the Grand Mercure Mirama Hotel Malang, and attended by the Mayor of Malang Sutiaji this caused the results of socialization that one way to improve discipline by doing self-habituation, by getting used to it will unconsciously be more disciplined, especially time discipline. Socialization was also held in order to provide an understanding to asns in Malang City about obligations and prohibitions as well as a code of ethics and code of conduct for civil servants (Public Relations Of Malang City Government, 2021).

However, over time the actions of the BKPSDM Malang City leadership in motivating and also disciplining employees through the ASN Management Application System experienced an increase in employee performance when carrying out their leadership as facilitators, directors, and motivators for ASNs in the Malang City BKPSDM environment. Evidenced by the monitoring of ASN employees to comply with the signs in the ASN Management Application System.

Although the leadership of BKPSDM Malang City is now starting to innovate in the form of the implementation of the ASN Management Application System, of course it cannot run smoothly so that several times it has experienced problems. One of them is the ASN at BKPSDM today, many are elderly people who in their era there is no technology so they still don't understand the ASN management application system. So leaders are now trying to make various innovations to provide effective programs for ASN. In addition, efforts need to be made to implement programs that can run as they should. In fact, if studied in the opinion of Hayat (2018), public policies should be made to answer and provide solutions to problems in



satisfaction obtained by someone from the results received, it will support the establishment of discipline (Hayat, 2021b).

A great leader who succeeds is not a person who has no weaknesses, but rather a person who is able to build up one's strengths to display his successes and advantages. Indicators that show the success of leaders, (Siswanto, 2009: 169): 1. Have high accountability to pioneer organizational change, so as to make a meaningful difference. 2. Be open to innovative ideas to build positive interpersonal communication. 3. Build strengths without neglecting the weak side. 4. Dare to face challenges. 5. Proactively welcome opportunities. 6. Learn from experience, stable correct mistakes. 7. Develop and motivate the improvement of HR capabilities. 8. Optimizing mastery of competencies as a professional leader. 9. Utilize halo effect to build networking. Based on these indicators, it can be seen that the leader of the Malang City BKPSDM, namely Mr. Totok, has implemented these 9 indicators and succeeded in motivating and creating work discipline for his staff employees. This is known from the results of the study which explained that 14 employees of the respondents of this

study stated that employees became motivated and disciplined due to the application of Mr. Totok's leadership style, because he is someone who always controls the work of his employees and comes one-on-one and has high discipline and prioritizes work. The employees have agreed that Mr. Totok has been influential in providing work motivation and an example in implementing high discipline towards work.

Then in general there are several leadership competencies that must be possessed by a leader, namely as follows (Goleman, 2002). First, the Visionary, that is, a leader determines the direction and goals. A leader must be able to guide his team, organization, and company in a better direction. The leader must be able to look forward, a few steps ahead of everyone else in his team. Therefore, a leader must be able to build and communicate a vision. It can be known that Mr. Totok already has a visionary nature because Mr. Totok is a leader who is always hungry for technological innovation in order to achieve effectiveness and efficiency in work. Therefore, it is not surprising that Mr. Totok has many awards.



Fifth, Coaching Skills, leadership is about listening skills and developing team potential, using Powerful Questioning and Active Listening in addition to providing tasks and delegation. The next leadership competency is coaching ability, so it's not just about guiding, teaching, or telling, but setting an example and training staff. Based on the results of the study, it shows that Mr. Totok is a leader who can apply coaching skills because Mr. Totok is a leader who always provides motivation and examples such as arriving who is never late and always attaches importance to the interests of the office for the achievement of organizational goals.

Sixth, Analytical Thinking and Data Driven Decision Making. Decision making is not just done casually, but can be done based on data, especially digital data, and is able to process in the help of analysis to find meaning. Mr. Totok already has this competence with an explanation made by f and k, where f explains that Mr. Totok always looks at the conditions first about whether the program can run or not by looking at the sikon and conditions at that time, then k also explains that Mr. Totok is a leader who always weighs from all aspects of

risk, whether it is contrary to the rule of law or not, if it does not violate then dare to make a decision.

The goal, Digital Mindset and Competencies, which is a leadership competency that must be possessed in the disruptive innovation era, is a competency that was not very well known before the digital era. A team leader must have a basic digital understanding and competence. At a minimum, leaders must have the right mindset to operate in the digital age. This is certainly a trait possessed by Mr. Totok because based on the results of the research, it can be seen that the Head of BKPSDM is someone who is hungry for technological innovation. Mr. Totok always contributes to optimizing the effectiveness of his organization through the use of the ASN management application system or what is usually called the SIMAS application.

### **Obstacles from the Implementation of Transformational Leadership Style by the Head of BKPSDM Malang City**

Obstacles can be known based on 2 types of obstacles, namely internal and external. First, the internal movement in carrying out the transformational leadership style of BKPSDM Malang City in increasing employee motivation and





new one takes a long time; and inaccessible servers.

The positive impact felt due to this transformational leadership style is that its employees feel satisfied due to the progress of the Malang City BKPSDM organization, starting from expectations and an increased work professionalism index. In addition, the current BKPSDM leadership provides motivation and innovation to the organization that is currently the era of technology so that it always applies innovations related to work effectiveness and efficiency based on the ASN management application system.

Then, the negative impact felt by the employees due to the application of this leadership style is the complaining of BKPSDM Malang City staff due to the program owned by Mr. Totok as the head of BKPSDM Malang City is quite aggressive such as the implementation of electronic system SOPs that require more adaptation, lack of understanding by staff regarding the implementation of the program, often mutations if there is no good performance from staff, and staff who are still not accepting with airiness about the additional work provided by the leadership.

## **Conclusion**

The transformational leadership contribution of the Head of BKPSDM Malang City in increasing employee motivation and discipline through the ASN management application system has been running well and as it should. The suitability of the implementation is evidenced by the fulfillment of the elements of transformational leadership traits possessed by Mr. Totok by reviewing the theory of Indra Kharis (2015), the theory of leader competence described by Goleman (2002), and the theory related to the measure of influence of transformational leadership styles by Siswanto, (2009). Mr. Totok can become a leader who can ideally influence his staff to implement the vision and mission of the organization well as evidenced by an increase in the work professionalism index of BKPSDM Malang City from 45 in 2020 to 76 in 2022. Then Mr. Totok is also a leader who can motivate and inspire his employees because of the high example and discipline of Mr. Totok to ensure that every activity runs smoothly, help staff who experience difficulties in their work or come to the office early and go home longer than office hours. Mr. Totok has also fulfilled a fairly mature intellectual and balance in every policy determination made, such as considering



- Implementation, and Measurement Modeling Based on Deveploment Research at School Context. Malang: FIP.
- Goleman, D. (2002). *Kepemimpinan Berdasarkan Kecerdasan Emosi*, ter. Susi Purwoko. Jakarta: Gramedia Pustaka Utama.
- Hasibuan, M. (2009). *Manajemen Dasar, Pengertian, dan Masalah*. Jakarta: PT Bumi Aksara.
- Hayat. (2014). Konsep Kepemimpinan dalam Reformasi Birokrasi: Aktualisasi Pemimpin dalam Pelayanan Publik Menuju Good Governance. *Jurnal Borneo Administrator*. 10(1). 59-84.
- Hayat. (2014). Peningkatan Kualitas Sumber Daya Manusia Aparatur Pelayanan Publik Dalam Kerangka Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara. *Jurnal Kebijakan dan Manajemen PNS*. 8(1). 31-44.
- Hayat. (2017). *Manajemen Pelayanan Publik*. Jakarta: Rajawali Press.
- Hayat. (2018). *Reformasi Kebijakan Publik Perspektif Makro dan Mikro*. Jakarta: Prenada Media Group.
- Hayat. (2018). *Kebijakan Publik Evaluasi, Reformasi dan Formulasi*. Malang: Intrans Publishing.
- Hayat, Pradana, S., & Muchsin, S. (2021a). Evaluasi Kebijakan Tata Kelola Hippiam Oleh Badan Usaha Milik Desa Dewarejo untuk Kesejahteraan Masyarakat. *Sosial Pendidikan. Action Research Literate*. 5(2). 102-106
- Hayat, Anggraeni A., & Cikusin, Y. (2021b). Pengaruh Penerapan Manajemen Kinerja Terhadap Produktivitas Pegawai. *Mediasosian: Jurnal Ilmu Sosial dan Ilmu Administrasi Negara. Jurnal Ilmu Sosial dan Ilmu Administrasi Negara*. 5(1). 29-46.
- Hayat, Safitri S., & Cikusin, Y. (2022). Upaya Pemerintah Desa Panji Kidul Kabupaten Situbondo dalam Meningkatkan Kualitas Pelayanan Publik. *Jurnal Indonesia Sosial Sains*. 3(5). 784-792.
- Burns, M. (2020). *Leadership*. New York: Harper and Row Press.
- Peraturan Daerah Kota Malang Nomor 5 Tahun 2019 tentang Perubahan atas Peraturan Daerah Nomor 7

Tahun 2016 tentang  
Pembentukan dan Susunan  
Perangkat Daerah.

Rivai, V. & Sagala, E. (2010). Manajemen  
Sumber Daya Manusia Untuk  
Perusahaan. Jakarta: PT Raja  
Grafindo Persada.

Robbins, S. (2005). Perilaku Organisasi.  
Edisi Kesepuluh. Jakarta: PT.  
Indeks.

Siswanto, S. (2009). Manajemen Tenaga  
Kerja Indonesia, Pendekatan  
Administrasi dan Operasional.  
Jakarta, Bumi Aksara.

Sukardi. (2015). Metodologi Penelitian  
Pendidikan. Jakarta: PT Bumi  
Aksara.

Suryani. (2018). Pengaruh Gaya  
Kepemimpinan Dan Motivasi  
Terhadap Kinerja Karyawan  
Pada PT. Boga Lestari Sentosa  
(Kenny Rogers Roasters)  
Indonesia. Jurnal Ilmiah,  
Manajemen Sumber Daya  
Manusia JENIUS. 2(1). 92-108.

Undang-Undang Republik Indonesia  
Nomor 5 Tahun 2014 Tentang  
Aparatur Sipil Negara.