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Transformational Leadership Contribution To Increase Motivation and **Employee Discipline Through ASN Management Application System**

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Abstract

The existence of the application of a transformational leadership style by the leadership of the Malang City BKPSDM has made various implementations from the management side of the State Civil Apparatus now having to start adapting to the programs that have been made such as the implementation of the ASN Management Application System. One of the obstacles faced by the implementation of the ASN Management Application System is that there are many elderly ASNs who did not yet have technology in their era, so they still do not understand the ASN management application system. From these reasons, the authors wanted to compile research with the aim of knowing and analyzing the contribution of the Malang City BKPSDM transformational leadership in increasing employee motivation and discipline through the ASN management application system. The research method used by the author is a qualitative method. The results of this study are that 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 going well and as it should. Apart from that, there are also several obstacles such as the adaptation of employees who are still not good and the application system which crashes several times, there is maintenance so that employees cannot use the application.

Keywords: Transformational Leadership, Management Application Systems, and State Civil Apparatus.



Introduction

The performance of employees will not be separated from the existing leadership role in the organization. This because leadership can 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 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, leadership good 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 Spil Civil Service Profession (PNS) 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 Malang City (BKPSDM Malang City) which is a regional apparatus of the Malang City government in the field of personnel and education and training refer to Malang City Regional Regulation No. 5 of 2019 concerning amendments to Regional Regulation No. 7 of 2016 concerning the Formation and Composition of Regional Apparatus and Malang Mayor Regulation on Position, The Organizational Structure, Duties and Functions and Work Procedures of the Malang City BKPSDM which states that the Malang City BKPSDM is led by a Head of the Agency who in carrying out his duties is under and responsible to the Regional Head / Mayor. Some of the employees in BKPSDM Malang City have the status of ASN.

Currently, BKPSDM Malang City is also experiencing several problems in the process of submitting letters and cards from ASN which is still manual and also requires a long time in the approval process. This reason is because every file submitted by ASN to each work unit and to BKPSDM Malang City is still directly in the form of paper documents, for example, a photocopy of the CPNS Decree. This can cause BKPSDM Malang City to have to scan every file submitted by the ASN, thereby slowing down the documentation process and submitting legalization of submitting letters to the leadership. Thus causing the length of the approval process for each of the problems raised by the ASN such as promotion and pension management. This application process can completed on average within a period of two to six months.

The head of BKPSDM Malang City, namely Mr. Totok, is implementing a transformational leadership style. This can be known because the leadership prioritizes the duties and responsibilities of each employee, providing motives, inputs and solutions. This makes employees have high commitment and initiative in completing their duties. In addition, the Head of **BKPSDM** Malang City is also implementing an employee management design in the form of actions that represent the concept of bureaucratic reform written in the organizational structure of the Malang City BKPSDM and aim of improving have the performance and competence of ASN as well effective efficient as and bureaucratic reform through the development of the ASN Management Application System.

The implementation of the above efforts has been carried out by the leadership of the Malang City BKPSDM who is now starting to initiate a Work



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 increase in employee performance when leadership carrying out their as facilitators, directors, and motivators for ASNs in the Malang City BKPSDM environment. Evidenced bv 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 the innovate in 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

people's lives with various aspects and provisions that apply in it. So that in its implementation it must be implemented by the community and can also make it easier for the community.

Based on the various explanations above, to represent the concept of bureaucratic reform and the implementation of strategic policies carried out by the leaders of the Malang City BKPSDM in order to improve the competence and performance of the ASN, this research will review how the contribution of the transformational leadership of the Malang City BKPSDM in increasing employee motivation and discipline through the ASN management application system.

Research Methods

The type of research that will be used in this research is a descriptive qualitative approach. Descriptive analysis is understood as a form of analysis aimed at solving problems that occur in the present. It is said to be analytical because in this study the point is to understand, study and know about the implementation of transformational leadership of BKPSDM Malang City in increasing employee motivation and discipline through the ASN management application system and b agaimana the obstacles to transformational leadership of BKPSDM Malang City in increasing employee motivation and discipline through the ASN management application system.

The informants in this study were 15 asn employees of BKPSDM Malang City and 1 leader of BKPSDM Malang City. The data collection technique of this study uses observation techniques. interviews, documentation and literature studies. The data analysis technique in this study uses 3 components, namely data condensation, data presentation and drawing conclusions.

Contribution of **Transformational** Leadership Style Implementation to **BKPSDM Malang** City **Employee Performance**

Abad organization will have a negative effect on employees and vice versa, a positive organizational climate will have a good influence on the smooth implementation of organizational programs. This is also explained by (2021a) leaders Hayat that have performance evaluations of their agencies, the greater the increase in employee productivity. So that the leader in this case will have an effect on employee performance. If employees are prosperous in the sense of having



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 hallo 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 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 hungry for technological is always innovation in order to achieve effectiveness and efficiency in work. Therefore, it is not surprising that Mr. Totok has many awards.

Second, Social Skills, namelv always interacting with others around him, individual competence in social relations with colleagues, stakeholders, to the team he leads is an important essence of leadership competence. It can be known that Mr. Totok as the head of BKPSDM Malang City already has good social skills, because he always provides motivation to the employees for the good of his staff and the company. He also always controls each division to ensure that employees have no obstacles at work, and he also often accompanies his staff if there are staff who work overtime to help their performance to be more optimal.

Third. Team Building and Delegation, the ability to use the resources owned, including the potential of employees and different people in the team is а must-have leadership competence. This ability can measured and trained by measuring individual effectiveness in forming a team, structuring team members by utilizing different talents, and the ability to delegate tasks by understanding the talents of each person in their team. Mr. Totok has succeeded in building a team in the organization by proving to increase the professionalism index of the

Malang City BKPSDM, where initially those with a professionalism index of 45 are now at 76 in 2022 and have an increase in the target to number 80 in 2023. In fact, to increase the professionalism index is not easy and instant, it takes a long time to have a fairly good professionalism index, but Mr. Totok is able to make these improvements by building his organization for the better.

Fourth, Problem Solving, problem solving competence depends on a person's leadership ability to consider various existing challenges, and take the best way to go through these obstacles or obstacles. The 'problem' here can be operational obstacles, resource barriers, external obstacles, or other possibilities. He can already be said to be a leader who can solve a problem well with his team, for example when there is a SIMAS case that is being hacked, he is immediately dexterous to contact the Communication Information and Technology cooperate in repairing the server, he also holds internal meetings for evaluation find every month to out what shortcomings have not been achieved in that month to be corrected in the next month.



Fifth, Coaching Skills, leadership is about listening skills and developing potential, Powerful team using 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 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, leadersmust 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 the transformational carrying out leadership style of BKPSDM Malang City in increasing employee motivation and

discipline through the ASN management application system also has several obstacles, namely because leaders who have a transformational leadership style always attach importance to the interests of the organization, SO it needs adaptation from their subordinates. Although he has been viewed by his employees as relatively no problem with it. However, some people complained about him suddenly asking to help with work, this behavior made employees uncomfortable. In addition, Mr. Totok is a leader who expressly because if there are employees who have poor performance, they will be mutated in other fields or in other places, although this is an obstacle experienced by employees, in theory leadership can be justified for the progress of the Malang City BKPSDM organization.

Second, external obstacles in this study can be divided into 2 things, namely external obstacles to of application transformational leadership style by Mr. Totok and external obstacles due to the application of the ASN management application system or commonly referred to as SIMAS. External obstacles due to the implementation of the transformational leadership style by Mr. Totok, 5 people

stated that there were problems that occurred, but only 1 wanted to explain the problem, while 4 people did not want to explain the problem because for employees the problems that occurred in external parties were confidential institutions. 1 The person who wants to mention the problems that have occurred is Apriliana Apritiati as Staff Expert Staffing Analysis I which explains that when an ASN is time for a salary increase or promotion, the ASN does not want to complete the file because the system is currently online and for ASNs is complicated and difficult, so the ASNs choose not to take care of their administration. Then regarding the external obstacles that have been owned by the Malang City BKPSDM organization related to the implementation of the ASN management application system have experienced external problems, respondents who have experienced problems said some of these obstacles, including application system the crashed, there was maintenance so that employees could not use the application because it was leading from the center, namely Kominfo, the network is less than optimal or the server is down, the database has errors. when transmigration of the old system to the



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 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

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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 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 balance and in every policy determination made, such as considering

whether the policy violates the rules or not and can help the performance of employees to be more effective and efficient or not. With a leadership style that has been implemented well, it makes almost all employees feel satisfied and there are no significant problems.

The obstacles obtained as a result of implementing a leadership style can be seen into two forms, namely internal obstacles and external obstacles. Internal obstacles experienced such as the need for adaptation from employees who are still not good, task directions that burden employees make employees less comfortable but in the end can be implemented properly, leadership styles that force Mr. Totok to always be firm to ensure good organizational performance so that if there are employees who are less professional, they can be mutated in other fields or in other agencies. Kemudan. the external obstacles by **BKPSDM** experienced the in the application organization leadership styles and management application systems are the implementation of a management application system that still requires adaptation for ASNs outside the BKPSDM in managing administration so as to cause laziness of the ASN to take care of administration such as promotion or salary increase, then there is also an application system that crashes several times, there is maintenance so that employees cannot use the application because it leads from the center, namely Kominfo, the network is not optimal or the server is down, the database has errors, when transmigration of the old system to the new one takes a long time; and inaccessible servers.

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