



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ASN PROFESSIONALITY: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT AND SELF-LEADERSHIP

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Abstract: The Covid-19 phenomena has an impact on governance in addition to the state of global public health. Currently, the implementation of bureaucratic reform in the local government, both at the provincial and district/city levels, is intended to develop adaptive local governance. The target to be achieved is the realization of a clean and accountable bureaucracy; an effective and efficient bureaucracy and a bureaucracy that has quality public services. The outer model is the initial level of analysis using SEM AMOS. The relationship between research indicators is described by the external model. Moreover, convergent validity, a variable, is used to evaluate the association between scores. Convergent validity can be achieved by factor loading by using large factor loading. If the item is more than 0.60, the loading factor value will be accepted. Results for the self-leadership factor ranged from 0.774 to 0.741, psychological empowerment from 0.855 to 0.827, and professionalism from 0.732 to 0.757. Scores for the transformational leadership factor ranged from 0.701 to 0.814. That is therefore permissible. This result emphasizes the significance of transformational leadership. The professionalism of employees is also influenced by psychological empowerment and self-leadership. This result demonstrates the need for the government to appoint competent leadership.

Keywords: professionalism ASN, psychological empowerment, self-leadership, transformational leadership

Introduction

The bureaucracy in Indonesia, both at the central level and at the regional level, during the new order often received sharp attention and criticism because of its behavior that was not in accordance with the duties it carried out as a public servant. So when people talk about bureaucracy, it always has a negative connotation. Bureaucracy is sluggish, convoluted, hinders progress, tends to pay

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attention to procedures over substance, and is inefficient. In fact, observers' views go even further on the bureaucratic model in Indonesia. Karl D Jackson considers that the bureaucracy in Indonesia is a model of bureaucratic polity in which there is an accumulation of power in the state and removes the role of society from the political and government space (Romli, 2008, p.1).

Bureaucratic reform is a systematic and sustainable effort to carry out reforms and fundamental changes to the system of governance, especially regarding the following aspects: institutional (organization); management (business process) and human resources of the apparatus. It is hoped that the final achievement in 2025 is the realization of good governance with a government bureaucracy that is professional, has high integrity, becomes a public servant and a servant of the State (W, 2020).

State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work for government agencies. ASN is regulated by a separate law, namely Law Number 5 of 2014 concerning State Civil Apparatus. Apparatus professionalism in principle contains 2 meanings, namely the apparatus profession is required to have skills and expertise that are relied upon to support the smooth implementation of tasks. Second, service, namely the attitudes and actions of the apparatus in carrying out village government duties, must always prioritize the public interest over personal interests. Professionalism is a term for the quality of the attitude of members of a profession towards their profession. Professionalism is also related to the degree of knowledge and expertise possessed to be able to carry out their duties. Professionalism is a form of attitude of members of the profession who are truly masters in their fields and are serious about their profession. Professionalism comes from the word Profession. The word profession comes from English, namely Profession, if in Latin Profession is Professus which means capable or expert in a job. Professionalism itself is the commitment of professionals to their profession (Dien, et al, 2021).

The Covid-19 phenomenon does not only affect global public health conditions (Yang et al., 2021), but also has an impact on governance. Currently, the implementation of bureaucratic reform in the local government, both at the provincial and district/city levels, is intended to develop adaptive local governance. The target to be achieved is the realization of a clean and accountable bureaucracy; an effective and efficient bureaucracy and a bureaucracy that has quality public services. The implementation of the bureaucratic reform policy until 2019 enters the third phase of 2020-2024 has not been optimal, so with Permenpan RB Number 25 of 2020 it is hoped that the results will be better in the future. Adaptive governance (dynamic governance) is governance that is adaptive in executing policies and providing public services in a world that is always changing, full of challenges to face globalization and the continuous development of cutting-edge technology, not static and based solely on individualistic decisions. but dynamic. Values that underlie dynamic governance, namely social integrity, meritocracy in the development sector and rational (W, 2020).

As a result, it is very important to encourage increased professionalism of employees. There are many factors that contribute to encouraging employee professionalism, such as transformational leadership, self-leadership and psychological empowerment.

The urgency of research related to employee professionalism is important to do. Every organization wants an increase in employee professionalism. Good transformational leadership is able to encourage increased psychological empowerment, self-leadership, so that employees do not think about profit and loss in the organization, and ultimately encourage increased professionalism of employees. Several previous research results corroborate this statement in various contexts. However, in the context of government in Indonesia, there is still no such thing. This means that there is a gap for research to add to new literature in the context of government in Indonesia. The novelty of the research from the paradigmatic aspect, this research is different from previous studies, because it uses a tiered influence model.

The research was conducted in the context of government in Indonesia, namely the State Civil Apparatus of the Regional Personnel Agency of South Kalimantan Province. The reason for choosing this object is because of the phenomenon of the 2019 state civil apparatus professionalism index results in the low category. Measurements were carried out using 4 (four) dimensions, namely, qualifications, competence, performance, and discipline of 11,528 ASN employees of South Kalimantan Province. The results of the assessment were divided into 5 categories, namely 91-100 very high scores, 81-90 high, 71-80 moderate, 61-70 low, and less than 60 very low categories. Based on the measurement of the ASN professionalism index of South Kalimantan Province in 2019 from the qualification dimension, the score is 13.6, the competency dimension is 18.9, the performance dimension is 25.4, and the discipline dimension is 5.0. The total score is 62.8 in the low category. Based on the data of the ASN Professionalism Index of South Kalimantan Province, the results of the ASN Province are in the low category, which means that the data shows that the professional index value of the ASN Province of South Kalimantan is in the low category, which indicates the level of ASN professionalism is "vulnerably unprofessional".

H1: Transformational leadership has a significant positive effect on psychological empowerment of BKD ASN South Kalimantan Province.

H2: Psychological empowerment has a significant positive effect on the professionalism of ASN BKD South Kalimantan Province.

H3: Transformational leadership has a significant positive effect on self-leadership of ASN BKD South Kalimantan Province.

H4: Self-leadership has a significant positive effect on the professionalism of ASN BKD South Kalimantan Province.

H5: Transformational leadership has a significant positive effect on the professionalism of ASN BKD South Kalimantan Province through psychological empowerment and self-leadership.

Literatur Review

Transformational leadership inspires followers to go beyond their self-interest for the good of the organization. Psychological empowerment as a psychological attitude that encourages individuals towards empowerment and leadership behavior (Shahzad et al., 2018). Good psychological empowerment can encourage employees to be professional and ultimately create emotional abilities to enable employees to have good performance results (Rasdi et al., 2020). Empirical literature is also included to strengthen the proposition that transformational leadership contributes to psychological empowerment. Research (Huang et al., 2020), entitled *How Transformational and Contingent Reward Leaderships Influence University Faculty's Organizational Commitment: The Mediating Effect of Psychological Empowerment*. The research was conducted on 1278 faculties from 25 universities in China. The results showed that transformational leadership had an effect on psychological empowerment.

Further empirical literature also implies the same thing, that transformational leadership has an effect on psychological empowerment, but in the context of employees of the information technology sector in India, for example the research of Suchandra Bose, Bhaswati Patnaik & Seemita Mohanty (2021) with the title *The Mediating Role of Psychological Empowerment in the Relationship Between Transformational Leadership and Organizational Identification of Employees*. The study was conducted on 199 employees of the information technology sector in India. Similar empirical literature also shows that transformational leadership has an effect on psychological empowerment such as the research of Imran Ahmad Shahzad, Muhammad Farrukh & Nazar Omer Abdallah Ahmed (Shahzad et al., 2018) with the title *The role of transformational leadership style, organizational structure and job characteristics in developing psychological empowerment among banking professionals*. The study was conducted in the context of 151 managers in Beijing, China. Based on the empirical literature review, transformational leadership contributes to psychological empowerment in the context of universities in China, the technology sector in India, and the banking sector in Beijing, China. However, no one has investigated it in the context of governance in Indonesia.

Furthermore, psychological empowerment encourages employees to become professional and ultimately employee performance is getting better. Empirical literature is also included to corroborate this statement. Research (Aghaei & Savari, 2014), entitled *The Relationship Between Psychological Empowerment and Professional Commitment of Selected Physical Education Teachers in Khuzestan Province, Iran*. The study was conducted on 230 employees in the context of teachers throughout the province of Khuzestan in Iran. The results showed that psychological empowerment had an effect on professionalism.

The next empirical literature also implies the same thing, that psychological empowerment has an effect on professionalism, but in the context of nurses in

China such as research by (Wang & Liu, 2013), entitled Impact of Professional Nursing Practice Environment and Psychological Empowerment on Nurses' Work Engagement: Test of Structural Equation Modeling. Similar empirical literature also shows that psychological empowerment has an effect on professionalism such as research (Mohamed et al., 2017), entitled Psychological Empowerment, Emotional Intelligence and Professional Behavior among Nurse Interns. The study was conducted on 200 employees in the context of nurse interns at the University of Port-Said and the University of Mansoura in Egypt. Based on empirical literature review, psychological empowerment contributes to professionalism in the context of teachers in China, nurses in India, and nurses in Egypt. However, no one has investigated it in the context of governance in Indonesia.

Transformational leadership encourages psychological empowerment, and ultimately encourages employee professionalism. Transformational leadership also encourages self-leadership. Leaders should devote more energy to developing followers' self-leadership skills (Browning, 2018, p. 4). Self-leadership includes self-awareness, setting goals for oneself, respecting oneself, actively rejecting pessimism, and being part of change for the organization (Shahzad et al., 2018). Self-leadership is very important because it can create awareness of the work responsibilities given by the leadership (Stewart et al., 2011), even though it is not supervised by the leader, they still work according to the tasks and responsibilities given. Self-leadership is what people do in leading themselves to take responsibility for overseeing their work (Goldsby et al., 2021; Marzolina & Marnis, 2011; Zhang & Xu, 2021).

The empirical literature is very limited, but it is still included to strengthen the proposition that transformational leadership contributes to self-leadership. Research (Eseryel, 2020), with the title Enabling IT Self-leadership in Online Education. The study was conducted in the context of self-leadership of 46 students in an online management information systems course at an American public university. Further literature in the context of teachers in China also implies that self-leadership affects self-leadership, such as research by (Li & Liu, 2020), entitled An integrated model of principal transformational leadership and teacher leadership that is related to teacher self-efficacy and student academic performance. Based on a very limited empirical literature review, transformational leadership contributes to self-leadership in the context of students in America and the context of teachers in China. However, no one has investigated it in the context of governance in Indonesia.

Self-leadership can also encourage employees to become professional and ultimately improve employee performance. Empirical literature is also included to corroborate this statement. Research (Kwon & Choi, 2020), entitled Influence of Nursing Students' Psychological Well-Being, Academic Self-Efficacy, and Self-Leadership on Nursing Professionalism-for First Graders of Nursing Students. The study was conducted on 203 employees in the context of nursing students in Korea. The results showed that self-leadership has an effect on professionalism.

Subsequent literature in the same context also implies that self-leadership has an effect on professionalism, such as research by (Hee & Yee, 2019), entitled Influence of Nursing Students' Clinical Practice Learning Environment, Self-leadership, and Clinical Practice Belonging on Nursing Professionalism. Based on empirical literature review, self-leadership contributes to professionalism in the context of nursing students in Korea. However, no one has investigated it in the context of governance in Indonesia. Transformational leadership encourages psychological empowerment and self-leadership, and ultimately encourages employee professionalism.

Methodology

This research adopts the philosophy of positivism in its methodology. Therefore, a quantitative survey methodology was chosen. Researchers use explanatory research in explaining the effect. As a first step, we performed confirmatory factor analysis (CFA) for all constructs to confirm the dimensions of each variable, namely the variables of Transformational Leadership, Psychological Empowerment, Self-Leadership. Next, the authors tested the convergent and discriminant validity of the constructs using composite reliability (CR), extracted mean variance (AVE), maximum joint variance (MSV), and mean joint variance (ASV). For reliability, a threshold of 0.7 was followed (Hair et al., 2017). Convergent validity, the rule $CR > AVE > 0.50$ refers (Hair et al., 2013). As evidence of discriminant validity, both MSV and ASV must be less than AVE. Next, the author tested the hypothesis using the Bootstrapping Structural Equation Modeling AMOS approach. The research population, namely, ASN of the Regional Personnel Agency of South Kalimantan Province amounted to 58,528 people. Determination of the number of samples using the formula (Krejcie et al., 1996) with a standard error of 5%. So the research sample involved 382 ASN South Kalimantan Province with a random sample from a total population of 58,485 ASN. The conception that underlies the preparation of the instrument departs from the indicators of the research variables which are derived from the variable theory that is built. Furthermore, the indicators or grids are translated into several statement items, according to the content of meaning contained in the indicators. The research instrument was a questionnaire (questionnaire) with a five-point Likert scale.

Result

The first stage of analysis through SEM AMOS is known as the outer model. The external model describes the relationship of research indicators. In addition, the correlation between scores is also assessed from a variable known as convergent validity. Large factor loading can be used for convergent validity through factor loading. Based on the value of the loading factor will be accepted if the item is greater than 0.60. The results of the transformational leadership factor scores varied from 0.701 to 0.814, psychological empowerment from 0.855 to 0.827, self-

leadership from 0.774 to 0.741, and professionalism from 0.732 to 0.757. Thus, it is acceptable.

Table 1. Loading Factor

	TL	PE	SL	PA
TL1	0.701			
TL2	0,899			
TL3	0,814			
PE1		0,855		
PE2		0,843		
PE3		0,827		
SL1			0,774	
SL2			0,684	
SL3			0,741	
PA1				0,732
PA2				0,824
PA3				0,757

Note: TL= transformational leadership, PE= Psychological empowerment, SL= Self-leadership, PA= Professionality ASN

Then this study tested the validity of the data through composite reliability and Cronbach alpha, where the acceptable value was 0.70. As mentioned in Table 2 all CR and Cronbach Alpha are more than 0.70. The CR varies from 0.881 to 0.933, while the cronbach alpha varies from 0.842 to 0.923. Then this study assesses the AVE value which becomes the minimum reference is 0.50. As mentioned in Table 2, the minimum AVE PA value is 0.615, while the maximum PE is 0.677, indicating good convergent validity.

Table 2. Validity and Reliability

	Cronbach's Alpa	rho_A	Combined Reliability	Extracted Mean Variance (AVE)
TL	0.842	0,856	0,881	0,621
PE	0,878	0,881	0,911	0,677
SL	0,842	0,870	0,890	0,623
PA	0,923	0,933	0,933	0,615

Note: TL= transformational leadership, PE= Psychological empowerment, SL= Self-leadership, PA= Professionality ASN

Then this study tested the validity of the discriminant, the test was carried out by comparing the square root of the AVE of the variables involved in the study. The value placed on the diagonal must be more than the remaining value. Based on the AVE values mentioned in Table 3, discriminant validity was achieved because the values on the diagonal were more than the remaining matrix values, not indicating a correlation problem.

Table 3. Fornel & Lacker

	TL	PE	SL	PA
TL	0.788			
PE	0,588	0,820		

SL	0,623	0,623	0,789	
PA	0,752	0,710	0,723	0,786

Note: TL= transformational leadership, PE= Psychological empowerment, SL= Self-leadership, PA= Professionality ASN

This study also assessed VIF to examine the issue of multicollinearity. The VIF value must be less than 5 to indicate that there is no multicollinearity problem. All values mentioned in Table 4, less than 5, vary from 1.00 to 1.624. Thus there is no multicollinearity problem.

Table 4. VIF

	TL	EI
TL		1,000
PE	1.636	
SL	1.624	

Then, this study tested the hypotheses proposed as part of the inner model. For this purpose, a bootstrap procedure was adopted. According to the values mentioned in Table 5, all the proposed direct hypotheses were accepted. Table 5 shows that TL has a positive effect on PE. Thus H1 is supported. In addition, TL has a positive effect on SL. H2 is also supported. Likewise, TL has a positive effect on PA. H3 is also supported.

Table 5. Direct Results

		Beta	SD	Value T	Value P	Result
H1	TL_>PE	0,752	0,023	32,062	0,000	Supported
H2	TL_>SL	0,327	0,067	4,902	0,000	Supported
H3	TL_>PA	0,40	0,060	7.013	0,000	Supported

In addition to Table 6, this study also displays the results of mediation based on statistical figures. The table shows that PE mediates the relationship of TL with PA, hypothesis 4 is supported. Then the H5 study also supported that SL mediates the relationship of TL with PA. Thus, all hypotheses are not immediately accepted.

Table 6. Mediation Results

HYP		Beta	SD	Value T	Value P	Result
H4	TL >PE >PA	0,246	0,052	4,692	0,000	Supported
H5	TL >SL >PA	0,316	0,316	6,571	0,000	Supported

Discussion

The Covid-19 phenomenon does not only affect global public health conditions (Yang et al., 2021), but also has an impact on governance. Currently, the implementation of bureaucratic reform in the local government, both at the provincial and district/city levels, is intended to develop adaptive local governance. The target to be achieved is the realization of a clean and accountable bureaucracy; an effective and efficient bureaucracy and a bureaucracy that has quality public services. The implementation of the bureaucratic reform policy until 2019 enters the third phase of 2020-2024 has not been optimal, so with Permenpan RB Number 25 of 2020 it is hoped that the results will be better in the future. Adaptive

governance (dynamic governance) is governance that is adaptive in executing policies and providing public services in a world that is always changing, full of challenges to face globalization and the continuous development of cutting-edge technology, not static and based solely on individualistic decisions. but dynamic. Values that underlie dynamic governance, namely social integrity, meritocracy in the development sector and rational (W, 2020)

The research findings provide evidence that transformational leadership has a positive effect on ASN professionalism as well as the mediating role of psychological empowerment and self-leadership. As a result, it is very important to encourage increased professionalism of employees. There are many factors that contribute to encouraging employee professionalism, such as leadership. Leadership provides certain behavioral and cognitive strategies that an individual can learn and apply in the workplace, which will positively affect work outcomes (Gomes et al., 2015). The type of transformational leadership is considered to be able to encourage increased psychological empowerment.

Conclusion

This finding implies how important transformational leadership is. Likewise, psychological empowerment and self-leadership play a role in employee professionalism. This finding shows that the government must put the right leadership in place. There are some limitations of the study, namely that regulatory and environmental factors should be added to this theoretical model for the future.

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