

The Role of Transformational Leadership Organisational Support and Work Experience as Efforts to Improve Employee Performance at Government Institution

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ABSTRACT

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This study examines the partial effects of transformational leadership, organizational support, and work experience on employee performance. Transformational leadership boosts motivation and performance through shared vision, innovation, and individual attention. Organizational support, reflecting the organization's care for employee welfare, significantly impacts performance. Work experience is also critical for maximizing effectiveness. The objective of this study is to evaluate the partial effects of transformational leadership, organizational support, and work experience on improving employee performance. The study surveyed 92 employees from Government Institution X using purposive sampling. Data analysis was conducted using SPSS 23. The findings show that transformational leadership (X1), organizational support (X2), and work experience (X3) each positively and significantly impact employee performance (Y). The findings emphasize the need for Government Institution X to enhance transformational leadership, strengthen organizational support, and provide training to improve work experience, thereby optimizing employee performance.

Keywords

Employee Performance

Organisational Support

Transformational Leadership

Work Experience

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Introduction

In the era of globalization and demands for improving the quality of public services, government agencies must continue to strive to improve employee performance. Employee performance is the main key to both the quality and quantity produced by employees, which in turn has a direct impact on increasing the competence of government officials in the region. Performance refers to the concept of Job Performance or Actual Performance, which shows the real work or achievement of a person in completing his job, and describes how well a person is able and successful in carrying out the duties and responsibilities given [1], [2].

To achieve optimal performance, various strategies and managerial approaches are needed that can maximize the potential of each employee. One approach that is widely discussed in management literature is transformational leadership. This leadership style focuses not only on achieving short-term targets, but also on the long-term development of employees through inspiring followers, motivating or galvanizing followers, and individualizing attention.

Apart from leadership, organizational support is also important in improving employee performance. This includes fairness, supervisor support, and organizational recognition, all of which play a role in building a conducive work environment [3]. Employee work experience is also an important variable that affects performance because the level of knowledge, skills, and mastery of work usually increases with the length of service [4],[5].

This study aims to test and analyze how transformational leadership, organizational support, and work experience contribute partially to improving employee performance at Government Institution X. This research is expected to provide benefits for companies in creating transformational leadership, organizational support, and work experience for employees so that organizational goals can be achieved. This research is expected to provide benefits for companies in creating transformational leadership, organizational support, and work experience for employees so that organizational goals can be achieved. Based on this background, in this study, the authors have a reason to conduct further research on 'The Role of Transformational Leadership Organisational Support and Work Experience as an Effort to Improve Employee Performance'.

The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities given [6]. Employee performance is the extent to which a person is able and successful in carrying out their duties and responsibilities [1]. In general, employee performance is a measure of the ability of employees to complete the tasks and responsibilities they carry, so leaders must empower their employees [7].

Transformational leadership is a leader who inspires followers to go beyond their self-interest and can have a profound and extraordinary influence on followers [8]. Transformational leadership is a leadership style that aims to inspire and motivate followers to achieve major organizational change. Transformational leaders focus on improving employee commitment and performance by encouraging innovation, and creativity, and clarifying the organization's vision [9].

Organizational support is a belief about the extent to which the organization cares about their welfare, values their contributions, and how the organization assists when employees need it [3]. The perceptions that employees have regarding the organizational support provided by the company will affect the level of perceived organizational support felt by employees so that employees will have a sense of being valued by the company and consider that they are part of the company [10].

Work experience is the process of forming knowledge or skills about the methods of a job due to the employee's involvement in the performance of tasks [4],[5]. Employee work experience is a description of the level of mastery of knowledge and skills possessed by an employee at work which can be measured by the length of service and the type of work of the employee [11].

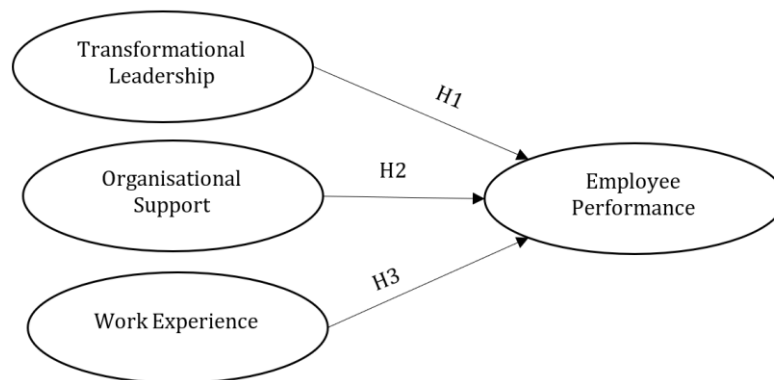


Fig. 1. Conceptual Framework

Leadership can influence performance because of the role of the leader to encourage subordinates to work better [12]. Experts have developed theoretical foundations of leadership in practice such as trait, behavioral, situational, transactional, and transformational [13]-[17] proving that Transformational Leadership has a significant influence on employee performance. based on the development of the hypothesis carried out, the following hypothesis can be formulated H1: Does Transformational Leadership Affect Employee Performance?

When employees feel support from the organization, the sense of belonging to the organization will strengthen and trigger employees to work hard to achieve organizational

goals, which shows high employee engagement [18]. The results of several studies show that organizational support has a significant positive effect on employee performance [3],[19]. Based on the hypothesis development carried out, the following hypothesis can be formulated H2: Does Organisational Support Affect Employee Performance?

Work experience is the mastery of employee knowledge and skills as measured by the length of service, the level of knowledge and skills possessed by employees [20]. The greater the work experience, the more employee performance will increase [21],[22]. Based on the hypothesis development carried out, the following hypothesis can be formulated H3: Does work experience affect employee performance?

Material and Methods

A. Population and Samples

The population is a generalization area that includes things or people that have certain characteristics and attributes that are determined by researchers to be studied and then conclusions are formed [23]. The study used a purposive sampling of population members using sampling with certain considerations.

The following is a sample determination using the Isaac and Michael sampling error formula, namely at an error rate of 5% with a population of 119 employees.

$$\frac{\lambda^2 NP (1-P)}{d^2 (N-1)+\lambda^2 P(1-P)} \dots\dots\dots (1)$$

$$n = \frac{3.841^2 \times 119 \times 0.5 \times 0.5}{0.5^2 (119-1)+3.841^2 \times 0.5 \times 0.5}$$

$$n = 91.0035$$

B. Data collection tools and methods

The data collection method used by the author in the study is primary data. Data collection in this study used a questionnaire tool. The questionnaire is a data collection method that is done by giving a set of questions or written statements to respondents to answer [23]. The scale is from 1 (Strongly Disagree to 5 (Strongly Agree).

Results and Discussion

A. Characteristics of respondents

The data on the characteristics of respondents below shows that the gender of the majority is male 52 respondents (56.5%) and female 40 respondents (43.5%). In the age group, the majority were aged 31-40, 31 respondents (33.7%) and the least aged <20 years were 1 respondent (1.1%). In the education group, the majority were S1 graduates totaling 37 respondents (40.2%) and the least was SMP/ MTs 1 respondent (1.1%). In the length of the

work group, the majority were > 4 years, 58 respondents and the least was < 1 year, 4 respondents. In the employment status of the majority of civil servants, there were 58 respondents (63%), and the least was PPPK 9 respondents (9.8%). In the last respondent characteristic, namely the position of the majority of 28 respondents with other positions (30.4%) and the least body secretary 1 respondent (1.1%).

Table 1. Characteristics of respondents

Gender			
Male	52	56.5%	
Female	40	43.5%	
Age			
Under 20 years old	1	1.1%	
20-30 years	18	19.6%	
31-40 years	31	33.7%	
41-50 years	23	25.0%	
Above 50 years	19	20.7%	
Education			
Junior high school	1	1.1%	
Senior high school	29	31.5%	
Diploma (D1/D2/D3)	8	8.7%	
Bachelor (S1)	37	40.2%	
Master (S2)	13	14.1%	
Doctorate (S3)	4	4.3%	
Length of service			
Less than 1 year	4	4.3%	
1,1 tahun-2 years	5	5.4%	
2,1 tahun-3 years	12	13.0%	
3,1 tahun - 4 years	13	14.1%	
More than 4 years	58	63.0%	
Employment status			
Civil servants	58	63.0%	
Government employees	9	9.8%	
Outsourcing	25	27.2%	
Job title			
Head of agency	1		
Agency Secretary	1	1.1%	
Head of Subdivision	1	1.1%	
Head of field	2	1.1%	
Functional position	11	2.2%	
Widyaiswara	19	12.0%	
Organiser	19	20.7%	
Staff	10	20.7%	
Others	28	10.9%	
Total	92	30.4%	

B. Classical assumption test

1. Normality test

Decision-making criteria as stated in [24]. The normality test shows $0.194 > 0.05$, resulting in a normally distributed regression model. The meaning of normal itself is that there is no similarity between the statements on each statement variable. See Table 2.

Table 2. Normality test

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.11271272
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.061
Test Statistic		.080
Asymp. Sig. (2-tailed)		.194 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

2. Multicollinearity test

Multicollinearity can be detected by looking at the tolerance value and the Variance Inflation Factor (VIF) value, with the hypothesis stated [24]. Based on the multicollinearity test results, the tolerance value of 0.539 (X1), 0.545 (X2), and 0.764 (X3) is greater than or equal to 0.10. Meanwhile, the results of the calculation of the VIF value or variance inflation factor show the results of 1.855 (X1), 1.835 (X2), and 1.308 (X3), all of which are <10. This means that this study has no relationship between the independent variables so there is no multicollinearity and free from multicollinearity. See Table 3.

Table 3. Multicollinearity test

Variable	Collinearity Statistics		
	Tolerance	VIF	Description
TRANSFORMATIONAL LEADERSHIP	.539	1.855	Free from Multicollinearity
ORGANISATIONAL SUPPORT	.545	1.835	Free from Multicollinearity
WORK EXPERIENCE	.764	1.308	Free from Multicollinearity

a. Dependent Variable: EMPLOYEE PERFORMANCE

3. Heteroscedasticity test

In this study, the heteroscedasticity test will be carried out through the Glejser test, in which the absolute value of residuals will be regressed against the independent variables, with the hypothesis stated [24]. From the results of the calculation of the table above (sig) 0.861 (X1), 0.651 (X2), 0.507 (X3), and 0.743 (Y) indicates there is no heteroscedasticity disorder, which means it occurs in the process of estimating the parameters of the estimator model because (sig) > α (0.05). This means that using a heteroscedasticity model is a condition where the variation or error in the data is evenly distributed, which means that the error in all data is approximately the same magnitude. See Table 4.

Table 4. Heteroscedasticity test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.145	.830		.175
	TRANSFORMATIONAL LEADERSHIP	.009	.020	.065	.454
	ORGANISATIONAL SUPPORT	.022	.033	.095	.666
	WORK EXPERIENCE	-.011	.034	-.040	-.328

a. Dependent Variable: ABS_RESS

C. Simple linear regression test

Table 5 shows the linear regression results.

Table 5. Simple linear regression test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	7.654	1.482		5.167
	TRANSFORMATIONAL LEADERSHIP	.185	.030	.545	6.160
2	(Constant)	8.976	1.187		7.561
	ORGANISATIONAL SUPPORT	.330	.050	.570	6.587
3	(Constant)	4.839	1.195		4.050
	WORK EXPERIENCE	.506	.051	.726	10.011

a. Dependent Variable: EMPLOYEE PERFORMANCE

The linear regression equation shows:

1. The positive constant value of 7.654 shows the positive effect of the transformational leadership variable (X1) on employee performance (Y). The regression coefficient value of 0.185 means that if the X1 variable increases by one unit, Y will increase by 0.185 or 18.5%.
2. The positive constant value of 8.976 indicates a positive influence of the organizational support variable (X2) on employee performance (Y). The regression coefficient value of 0.330 means that if the X2 variable increases by one unit, Y increases by 0.330 or 33%.
3. The positive constant value of 4.839 shows the positive effect of the work experience variable (X3) on employee performance (Y). The regression coefficient value of 0.506 means that if the X3 variable increases by one unit, Y will increase by 0.506 or 56%.

D. T-test

The test uses a significance value of $\alpha = 0.05$ or 5%. Decision-making criteria as stated [24]. The effect of transformational leadership on employee performance is obtained tcount =

1.9866. The results of hypothesis testing (t-test) show the significance value of the transformational leadership variable is $0.000 < 0.05$ and t-count $6.16 > t\text{-table } 1.9866$. See Table 6.

Table 6. tablet-test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	7.654	1.482		5.167
	TRANSFORMATIONAL LEADERSHIP	.185	.030	.545	6.160
2	(Constant)	8.976	1.187		7.561
	ORGANISATIONAL SUPPORT	.330	.050	.570	6.587
3	(Constant)	4.839	1.195		4.050
	WORK EXPERIENCE	.506	.051	.726	10.011

a. Dependent Variable: EMPLOYEE PERFORMANCE

This shows that the transformational leadership variable has a significant positive effect on employee performance. The effect of organizational support on employee performance is obtained tcount = 1.9866. The results of hypothesis testing (t-test) show the significance value of the organizational support variable is $0.000 < 0.05$ and t-count $6.587 > t\text{-table } 1.9866$. This shows that the organizational support variable has a significant positive effect on employee performance. The effect of work experience on employee performance is obtained tcount = 1.9866. The results of hypothesis testing (t-test) show the significance value of the work experience variable is $0.000 < 0.05$ and t count $10.011 > t\text{-table } 1.9866$. This shows that the work experience variable has a significant positive effect on employee performance.

E. Determination coefficient (R^2)

The coefficient of determination explains how far the dependent data can be explained by independent data. R square is 0-1 the closer to 1 the better [24]. See Table 7 for the result.

Table 7. Determination coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545 ^a	.297	.289	1.516
a. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP				
2	.570 ^a	.325	.318	1.485
a. Predictors: (Constant), ORGANISATIONAL SUPPORT				
3	.726 ^a	.527	.522	1.244
a. Predictors: (Constant), WORK EXPERIENCE				

Transformational leadership $R^2 = 0.297$, means that the transformational leadership variable influences employee performance by 29.7%. While the rest is influenced by other factors.

Organizational support $R^2 = 0.325$, means that the organizational support variable affects employee performance by 32.5%. While the rest is influenced by other factors. Work experience $R^2 = 0.527$, which means that the organizational support variable affects employee performance by 52.7%. While the rest is influenced by other factors.

Conclusion

The research concludes that transformational leadership, organizational support, and work experience each have a significant positive impact on employee performance. Strong transformational leadership improves employee performance, better organizational support enhances it further, and employees with more work experience tend to perform better. However, the study has limitations: it focuses only on specific variables, uses a limited sample size, and is restricted to a single agency, limiting generalizability. Future research should explore additional factors like motivation and organizational culture, involve a larger and more diverse sample, and include multiple agencies to provide broader insights.

Conflict of Interest

The authors declare that there is no conflict of interest.

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