

The Effect of Transformational Leadership and Dimensions Organizational Commitment as Moderate Variable Towards the Performance of e-government Government of Pariaman City

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ABSTRACT

This study aims to examine the influence of transformational leadership dimensions (inspirational motivation, idealized influence, individual consideration, intellectual stimulation) and organizational commitment as a moderating variable on e-government performance in the City Government of Pariaman. This study uses a survey method with an instrument in the form of a questionnaire. The population in this study was Pariaman City Civil Servants, totaling 1114 people. The number of samples taken as many as 167 civil servants in 6 Regional Organizations in the City Government of Pariaman. The sampling technique uses the Multistage Random Sampling technique in which in determining the sample multilevel selection is performed. Data analysis uses multiple linear regression and Moderated Regression Analysis (MRA). The results showed that inspirational motivation, idealized influence and individual consideration had a positive effect on e-government performance. While intellectual stimulation has no effect on e-government performance. each dimension of transformational leadership dimensions (inspirational motivation, idealized influence, individual consideration, intellectual stimulation) when moderated by variable organizational commitment doesn't show positive influence on e-government performance.

Keywords: Transformational Leadership, Organizational Commitment, Performance e-Government, Employee Performance

1. INTRODUCTION

Nowadays the development of information technology is growing rapidly and touches all aspects of life. The government also innovates to take advantage of advances in information technology by implementing e-government systems. According to Hasibuan (2005) "E-government or digital government is an activity carried out by the government using information technology support in providing services to the public." Through e-government development management systems and work processes will be structured in the government

environment by optimizing the use of information and communication technology.

Many local governments make e-government the backbone of the running of government, including the City of Pariaman government. The City Government of Pariaman continues to improve and compete to improve the quality of government administration and public services through e-government. ICT infrastructure has been built and improved. Fiber optic network (Metro E) has connected all office local government. Dozens of applications were developed to support the implementation of e-government.

According to the results of studies and research from Harvard JFK School of Government by Indrajit (2004: 15-16) "The most crucial element that must be owned by the government is the intention of various circles of public and political officials to actually implement the concept of e-Government . Without the element of "political will", it is impossible for various development initiatives and e-Government development to run smoothly . Because bureaucratic culture tends to work based on a "top down" management model, support for the implementation of an effective e-Government program must begin with government leaders. "

Leadership becomes a determining factor for the e-government implementation. The success or failure of e-government implementation depends on how a leader applies his leadership style. But only a few studies that examine successful implementation of e-government linked to the application of leadership style. Even though leadership is the main key to improve e-government performance. Given this reality, the author examined the extent of the relationship between transformational leadership styles and the success of e-government. So the results of the study will find suitable leadership patterns in developing e-government.

Leadership theory developers identify the transformational approach as the 21st century leadership approach. In that context transformational leadership is described as a form of leadership that is able to increase staff commitment, communicate a vision and its implementation, provide satisfaction in work and develop a client-oriented focus. According to Robbins and Judge (2008: 91), the dimensions of transformational leadership include idealized influence , inspirational motivation , intellectual stimulation , individualized consideration.

The performance of e-government has complex aspects. In addition to leadership style, organizational commitment is also believed to influence the improvement of e-government

performance. Organizational commitment has a central role to achieve organizational goals. According to Durkin (1997: 127), organizational commitment is a strong and close sense of a person towards the goals and values of an organization in relation to their role in achieving those goals and values.

Based on the description above, the problem that will be discussed in this research is the extent of the influence of the transformational leadership dimension (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and organizational commitment to e-government performance. Does organizational commitment can strengthen the relationship of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) with e-government performance.

Based on Sladjana Savovic's research (2017) idealized influence and inspirational motivation have an influence on organizational performance. This is corroborated by the opinion of Sitkin and Pablo (2005) which states that the magnitude of the influence of inspirational motivation on organizational performance is caused by providing motivation by leaders to subordinates to foster a strong desire to perform high and willing to accept changes enthusiastically.

The results of research by Tareq Ghaleb Abu Orabi (2016) and Sladjana Savovic (2017) stated the role of significant intellectual stimulation on organizational performance including e-government performance because leadership characteristics can stimulate subordinates to innovate in improving performance. Besides that, the results of Tareq Ghaleb Abu Orabi's (2016) research proved individual consideration significant influence to organizational performance. Research results of Suharto (2019) explain organizational commitment role significant influence to organizational performance. This is because organizational

commitment can shape achievement at work and high level of contextual performance..

E-government performance is a form of organizational performance, if previous studies prove transformational leadership affect to organization performance, transformational leadership also affects e-government performance.

2. METHODS

The method of this research is quantitative descriptive. According to Nana Sudjana (1997: 53) " Descriptive quantitative research methods aim to describe or explain events or an event that occurs in the form of meaningful numbers". Population in this study were 1114 civil servants spread over 35 OFFICE LOCAL GOVERNMENT in the City Government of Pariaman . To determine sampling , the authors use the Multistage Random Sampling method. According to Supranto (2007: 266-282) Multistage Random Sampling is also called multilevel group sampling because it uses more than one stage or level . After a gradual selection, a total of 167 civil servants were obtained with a distribution of 6 offices .

Data collection techniques carried out in 3 ways, namely: (a) Questionnaires were distributed directly to employees who had been determined as samples based on sample selection criteria. Questionnaire is a data collection technique using a list of systematic questions given to respondents or research samples for analysis, (b) Observations in this study were carried out directly to observe the transformational leadership to head of the local department and organizational commitment related to e-government performance in Pariaman City offices's. (c) The Documentation Study in this study was conducted by requesting the e-government performance reports of all departments in the City Government of Pariaman. To get research

data used questionnaire instrument. Questionnaires are structured techniques for obtaining data consisting of a series of written or verbal statements answered by respondents. Researchers used a questionnaire with a Likert Scale technique.

The Variable Dependent (variable Y) is e-government performance. The variable independent (variable X) are the transformational leadership dimension including idealized influence (X1), inspirational motivation (X2), intellectual stimulation (X3), individualized consideration (X4). While the moderating variable (variable Z) is organizational commitment (X5). Descriptive analysis describes the distribution of data by measuring central tendencies and shape measurements. To measure the level of achievement of respondents used the following formula:

$$TCR = \frac{\text{rata-rata skor} \times 100}{5}$$

Where TCR = level of achievement of respondents. According to Sugiyono (2012) verification analysis is a study aimed at testing theory and research and producing new scientific information or the status of a hypothesis in the form of a conclusion whether a hypothesis is accepted or rejected. Verification analysis includes Hypothesis Test (t Test) and Moderation Regression Test

3. RESULTS AND DISCUSSIONS

3.1. Result

The respondents characteristics are grouped into 5 categories, namely gender, age, echelon level, class level and length of work. These categories are considered to be able to influence respondents' perceptions of questionnaire questions. The results of the characteristics of respondents can be seen in table 1:

Table 1 . Characteristics of Respondents

Profile of Respondents	Category	Frequency	Percentage
Gender	Men	97	58.1
	Woman	70	41.9
Age	20-25 years	1	0.6
	26-35 years old	46	27.5
	36-45 years	73	43.7
	> 46	47	28.1
Echelon	Echelon III	24	14.4
	Echelon IV	51	30.5
	Staff	92	55.1
Group	II	27	16.2
	III	121	72.5
	IV	19	11.4
Length of work	<1 year	2	1,2
	1- 10 years	69	41.3
	11-20 years	53	31.7
	> 20 years	43	25.7

Table 2. Validity Test Results

Item	r xy	r table	Information
X1 .	Idealized Influence		
1 .	0.739	0.127	Valid
2 .	.689	0.127	Valid
3 .	0.725	0.127	Valid
4 .	.751	0.127	Valid
X2 .	Inspirational Motivation		
1	0.679	0.127	Valid
2	0.662	0.127	Valid
3	0.803	0.127	Valid
4	0.760	0.127	Valid
X3 .	Intellectual Stimulation		
1	0.645	0.127	Valid
2	0.680	0.127	Valid
X4 .	Individualized Consideration		
1	0.572	0.127	Valid
2	0.587	0.127	Valid
3	0.633	0.127	Valid

Table Cont...

X5 .	Organizational Commitment		
1	0.704	0.127	Valid
2	0.721	0.127	Valid
3	0.697	0.127	Valid
4	0.835	0.127	Valid
5	0.842	0.127	Valid
Y.	E-Government Performance		
1	0.671	0.127	Valid
2	0.715	0.127	Valid
3	0.848	0.127	Valid
4	0.733	0.127	Valid
5	0.722	0.127	Valid

To testing the validity of each question item, the author calculating person correlation product moment between item scores with total scores. The results of the questionnaire validity test are shown at Table 2. The r_{table} value for the sample significance level of 0.05 is 0.127. Table 2 shows that all statements about idealized influence (X1), inspirational motivation (X2), intellectual stimulation (X3), individual consideration (X4), organizational commitment (X5) and e-government performance (Y) are valid, because the value r_{xy} is bigger than r_{table} .

Reliability testing in this study was conducted by calculating the value of

Cronbach's Alpha instruments from each variable tested. If the value of Cronbach's Coefficient Alpha is greater than 0.6, then the respondent's answer as a measuring tool is considered to be reliable.

The results of testing the reliability of all variables with Cronbach's Alpha as shown in table 3 shows that the Alpha value's is more 0.6. Therefore it can be determined that all of the research instruments are reliable.

The t test is used to test the effect of the independent variable on the dependent variable separately or individually. Analysis results the t test as shown in the table 4.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Information
Idealized Influence	0.731	Reliabel
Inspirational Motivation	.704	Reliabel
Intellectual Stimulation	0.829	Reliabel
Individualized Consideration	.752	Reliabel
Organizational Commitment	0.917	Reliable
E-Government Performance	0.792	Reliable

Table 4. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,103	1,255			.381
idealized influence (x1)	.366	.080	.290	4,568	.000
inspirational motivation (x2)	.234	.86	.182	2,735	.007
Intellectual Stimulation (x3)	.046	.133	.025	348	.729
Individualized Consideration (x4)	.228	.113	.157	2,021	.045
organizational commitment (x5)	.286	.74	.293	3,884	.000

Based on the results of the t test above, it can be explained explain as follows: (1) Idealized influence has a significant influence to the performance of e-government, (2) Inspirational motivation has a significant influence to the performance of e-government, (3) Intellectual stimulation has none significant influence to the performance of e-government, (4) Individualized consideration has a significant influence to the performance of e- government, (5) The Organizational commitment has a significant influence to performance of e- government.

The regression equation in this study is:

$$Y = 1,103 + 0,366 X_1 - 0,234 X_2 + 0,046 X_3 + 0,228 X_4 + 0,286 X_5$$

To test the relationship between the independent variables, the dependent variable, and the moderating variable used moderation regression analysis . Testing relationship between independent and dependent variables in the relationship are factors that strengthen or weaken (moderating variables) using Moderated Regression Analysis (MRA). The moderating variable in this study is organizational commitment. Moderated Regression Analysis (MRA) test results can be seen in Table 5 below:

Table 5 . Moderated Regression Analysis (MRA)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,142	12,511		.331	.741
total idealized influence (x1)	.525	.742	.416	707	.480
total inspirational motivation (x2)	-969	.857	-.754	-1.131	.260
total Intellectual Stimulation (x3)	1,342	1,345	.736	998	.320
total Individualized Consideration (x4)	.415	.916	.287	.453	.651

Table Cont.

total organizational commitment (x5)	.167	600	.171	279	.771
multiplication x1 and x5	-.008	.037	-.230	-.223	.824
multiplication x2 and x5	.061	.043	1,699	1,419	.158
multiplication x3 and x5	-.068	.070	-1,180	-964	.337
multiplication x4 and x5	-1010	.477	-250	-.223	.824

Based on the results of the Moderated Regression Analysis (MRA) test, it can be concluded: (1) Organizational commitment does not strengthen idealized influence to the performance of e-Government, (2) Organizational commitment does not strengthen intellectual stimulation to the performance of e-Government, (3) Organizational commitment does not strengthen individualized consideration to the performance of e-Government, (4) Organizational commitment does not strengthen individualized consideration to the performance of e-Government. Based on the testing that has been done, we can make a moderation regression equation in this study as follows:

$$Y = 4,142 + 0,525 X_1 - 0,969 X_2 + 1,342 X_3 + 0,415 X_4 + 0,167 X_5 - 0,008 X_1 X_5 + 0,061 X_2 X_5 - 0,068 X_3 X_5 - 0,010 X_4 X_5$$

3.2. Discussion

3.2.1. Effect of Idealized Influence on e-Government Performance

Idealized Influence significant effect on e-government performance. Head of local department provide positive examples and role models for staff so that each employee has a high commitment to implement e-government. This example is able to inspire and stimulate staff in efforts to improve e-government

performance. Besides kepala official who practice idealized influence staff always mentally prepared to accept the changes brought about since the implementation of e-government.

3.2.2. Effect of Inspirational Motivation on e-Government Performance

Inspirational Motivation significant effect on e-government performance. In The transformational leadership dimension, the head of department spoke optimistically about improving e-government performance. The optimism possessed by the head of the office fosters staff motivation to do the best for to implemented e-government. The optimism head of the office fosters the motivation of staff to provide the best for the implementation of e-government in the service. In addition, the head of department is able to explain the vision and direction of e-government implementation to staff.

3.2.3. Effect of Intellectual Stimulation on e-Government Performance

Intellectual Stimulation does not have a significant effect on e-government performance. This condition arises because the head of department does not optimally stimulate staff to think innovatively in improving e-government performance. Innovative thinking is a way of thinking out of the box where staff are required

to think about new concepts out of habit patterns. One of the weaknesses of bureaucracy is the difficulty in stimulating staff to think innovatively so that intellectual stimulation cannot improve e-government performance .

3.2.4. Effect of Individual Consideration on e-Government Performance

Individual Consideration significant effect on the performance of e-government for direct support provided by the head office to help staff cope with issues related to improving e-government performance. The existence of training and training conducted by the head of the office provides support for improving e-government performance. According to Tunggal (1993: 315) individualized consideration transformational leaders are leaders who are able to provide protection and create a sense of security and comfort for their followers, and are able to accommodate and capture, all the aspirations and interests of followers.

3.2.5. Effect of Organizational Commitment on e-Government Performance

The Organizational commitment significant effect on the performance of e-government. This research support Suharto (2019) that the role of organizational commitment has significant influence on organizational performance. This is because organizational commitment can shape achievement at work and high level of contextual performance. Organizational commitment can improve the performance of e-government in an organization.

3.2.6. The Effect of Organizational Commitment in the Relationship between Idealized Influence and E-Government Performance

The organization does not reinforce the commitment of idealized influence in affecting performance e-Government . Organizational commitment shown by the heads of departments in the form

of recognition of employee performance, communicating policy and strategy as well as allow the initiative was not able to strengthen character idealized influence heads of departments in improving the e-government performance. It reflects that organizational commitment shown by the head of service is still low so that the idealized influence in the form of examples and positive examples does not have a significant influence in improving e-government performance.

3.2.7. The Effect of Organizational Commitment in the Relationship Between Inspirational Motivation and E-Government Performance

The Organizational commitment does not strengthen inspirational motivation in influencing e-Government performance. According to Srivastava (1994) employees have a commitment to the organization in the form of desires that are aligned with the achievement of organizational goals. While inspirational motivation is actualized in the form of a leader's attitude in providing motivation and inspiration to subordinates. The low commitment of the lead organization results in the absence of motivation and inspiration for subordinates.

3.2.8. Effect of Organizational Commitment in the relationship between Intellectual Stimulation and e-government performance

The Organizational commitment not strengthen intellectual stimulation in influencing performance e-Government. According to Bass et.al (2003) and Sarros and Santora (2001), the view is that intellectual stimulation in principle spurs subordinates to be more creative and innovative in understanding and solving problems. However, when organizational commitment is still low, intellectual stimulation

is not able to spur subordinates to think creative and innovative.

3.2.9. *Effect of Organizational Commitment in the Relationship Between Individualized Consideration and E-Government Performance*

The Organizational commitment does not strengthen individualized consideration in influencing e-Government Performance. According to Bass et.al (2003) and Sarros and Santora (2001) individualized consideration or personal attention leads to the understanding and attention of leaders on the potential and abilities possessed by each of his subordinates. The leader is aware of the different abilities, potentials, and needs of subordinates. The leader views each of his subordinates as an organizational asset.

4. CONCLUSIONS

The dimensions of transformational leadership idealized influence, inspirational motivation, and individualized consideration have a significant effect on e-government performance. Likewise, organizational commitment can improve e-government performance. This is because the head of department is able to set an example, is able to inspire and stimulate staff in efforts to improve the performance of e-government. The dimensions of transformational leadership (idealized influence, inspirational motivation, and individualized consideration) and organizational commitment need to be instilled in every leader to improve e-government performance.

The transformational leadership dimensions of intellectual stimulation apparently did not have a significant effect in improving e-government performance because the head of service did not optimally stimulate staff to think innovatively in improving e-government

performance. Innovative thinking is a way of thinking out of the box where staff are required to think about new concepts out of habit patterns. One weakness of bureaucracy is the difficulty in stimulating staff to think innovatively.

Organizational commitment cannot strengthen transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration) in improving e-government performance. This condition is caused by the low commitment of the organization to. Organizational commitment must be increased first before the principles of transformational leadership are realized so that e-government performance can be optimized.

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