



The Impact of Leadership Style on Civil Servants Work Behavior

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ABSTRACT

Leadership plays an important role in determining the success of an organization in surviving the direct impact of the Covid-19 pandemic. However, an effective leadership model for sustainable performance success during this pandemic is still an issue of serious debate among both management practitioners and experts, and has become a central issue in theoretical studies and empirical research in the last few decades. This study aims to examine the effect of leadership models (transformational and transactional leadership) and work motivation on individual performance and job satisfaction. This research involved the State Civil Apparatus (ASN) working in South Sulawesi. Given the Covid-19 pandemic, data collection techniques were carried out via an electronic questionnaire, which was measured using a Likert scale of 1-5. To test the primary data and analyze the relationship between variables in the structural model that was built, covariance-based Structural Equation Modeling (SEM) or AMOS (SEM-AMOS) was used. The results of the research are expected to contribute to the local government's strategy in increasing the motivation, performance and satisfaction of ASN so that they can cope with the Covid-19 pandemic in South Sulawesi.

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INTRODUCTION

Over the years, the Coronavirus 2019 (COVID-19) pandemic has transformed public sector jobs and workplaces. The State Civil Apparatus (ASN) plays a major role in responding to the pandemic, as health workers keep the medical system functioning and safe (OECD, 2021). ASN found new ways to design and channel unprecedented economic stimulus spending and manage a catastrophic surge in unemployment. Individual civil servants adapt work and personal time to meet family and caring commitments. The public sector has become "accidentally agile", with new procedures and protocols governing remote working, expedited hiring processes, and fast-track mobility programs developing at an unprecedented pace (Wahid, 2020). In the immediate term, the

task facing public employers is how to get civil servants back to work safely and continue the delivery of related services non-pandemic. Governments must prioritize the increasing problems of poverty, inequality and marginalization in developing countries which often have difficult choices to address evolving social needs at the same time (Kumar, 2019). In addition, some public institutions struggle to meet the expectations of citizens to offer various critical services which ultimately contributes to the failure of public services and this situation causes people to fall into insecure roles. Therefore, in efforts to reform the public sector, the long-debated issue of citizen dissatisfaction with public services continues to be highlighted (Kaul, Shah, & El-Serag, 2020). Public perception of government services grew in parallel with the high starting point of public satisfaction with services, fiscal health, and a young population. The power and right to govern will be lost if it does not meet the criteria and creates dissatisfaction for the community, and in extreme cases this can cause social unrest.

Pratama et al. (2015) stated that ASN play an important role in public administration because they are the end users of government compliance policies/rules/programs, and basically they are the final evaluators of these outputs. Therefore, regardless of good service or advanced technology, to be citizen-centric, consumers ("citizens" in terms of public service delivery processes) must form the cornerstone of strategic planning and design approaches. Although, people from different socio-economic groups may face the same level of public services; still, they may draw different conclusions about services because their perceptions are influenced by multiple sets of outcomes and perceived expectations (Kaul et al., 2020). Citizen-centric service mindsets have gained momentum in recent decades and are becoming more relevant in the context of a pandemic (OECD, 2021). The OECD itself highlights citizen-centricity as a core competency for innovation in the public sector. But before a service reaches citizens, it passes through the hands of civil servants, and the better their experience, the better the quality of the service provided. In the past, companies have benefited from a shift from a product-centric to a customer-centric strategy. In the future, they will benefit from a strategy that focuses on their employees and the meaning of their work. The COVID-19 pandemic made this clear, as people watched public health professionals work to exhaustion, driven by the duty to save lives.

It is argued that crises are the perfect time to rediscover individual's true potentials, including ASN. The mission and core values are tested in turbulent times and effective leaders take this opportunity to reemphasize these values to motivate and uplift those around them (Kaul et al., 2020). It is also important to recognize and praise champions such as volunteers, frontline clinical workers in intensive care units, emergency responders and others who are caring for COVID-19 patients to set real examples as those who reinforce our culture and values of putting our patients first. The ability to overcome this crisis will be recalled and will significantly affect the political trust of the Indonesian people in the ruling government. The government cannot divert people's attention with any other political strategy besides its success story in fighting COVID-19. Public dissatisfaction will be an unavoidable challenge for government in the future, and this must be anticipated (Suoneto, 2020).

There are two models of change agents that emphasize leadership models that are oriented towards making changes to the organization, namely the transactional and transformational leadership models (Malik, 2018b). Kumar (2019) reported that some of the changes expected from the influence of transformational leadership roles among others; can increase the motivation of subordinates, help subordinates to see interests beyond their own interests. Meanwhile, a pioneer of leadership theories, Bass et al. (2003) explain that transformational leadership is a model that aims to encourage extra effort for followers to achieve expected performance. Therefore, findings from previous studies state that transformational leadership has a positive and significant effect on work motivation in various context (Abdullahi, Anarfo, & Anyigba, 2020; Jackson, 2020; Obuobisa-Darko, 2020). Second, transactional leadership is more oriented towards organizational stability than organizational change (Ugwu, Onyancha, & Fombard, 2020). This is performed through

socio-economic exchanges with followers in order to achieve certain mutually agreed goals. Transactional leadership is defined as a leadership model that guides or motivates subordinates towards predetermined goals by clarifying roles and task demands (Luthans et al., 2021). In principle, transactional leadership is an “attempt to motivate” subordinates by exchanging rewards with subordinate performance, and indicating that transactional leaders emphasize exchanges that are economically valuable and short-term, where transactional leadership emphasizes not only the exchange of rewards needed but also clarification of roles and ways of subordinates completing tasks. Previous studies have generally found that transactional leadership has a positive impact on individual performance (Abdullahi et al., 2020; Judge & Piccol, 2004; Obuobisa-Darko, 2020). In order to achieve the vision and carry out the effectiveness of the mission, especially in regional organizations during the COVID-19 era, it is necessary to have leaders who are able to combine their capabilities with the application of a leadership style or approach that is very relevant to the internal conditions of the organization (Collins, Florin, & Renn, 2020).

Another fundamental aspect of civil servant’s work behavior is motivation, which defined as willingness to carry out high efforts to achieve goals, conditioned by the ability of efforts to meet certain individual needs. Some research generally confirmed that motivation has a positive and significant effect on individual performance (Baroudi, Tamim, & Hojeij, 2022; Nurdiansyah, Mariam, Ameido, & Ramli, 2020; Sinaulan, Noor, & Wildan, 2017). Moreover, Luthans et al. (2021) stated that the theory of satisfaction implicitly assumes that satisfaction increases performance, while dissatisfaction reduces performance. Previous studies have investigated the significant relationship between performance and job satisfaction on different settings including ASN (Ardi, Mharchelya, & Ifdil, 2021; Christen, Iyer, & Soberman, 2018; Hamid & Ashoer, 2021; Ma & Christensen, 2019). However, there are still some contradictive findings among the previous research and resulting empirical gap that is important to investigate for the body of HRM knowledge.

Since the beginning of this pandemic, we can see some worrying characteristics and patterns such as the government's unreasonable rejection of COVID-19, inconsistent decisions, lack of coordination between central and local governments, and the high trade-off between the economic and public health perspectives of the pandemic. COVID-19. Although not all studies regarding the relationship between leadership and individual performance get attention in order to maintain and/or improve individual performance, find things that are in line, but leadership models, both transformational leadership and transactional leadership, are variables that need attention in order to maintain and improve individual performance especially during a pandemic. Based on the descriptions that have been stated above, both from the leadership model, work motivation, individual performance, and ASN job satisfaction are considered important to overcome the Covid-19 pandemic. In addition, the strategy has been prepared by the local government and how they can execute the planning and strategy into reality, because execution is the most critical and most difficult point of the entire effort in rolling out organizational transformation. The author will examine to what extent the execution is carried out and what models are actually implemented by local governments, especially from the leadership models studied, especially in relation to the Transformational leadership model and the transactional leadership model.

RESEARCH METHOD

Research design

This study aims to test and analyze the influence of transformational leadership style variables with dimensions or factors consisting of idealized influence, inspiration motivation, individual consideration, and intellectual stimulation; variable group of transactional leadership style with dimensions consisting of contingent reward and active control (management-by-exception active) and passive control (management by-exception passive); group of work

motivation variables with dimensions consisting of effort-performance (expectancy), performance-results (instrumentally) and valence, to the performance variable or individual employee performance with dimensions consisting of behavior and results, as well as individual work satisfaction variable groups employees with indicators consisting of activity, compensation, independence, recognition, social service, and social status. The research approach used is to conduct a survey that takes samples from a population using a questionnaire as a data collection instrument, this is intended to obtain factual information, and the unit that becomes the observation of the analysis is the individual (Creswell & Creswell, 2017).

Sample and population

The population in this study are all state civil servants who work in the province of South Sulawesi. The samples used in this study were ASN from various levels, besides that the sample was determined based on level and position including several regional distribution areas, namely in several cities in South Sulawesi Province. Referring to the sample requirements with SEM-AMOS, the minimum number is 200 respondents (Thakkar, 2020). Given that the greater the number of respondents involved in data processing, the better the accuracy of the results that will be obtained, in this study a larger number of samples will be used. The number of respondents must be adequate from the point of view of the SEM methodological requirements and from the representative population researched.

Data collection

The data collection technique used in this study is an online questionnaire, which is a data collection technique using a list of questions, which are made in accordance with the objectives to be achieved. The list of questionnaires was submitted to each respondent, and the questions in the questionnaire were arranged according to the core variables in the study. The population in this study are state civil servants who work in South Sulawesi Province. The samples used in this study were civil servants from various fields. The research is planned to be conducted for three months, namely September-December 2022.

Measurements

Transformational Leadership, a leadership model that aims to encourage extra effort for employees to achieve high performance as expected. Transformational leadership consists of idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. Transactional Leadership, a leadership model that motivates employees based on employee benefits, focuses primarily on goal setting. This transactional leadership clarifies the relationship between performance and rewards, in the sense that transactional leadership is an attempt to motivate employees by exchanging rewards for employee performance. Transactional Leadership consists of the following; employee benefits (contingent reward), active control (management by exception - active), passive control (management by exception - passive). Work motivation, motivation is the willingness to make high efforts to achieve goals, and motivation is defined as a process that describes the intensity, direction and persistence of individual efforts to achieve goals. Work motivation is shown through: expectancy (effort - performance), instrumentally (performance-result), and valence (direction). Performance, performance is achievement which is the results obtained from the work functions or activities that have been carried out. Performance is not only about what a person achieves, but also how the employee achieves it. Employee performance consists of dimensions of behavior and results achieved. Job satisfaction, a happy emotional state or positive emotion towards an employee's job appraisal, and is the result of a person's perception of how well the work that has been done gives something that is considered very important. Job satisfaction consists of; activities, compensation, freedom, appreciation, social status, and social services.

RESULTS AND DISCUSSIONS

Measurement model assesment (validity and reliability)

Validity testing is intended to determine whether the indicator is valid in measuring its latent variables. Validity testing is done through convergent validity by looking at the size of the loading factor. An indicator is declared valid if the loading factor is positive and greater than 0.5. The results of the validity test can be seen in Table 1 below.

Table 1. Validity test results

Variable	Indicator	Loading Factor	SE	CR	Information
Leadership transformational	KTF 1	0.774	-	-	Valid
	KTF 2	0.760	0.061	15.098	Valid
	KTF 3	0.821	0.062	16.592	Valid
	KTF 4	0.800	0.064	16.083	Valid
	KTF 5	0.796	0.067	15.962	Valid
Leadership transactional	KTs1	0.836	-	-	Valid
	KTs2	0.738	0.051	15.520	Valid
	KTs3	0.772	0.051	16.556	Valid
	KTs4	0.803	0.05	17.546	Valid
	KTs5	0.855	0.052	19.250	Valid
	KTs6	0.786	0.052	16.998	Valid
Work motivation	MOT 1	0.761	-	-	Valid
	MOT 2	0.725	0.07	12.721	Valid
	MOT 3	0.802	0.084	13.927	Valid
	MOT 4	0.743	0.072	13.035	Valid
Employee performance	KIN 1	0.786	-	-	Valid
	KIN 2	0.760	0.061	14.925	Valid
	KIN 3	0.794	0.067	15.744	Valid
	KIN 4	0.764	0.063	15.007	Valid
	KIN 5	0.776	0.062	15.294	Valid
	KIN 6	0.818	0.066	16.324	Valid
Job satisfaction	KP 1	0.793	-	-	Valid
	KP 2	0.758	0.062	15.441	Valid
	KP 3	0.742	0.063	15.023	Valid
	CP 4	0.754	0.064	15.350	Valid
	CP 5	0.729	0.067	14.698	Valid

Source: AMOS data processed, 2022

Based on the results of the analysis of validity testing in the table above, it can be seen that all indicators for each variable of transformational leadership, transactional leadership, motivation, performance, and job satisfaction produce a loading factor that is greater than 0.5. Thus these indicators are declared valid or able to measure their respective variables. Construct reliability testing was carried out to test the reliability of indicators in measuring their latent variables. Reliability testing was carried out using discriminant reliability (average variance extracted (AVE)) and composite reliability (construct reliability). The test criteria are if the AVE value is greater than 0.5 or the composite reliability value is greater than or equal to 0.7, it can be stated that the indicator is reliable in measuring its latent variables. The results of reliability testing can be seen in Table 2 below.

Table 2. Reliability test results

Variable	AVE	Composite Reliability
Transformational leadership	0.625	0.839
Transactional leadership	0.639	0.914
Motivation	0.575	0.844

Performance	0.613	0.905
Job satisfaction	0.571	0869

Source: AMOS data processed, 2022

The reliability test above informs that the transformational leadership, transactional leadership, motivation, performance, and job satisfaction variables produce an AVE value greater than 0.5. Thus, all indicators that measure these variables are declared reliable or reliable. Furthermore, the reliability test above also informs that the composite reliability of transformational leadership, transactional leadership, motivation, performance, and job satisfaction variables is worth greater than 0.7. Thus, all indicators that measure these variables are declared reliable or reliable to be used to measure or explain their dimensions.

Structural model assessment

Testing the feasibility of the SEM model is intended to determine whether the SEM model formed is appropriate (feasible) or not. There are several test indices in the SEM analysis, namely the probability of the Chi Square test (CMIN), CMIN/DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA. The test criteria using chi square (CMIN) states that if the probability value of chi-square \geq level of significant (α) then the SEM model formed is declared feasible. The criteria using CMIN/DF state that if the CMIN/DF value is ≤ 2 then the SEM model formed is declared feasible. The criteria using GFI and AGFI state that if the goodness of fit value is ≥ 0.90 then the SEM model formed is declared feasible. The criteria using TLI and CFI stated that if the goodness of fit value was ≥ 0.95 , the SEM model formed was declared feasible. And the criteria for using RMR state that if the goodness of fit value is ≤ 0.05 , then the SEM model formed is declared feasible. The criteria for using the RMSEA state that if the RMSEA value is ≤ 0.08 then the SEM model formed is declared feasible. Based on the goodness of fit summary, it can be seen that the chi-square, CMIN/DF, CFI, TLI, RMSEA, RMR, GFI, and AGFI indices have criteria that match their cut-off values, so that the six indices have been fulfilled. Thus the construct that has been formed is declared appropriate (feasible). The results of the feasibility testing of the SEM model have been summarized in Table 3.

Table 3. Model feasibility test results (Goodness of Fit)

Index	Goodness of Fit	Criteria	Decision
Chi Square	241.702 (p value = 0.872)	p-value > alpha 5%	Fit
CMIN/DF	0.746	≤ 2.00	Fit
CFI	0.980	≥ 0.95	Fit
TLI	0.977	≥ 0.95	Fit
RMSEA	0.002	≤ 0.08	Fit
RMR	0.000	≤ 0.05	Fit
GFI	0.971	≥ 0.9	Fit
AGFI	0.935	≥ 0.9	Fit

Source: AMOS data processed, 2022

Hypothesis Testing

Hypothesis testing is intended to test whether there is a direct influence of exogenous variables on endogenous variables. Hypothesis testing can be known through the value of t statistics. The test criteria state that if the path coefficient is positive and the p-value \leq level of significance (α) = 5% then it is stated that there is a positive and significant influence of the exogenous variables on the endogenous variables. The results of the analysis can be seen in Figure 1 and a summary in Table 4 below.

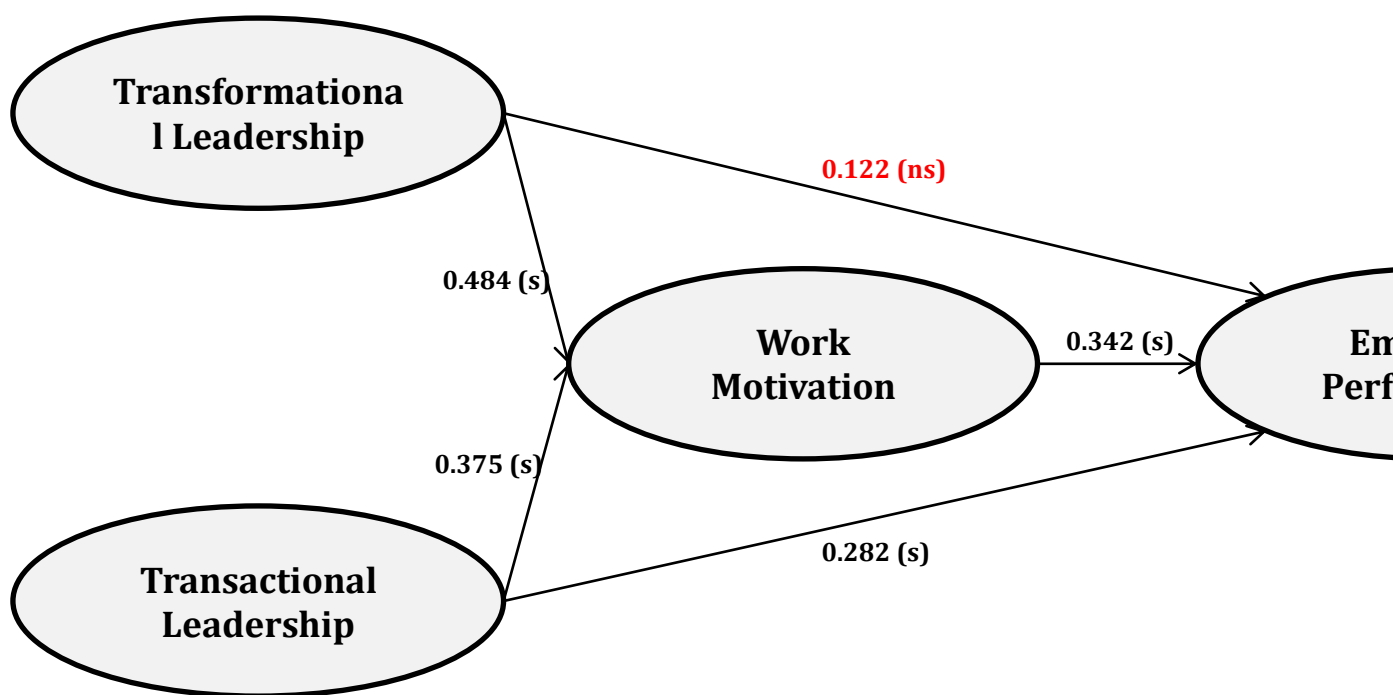


Figure 1. Structural model test results

Table 4. Hypothesis test results

HIP	Independent Variables	Dependent variable	Path Coefficient	P-values	Decision
1	Transformational leadership	Work motivation	0.484	***	Significant
2	Transformational leadership	Employee Performance	0.122	0.067	Not significant
3	Transactional Leadership	Work motivation	0.375	***	Significant
4	Transactional Leadership	Employee Performance	0.282	0.007	Significant
5	Work motivation	Employee Performance	0.342	***	Significant
6	Employee Performance	Job satisfaction	0.427	***	Significant

Note: *** = $p < 0.001$

Source: AMOS data processed, 2022

Discussion

Transformational leadership and work motivation

The results of the analysis show that the transformational leadership variable has a significant effect on work motivation with a p -value = $0.000 < \alpha 0.05$ (5%). Because the path coefficient is positive (0.484), the better the transformational leadership, the higher the ASN work motivation. **Thus, H1 is accepted.** This finding is in line with previous research (Abdullahi et al., 2020; Jackson, 2020; Obuobisa-Darko, 2020). The results of these findings illustrate that the leadership model executed or carried out by leaders in the South Sulawesi Provincial government office in particular greatly influences the work motivation of ASN. In theory, transformational leadership is a leadership style that seeks to change the establishment or *status quo* by articulating

the problems in the current system and explaining the future vision that the organization should realize.

Transformational leadership and performance

The results of the analysis show that the transformational leadership variable has no significant effect on work motivation with a p-value = $0.067 > \alpha 0.05$ (5%). Even though the path coefficient is positive (0.122), the better the transformational leadership, the higher the ASN work motivation, the effect is still not significant. **Thus, H2 is rejected.** These findings are not in line with the theories previously described, which are in accordance with the study of transformational leadership theory (Abdullahi et al., 2020; Jackson, 2020; Obuobisa-Darko, 2020). Besides the possibility of not being understood yet, the intentions of the leadership as well as the far-sighted orientation of the organization are also not necessarily implemented by all ASNs. Future trends that lead to the potential for rapid development of information are not necessarily understood and understood by all ASNs, of course it will further distance the influence of transformational leadership on ASN performance.

Transactional leadership and work motivation

The results of the analysis show that the transformational leadership variable has a significant effect on work motivation with a p-value = $0.000 < \alpha 0.05$ (5%). Because the path coefficient is positive (0.375), the better the transactional leadership, the higher the ASN work motivation. Hence, H3 is accepted. These findings corroborate the prior studies (Abdullahi et al., 2020; Judge & Piccol, 2004; Obuobisa-Darko, 2020). This finding illustrates that the leadership model executed or carried out by leaders within the South Sulawesi Provincial government office environment greatly influences the work motivation of ASN. Particularly in terms of short-term reward arrangements, the transaction process between leaders and subordinates is intended to motivate subordinates to produce satisfactory performance.

Transactional leadership and performance

The results of the analysis show that the transactional leadership variable has a significant effect on performance with a p-value = $0.007 < \alpha 0.05$ (5%). Because the path coefficient is positive (0.484), the better the transactional leadership, the higher the ASN performance. **Therefore, H4 is accepted.** This finding is in supportive with previous results (Abdullahi et al., 2020; Judge & Piccol, 2004; Obuobisa-Darko, 2020). The exchange relationship in transactional leadership, namely the leader offers work and rewards while subordinates offer the performance expected of the leader. The process of transactions between leaders and subordinates is directed at motivating subordinates to produce satisfactory performance. In the context of public organizations, it is therefore believed that transactional leadership is a variable that needs attention in order to maintain and/or improve the individual performance of ASN.

Work motivation and performance

The results of the analysis show that the variable work motivation has a significant effect on performance with a p-value = $0.000 < \alpha 0.05$ (5%). Because the path coefficient is positive (0.342), the better the work motivation, the higher the ASN performance. **Hence, H5 is accepted.** The results of this study are in line with the theory described earlier. ASN will be motivated to do well if they believe that their good work will also result in a good assessment of their performance. Therefore it is quite reasonable if employee motivation needs to get serious attention in order to maintain and/or improve their performance.

Performance and job satisfaction

The results of the analysis show that the performance variable has a significant effect on job satisfaction with a p-value = $0.000 < \alpha 0.05$ (5%). Because the path coefficient is positive (0.427), the better the performance, the higher the ASN job satisfaction. **Thus, H6 is accepted.** The results of this study support what was conveyed from prior studies (Ardi et al., 2021; Christen et al., 2018;

Ma & Christensen, 2019). This is reasonable because ASN can perform and generate their best work according to what they have been assigned for, and therefore satisfy them. For example, ASN are confidence with their quality of work and how they perfect their tasks with the relevant skills and abilities. Furthermore, ASN also manage to complete their job at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.

CONCLUSION

Practical implications regarding the results are provided. In order to obtain the level of performance and satisfaction in ASN, leadership issues -both at the unit and top levels- are addressed faced at this time is the key in overcoming the pandemic. The application of a leadership model that is expected to be able to meet expectations and overcome challenges in the organization is urgently needed. Furthermore, it is highly important to communicate to define reality and reinforce a clear perspective on the current events and what it means for the organization, and the region. For government leader, communication must be clear and consistent, but also adaptive (Kaul et al., 2020).

From the research that has been carried out, it is believed that there are still many aspects that have not been included in the research model. Obviously, for further development, recommendations for further research can be submitted, including: 1) Research of a similar scope can be carried out and developed at the national level or other departments, in order to obtain a comprehensive picture of the model of leadership, motivation, performance and job satisfaction in government sector organizations; 2) This research only focuses on the variables of transformational leadership, transactional leadership, work motivation, employee performance, and job satisfaction. Future studies are expected to add some potential variables such as workloads, job stress, work-life balance, and organizational culture.

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