

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP, INFRASTRUCTURE, AND PUBLIC SERVICE QUALITY ON EMPLOYEE PERFORMANCE AT THE DISTRICT PROSECUTOR'S OFFICE

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ABSTRACT

Submitted: **Purpose of the study** — *This study is to find out and examine the influence of transformational leadership, infrastructure and public service quality on employee performance*
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Research method—*quantitative study using quesioner*

Accepted: **Result**— *Transformational leadership partially affects the performance of employees of the District Prosecutor's Office of Cirebon City by 54.2%, the remaining 45.8% is influenced by other factors. The influence of infrastructure partially on the performance of employees of the District Prosecutor's Office of Cirebon City is 6.5%, the remaining 93.5% is influenced by other factors. The effect of the quality of public services partially on the performance of employees of the District Prosecutor's Office of Cirebon City is 37.7%, the remaining 62.3% is influenced by other factors.*
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Published: *Transformational Leadership, Infrastructure and Public Service Quality have a simultaneous effect on Employee Performance. The results of the F test have a p-value of 0.000 <0.05, which means it is significant. There is the influence of Transformational Leadership, Infrastructure and Quality of Public Services simultaneously on the Performance of Employees of the District Prosecutor's Office of Cirebon City by 97.9%. The remaining 29.1% is influenced by other factors.*
08-30, 2023

Conclusion— *The study found that Transformational leadership, Infrastructure and Public Service Quality have a simultaneous positive effect on Employee Performance at the District Prosecutor's Office in Cirebon City. The combined influence of these factors is 97.9%. Practical Implications: The study suggests that implementing Transformational leadership, improving infrastructure, and enhancing Public Service Quality can lead to improved employee performance at the District Prosecutor's Office in Cirebon City. Social Implications: The study highlights the importance of good leadership, adequate resources and quality services in ensuring effective performance of public service employees. Improving employee performance at the District Prosecutor's Office can lead to better delivery of public services to the community.*

Keywords: *Transformational Leadership, Infrastructure and Public Service Quality*

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INTRODUCTION

Government is an institution whose operational principle is to serve the community (public servant) in various aspects of the interests of social life. While a government agency is an organization or institution (container) that concentrates a service to the community. The importance of the government's role is because there are no other institutions that are willing and able to carry out social functions without hoping to get benefits (private benefits). This is reasonable and in accordance with the principles of economic democracy, where the function of the government apart from being an innovator (which initiates) is also a motivator (which encourages) and even a facilitator (which facilitates public services both physically and administratively within the bureaucracy). (kompas.com, 8 September 2020, 16:19).

Organization is a place for people to gather and work together to achieve common goals. Therefore it is necessary to have quality human resources. Sudarsono (2016) reveals: Human resources are potential workers and cannot be separated from organizations or work units. When the work performance is good, the purpose of the organization in increasing profits goes well. Human resources are human potential as an organizational driver in realizing its existence (Nawawi, 2016). Organizational goals will be achieved if employees have good performance. According to Rivai (2018): Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is an important factor because the progress of an organization or company depends on the resources it has. Performance is the result or level of success of a person or as a whole during a certain period, in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon (Rivai and Basri, 2015).

The development of public service performance always involves three main elements of public service, namely the institutional elements of the service provider, the service process and the human resources of the service provider. In this connection, improvement efforts since the enactment of Law Number 32 of 2004 concerning Regional Government which was subsequently amended by Law Number 23 of 2014, are expected to have a broad real impact on improving services to the community. The delegation of authority from the Central Government to the Regions allows for the implementation of services with a more concise bureaucratic route and opens opportunities for Regional Governments to innovate in providing and improving the quality of services. (Surjadi, 2017).

The first factor identified influencing performance is leadership. Leaders with their leadership style determine organizational strategy both long term and short term. The role of a

leader in influencing his subordinates is very important for the progress of the organization. Riva'i and Basri (2015) revealed that: The existence of a leader in the organization is needed to bring the organization to the goals that have been set. Leadership style is a leader's behavior that is used by someone when they want to influence others. Various leadership styles can be used by a leader to influence his subordinates, so as to improve the performance of his subordinates in doing the job. According to Usman (2016) that leadership style is: Behavioral norms used by someone in that person trying to influence the behavior of others as he sees it.

Relevant research by Gani (2020) concludes that: Transformational Leadership Style has a positive and significant effect on performance. Regarding the leadership style in the organization, every leader in each organization has a different leadership style from one to another. The form of leadership style applied in an organization can affect employee performance. The existence of a leadership style that is appropriate to the situation and conditions of the organization so that employees will be more enthusiastic in carrying out their duties and obligations and have the hope of fulfilling their needs.

Transformational leadership style is a leadership style that is not only limited to work relations, but rather leads to providing motivation, attention to individual needs, and others that lead to respect for employees as human beings who have human rights. Wirawan (2015) states that: Transformational leaders are leaders who are able to pay attention to the concerns and self-development needs of followers to expend extra effort to achieve group goals.

From the explanation above, it is clear that there is an influence of leadership style on performance. However, in reality, at the Cirebon City Prosecutor's Office, leadership weaknesses are reflected in: (1) Lack of detailed job directions from the leadership for performance improvement, (2) Leaders give assignments to employees that are not in accordance with their field of education, (3) When making policies, sometimes sometimes do not invite employees to deliberations, (4) do not carry out evaluations at the end of work, (5) do not give awards to employees who excel.

However, in practice there is often a view that government bureaucracy or any government bureaucracy related to obtaining a service shows symptoms that are disappointing, convoluted, long, not transparent, expensive and unsatisfactory, including a lack of coordination. Objective conditions indicate that the implementation of public services is still faced with a government system that is not yet effective and efficient and the quality of human resources for the apparatus is inadequate. This can be seen from the many complaints and grievances from the public both directly and through the mass media, such as convoluted procedures, no certainty of completion time, costs to be incurred, requirements that are not transparent, the attitude of officers who are not responsive and so on. -other. The results of pre-research interviews at the District Prosecutor's Office in Cirebon City, May 2021 found facts that: (1) Few employees are continuing their studies, (2) Slow in completing work, (3) The amount of training is still lacking

Apart from leadership, infrastructure also influences performance. According to Moenir (2016): Facilities and infrastructure are a set of tools used in an activity process, whether the

tools are auxiliary equipment or also the main equipment, and both of these tools function to realize a goal to be achieved. With adequate infrastructure, it is expected that organizational goals can be achieved optimally. As stated by Anindita (2021), one of the functions of infrastructure facilities is: Facilitating work, to be used for needs. So all work can run more smoothly. Likewise, infrastructure that functions to support facilities will also make work run more smoothly.

Facilities are all types of equipment, work equipment and facilities that function as the main or auxiliary tools in carrying out work, and also in the framework of interests that are related to work organizations. Relevant research by Bohari (2019) concluded: There is a positive and significant direct effect between compensation, infrastructure, and work motivation on the performance of cleaners in Bulukumba Regency. At the District Prosecutor's Office, Cirebon City, the infrastructure available to support activities is still lacking. Limited service facilities and infrastructure such as computers, work desks, cupboards, must be adjusted to the number of employees.

In addition to transformational leadership and infrastructure that can influence performance, service quality is also suspected of influencing performance. In the context of public services, the services provided by the service apparatus are to facilitate public affairs by providing services that are not convoluted and lengthy procedures, prioritizing the public interest, shortening the time for carrying out public affairs and providing satisfaction to the community. Public service is essentially the provision of excellent service to the community which is the embodiment and obligation of the state apparatus as a public servant. Public service is a mandatory duty of the government apparatus as a public servant. In carrying out their duties, they must always try to serve the interests of the community by complying with applicable regulations. Therefore, public service is very basic for government agencies. The government as a public servant has an obligation and responsibility to provide good and professional services. Public service delivery is one of the state's efforts to fulfill the basic needs and civil rights of every citizen for goods, services, and administrative services provided by public service providers.

Public service as explained in Law Number 25 of 2009 Article 1 point (1) states that "Public service is an activity or series of activities in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers". Public service is a benchmark of government performance that is most visible to the eye. The public can directly assess government performance based on the quality of public services received, because the quality of public services is in the interests of many people and the impact is directly felt by the community from all walks of life, where success in building public service performance in a professional, effective, efficient and accountable manner will raise a positive image of the government in the eyes of its citizens. Hardiyansyah (2016) states: Public service is the provision of services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been determined.

Based on the results of pre-research on several people in the Kejaksan District, Cirebon City, it shows that there are still complaints arising from the community regarding the quality of services provided by sub-district officials, such as: (1) In terms of the process of completing administrative matters, it is still slow, (2) In carrying out work it is not in accordance with work activity starts at 8.30 and the other employees have not yet come to the office, let alone the other staff are domiciled elsewhere, (3) There are several employees who do not understand their authority and responsibilities. Subordinates only carry out orders from their superiors without understanding the boundaries of their duties and responsibilities. (4) Sub-district officials who lack information. Sub-district apparatus in providing information related to service procedures are still not responsive to the public about actual service procedures or procedures, (5) District apparatus do not understand information technology so that it slows down the service process.

METHOD

This research uses survey method. The survey method is used to solve actual large-scale issue problems with very large populations, so a large sample size is required. In survey research information was collected from respondents using a questionnaire. Generally, the notion of a survey is limited to the notion of a sample survey in which information is collected from a portion of the population (sample) to represent the entire population (Singarimbun, 2016). There are 3 main characteristics in the Survey method: 1) Information data is collected from large groups of people with the aim of describing various aspects and characteristics such as: knowledge, attitudes, beliefs, abilities of the population, 2) Information data is obtained from submitting questions (written and can also be oral) from the population, 3) Information data obtained from the sample not from the population. (Singarimbun, 2016)

The population in this study were employees of the Cirebon City Prosecutor's Office, totaling 38 people. Because the population size is considered sufficient to be studied as a whole by the writer, the writer does not take a sample, but instead takes the entire population (total sample) of 38 people. This refers to the opinion of Arikunto (2017) which states that: One of the methods used in taking research samples, is just random, so if the subjects are less than 100, it is better to take all of them, so that the research is considered a population sample.

The data collection technique used in this study used documentation and questionnaires. Meanwhile, for the test data analysis, the data instrument test was carried out, namely the validity test and the instrument reliability test. Test the hypothesis of multiple regression analysis To obtain an estimate of the values of variable Y and the values of variables X1 and X2 and the direction of influence caused by these values, multiple regression analysis is used. This study involved variable X1 (Transformational Leadership) variable X2 (Facilities and Infrastructure) and variable X3 (Quality of Public Services) and variable Y, namely employee performance simultaneously, carried out multiple regression analysis with the equation :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

RESULTS AND DISCUSSION

The results of the reliability testing of the variables X1, X2, X3 and variable Y, obtained the reliability coefficient values as follows:

Table 1. Reliability Calculation Results

Variable	Reliability	Note	Category
Transformational leadership	0,803	Reliable	High
Infrastructure	0,794	Reliable	High
Public Service Quality	0,765	Reliable	High
Employee Performance	0,773	Reliable	High

Based on the table above, the Cronbach Alpha reliability coefficient value for variable X1 is 0.803 for variable X2 is 0.794 for variable X3 is 0.765 for variable Y is 0.773. Thus the research instrument of all variables is reliable and can be used in research. The results of the calculation of the data normality test are as follows:

Table 2 Results of normality test calculations

	Test Statistics			
	Transformational leadership	Infrastructure	Public Service Quality	Employee Performance
Chi-Square	9,158 ^a	10,632 ^b	8,000 ^c	16,947 ^d
Df	15	20	18	17
Asymp. Sig.	,869	,955	,979	,458

From table 2 the results of the normality test show that the data for the four variables are normally distributed. Multicollinearity test by looking at the inflation factor (VIF) value in the regression model. If $VIF > 10$, then the variable has a multicollinearity problem with other independent variables.

Table 3 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	,061	6,278
	Infrastructure	,566	1,766
	Service Quality	,066	5,089

From the results of table 3 it is known that the Variance Inflation Factor (VIF) values of the three variables namely Transformational Leadership is 6.278, Infrastructure is 1.766, Quality of Public Services is 5.089 less than 10, so that between independent variables there is no problem of multicollinearity.

Table 4 Hypothesis Test (t)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	,944	,918			1,029	,311
	Transformational Leadership	,542	,095	,555		5,722	,000
	Infrastructure	,065	,024	,086		2,693	,011
	Public Service Quality	,377	,092	,385		4,115	,000

1. The Influence of Transformational Leadership (X1) on Employee Performance (Y)

To determine the magnitude of the influence of Transformational Leadership (X1) individually (partially) on Employee Performance (Y) it can be seen from the t value in the Coefficients table below with the testing criteria if the significance level is less than 0.05, then the hypothesis is accepted. Partial testing of the effect of Transformational Leadership on Employee Performance shows that the variable Transformational Leadership can predict Employee Performance. A significance value of $0.000 < 0.05$ means that the distribution is significant, while $t_{count} 5.722 > t_{table} 2.030$ means it is significant. This means that there is a partial influence of Transformational Leadership on the Employee Performance of the District Attorney's Office of Cirebon City. The magnitude of the positive influence of Transformational Leadership on Employee Performance is 54.2%, the remaining 45.8% is influenced by other factors.

Wirawan (2015) states: Transformational leaders are leaders who are able to pay attention to the concerns and self-development needs of followers to expend extra effort to achieve group goals. Relevant research by Gani (2020) concludes that: Transformational Leadership Style has a positive and significant effect on performance. Leaders with their leadership style determine organizational strategy both long term and short term. The role of a leader in influencing his subordinates is very important for the progress of the organization. Rivai and Basri (2015) revealed: The existence of a leader in the organization is needed to bring the organization to the goals that have been set. Transformational leadership that has been good at the District Prosecutor's Office in Cirebon City is indicated by the high item question number 4 indicator Stimulating enthusiasm of subordinates which shows the Head of the District Attorney's Office in Cirebon City has been able to stimulate enthusiasm for group assignments. Meanwhile, the weakness of Transformational Leadership at the Cirebon City Prosecutor's Office is indicated by the questionnaire item number 10 indicators.

2. Effect of Infrastructure (X2) on Employee Performance (Y)

Partial testing of the effect of infrastructure variables on employee performance shows that infrastructure can positively predict employee performance. A significance value of 0.011

<0.05 means significant, while $t_{count} 2.693 > t_{table} 2.030$ means significant. Thus accepting the hypothesis: There is an influence of infrastructure partially on the performance of employees of the District Attorney's Office of Cirebon City. The magnitude of the positive influence of Infrastructure on Employee Performance is 6.5%, the remaining 93.5% is influenced by other factors.

Referring to the research hypothesis which reveals that there is a partial influence of infrastructure on the performance of employees of the Cirebon City Prosecutor's Office, which means that improving employee performance can be done with infrastructure. According to Moenir (2016): Facilities and infrastructure are a set of tools that are used in an activity process, whether the tools are auxiliary equipment or also the main equipment, and both of these tools function to realize a goal to be achieved. With adequate infrastructure, it is expected that organizational goals can be achieved optimally. As stated by Anindita (2021), one of the functions of infrastructure facilities is: Facilitating work, to be used for needs. So all work can run more smoothly. Likewise, infrastructure that functions to support facilities will also make work run more smoothly.

Infrastructure in the District Prosecutor's Office, Cirebon City, which is already good, from the respondents' answers, is indicated by the highest score in questionnaire number 10, an indicator of activities running smoothly, which shows employees of the Cirebon City Prosecutor's Office feel comfortable at work if infrastructure is available as needed. While the weakness of infrastructure at the Cirebon City Prosecutor's Office is shown in item number 9, the worker stability indicator will be more guaranteed, which shows that not all employees of the Cirebon City Prosecutor's Office feel that the infrastructure is in good condition which can support maximum job stability.

3. The Effect of Public Service Quality (X3) on Employee Performance (Y)

Partial testing of the effect of the Public Service Quality variable on Employee Performance shows that the Public Service Quality can positively predict Employee Performance. A significance value of $0.000 < 0.05$ means significant, while $t_{count} 3.854 > t_{table} 2.030$ means significant means significant. Thus accepting the hypothesis: There is a partial effect of the Quality of Public Services on the Performance of Employees at the District Prosecutor's Office of the City of Cirebon. The magnitude of the positive influence of Public Service Quality on Employee Performance is 37.7%, the remaining 62.3% is influenced by other factors.

Referring to the research hypothesis which reveals that there is a partial effect of the quality of public services on the performance of employees at the Cirebon City Prosecutor's Office, which means that improving employee performance can be done with the quality of public services. Hardiyansyah (2016) states: Public service is the provision of services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been determined. Relevant research by Lagantondo (2016) concluded that: The quality of services provided by Kayamanya Village

Apparatuses such as; The slow process of completing affairs, Kelurahan apparatus who lack information, Limited service facilities and infrastructure, Kelurahan apparatus who do not understand information technology so that it slows down the service process.

The quality of public services at the Cirebon City Prosecutor's Office which is already good from the respondents' answers is shown by the highest score in questionnaire number 3 of the Security indicator which shows the Cirebon City Prosecutor's Office guarantees the security of the process of service results. Meanwhile, the weakness in the quality of public services at the Cirebon City Prosecutor's Office is shown in item number 10 of the quantitative indicator, which shows that not all employees of the Cirebon City Prosecutor's Office have the quantity of work above the target.

4. The Influence of Transformational Leadership, Infrastructure and Quality of Public Services on Employee Performance

Furthermore, to determine the joint effect of Transformational Leadership (X1) Infrastructure (X2) Public Service Quality (X3) on Employee Performance (Y), tested with the F test, the test results can be seen in the table below:

**Tabel 5. F test Result
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1040,485	3	346,828	564,668	,000 ^b
	Residual	20,883	34	,614		
	Total	1061,368	37			

a. Dependent Variable: Performance

b. Predictors: (Constant), Service Quality, Infrastructure, Transformational Leadership

Joint testing based on the ANOVA test results table or F test obtained Fcount of 564.668 with a significance level of 0.000. This means that the variables of Transformational Leadership, Infrastructure and Quality of Public Services have a simultaneous effect on Employee Performance. The results of the F test have a p-value of 0.000 < 0.05, which means it is significant. Thus the hypothesis that has been formulated previously states that "There is an influence of Transformational Leadership, Infrastructure and Quality of Public Services simultaneously on the Performance of Employees of the District Prosecutor's Office of the City of Cirebon". The magnitude of the effect of Transformational Leadership on Infrastructure and Quality of Public Services on Employee Performance is 97.9%. The remaining 29.1% is influenced by other factors.

Referring to the research hypothesis which reveals that there is an influence of Transformational Leadership, Infrastructure and Quality of Public Services simultaneously on the Performance of Employees at the District Attorney's Office of Cirebon City, it means that to improve Employee Performance can be done with Transformational Leadership, Infrastructure and Quality of Public Services.

CONCLUSION

1. Based on the results of the analysis and discussion previously stated, the following conclusions can be drawn:
2. 1. There is a partial influence of Transformational Leadership on the Performance of Employees of the District Prosecutor's Office of Cirebon City. The magnitude of the influence of Transformational Leadership on Employee Performance is 54.2%, the remaining 45.8% is influenced by other factors.
3. 2. There is a partial influence of infrastructure on the performance of employees of the District Prosecutor's Office of the City of Cirebon. The magnitude of the positive influence of Infrastructure on Employee Performance is 6.5%, the remaining 93.5% is influenced by other factors.
4. 3. There is a partial effect of the quality of public services on the performance of employees of the District Attorney's Office of the City of Cirebon. The magnitude of the positive influence of Public Service Quality on Employee Performance is 37.7%, the remaining 62.3% is influenced by other factors.
5. 4. There is the influence of Transformational Leadership, Infrastructure and Quality of Public Services simultaneously on the Performance of Employees of the District Prosecutor's Office of the City of Cirebon. The magnitude of the effect of Transformational Leadership on Infrastructure and Quality of Public Services on Employee Performance is 97.9%. The remaining 29.1% is influenced by other factors.

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