
The Influence of Public Service Motivation and Transformational Leadership Style on Employee Performance in Non Rail Crew Operational Workers at PT KAI (PERSERO) Operational Region 8 Surabaya

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Abstract

The purpose of this study will identify whether there is a significant relationship between public service motivation, the transformational leadership style, and employee performance. Furthermore, this research will consider the role of other variables that may mediate or moderate the relationship between public service motivation and the transformational leadership style on employee performance. The population taken in this research was 87 people who worked at PT KAI Daop 8 Surabaya. With a total sample of 87 respondents. Data collection uses a list of questions provided to answer written questions by respondents. The questionnaire contains questions, each question opens up five possible answers. Of the five answers, respondents are expected to choose the answer that best suits them. Each answer has a score, namely 1 strongly disagree and 5 strongly agree. Data analysis was carried out using Regression Analysis using the SPSS program. Based on the research results and discussion above, in this study it can be concluded that public service motivation has a significant effect on employee performance. Transformational leadership style does not have a significant effect on customer satisfaction. Reliability does not have a significant effect on employee performance.

Keywords: public service motivation, transformational leadership style and employee performance.

1. Introduction

Quality public service plays a crucial role in shaping the quality of life for society and enhancing government efficiency. As a developing nation, Indonesia continually strives to improve its public service sector, including transportation services (Lesmana et al., 2022). PT Kereta Api Indonesia (Persero), known as PT KAI, is a state-owned enterprise providing railway services throughout Indonesia. PT KAI plays a vital role in maintaining the connectivity and mobility of the population. It consists of various divisions and operational regions across the nation. Operational Region 8 Surabaya is one of these operational regions, supporting railway operations and services in East Java and its surroundings (Reza et al., 2022). This region provides various forms of railway services, including long-distance train services, commuter services, and freight services. These services are diverse and encompass various elements, from ticketing to travel operations. PT KAI is one of Indonesia's largest companies, and the quality of its services heavily relies on its employees' performance. PT KAI employees, especially non-rail crew

operational employees directly serving passengers and railway operations, play a pivotal role in maintaining service quality (Setyanugraha & Hasibuan, 2020).

Operational employees of PT KAI working within the trains, such as conductors and train drivers, have significant responsibilities in ensuring passenger safety and comfort. Conversely, non-rail crew operational employees, including station personnel, have responsibilities in providing quality services to passengers, ensuring smooth operations, and maintaining good relations with the public (Hadiyati et al., n.d.). Employee performance at PT KAI is influenced significantly by several factors, including public service motivation and the leadership style applied by their managers. Public service motivation is the internal drive that influences the extent to which an employee is willing to provide quality and meaningful services to the public. Leadership style also plays a crucial role in shaping employee behavior (Hayat, 2023). Transformational leadership, involving a strong vision, inspiration, emotional intelligence, and employee empowerment, is considered an effective leadership approach in achieving high performance. Over the years, PT KAI Operational Region 8 Surabaya has worked to ensure that operational employees, particularly non-rail crew employees, have high public service motivation, and that their managers implement a supportive transformational leadership style. Although these steps have been taken, there are still challenges to be addressed to ensure that employee performance remains optimal (Setyanugraha & Hasibuan, 2020).

In the context of PT Kereta Api Indonesia (Persero) Operational Region 8 Surabaya, there are issues that need to be examined regarding the performance of non-rail crew operational employees. The performance of these employees has a significant impact on the quality of railway services and passenger comfort. Good service quality is essential to support societal mobility and railway travel safety. However, as the demands for quality service provision continue to increase, PT KAI Operational Region 8 Surabaya faces challenges in ensuring that non-rail crew operational employees maintain and enhance their performance (Trichandhara et al., 2019).

The first issue is related to public service motivation. Public service motivation is an internal factor that influences the extent to which an employee is willing to provide quality and meaningful services to the public. High public service motivation can drive employees to behave well, maintain good relations with passengers, and work with dedication. However, in a potentially high-pressure and challenging work environment, public service motivation may decrease, affecting employee behavior and ultimately the quality of service provided (Aning Fitriana et al., 2022).

The second issue concerns the leadership style applied by managers to non-rail crew operational employees. Transformational leadership is an approach involving a strong vision, inspiration, emotional intelligence, and employee empowerment. It is considered effective in motivating employees to achieve high performance. However, not all managers may consistently or effectively implement this transformational leadership style. Some employees may feel less inspired or receive insufficient support, which can subsequently affect their performance (Fitriana et al., 2021).

The combination of varying public service motivation issues and diverse leadership styles may lead to differences in the performance of non-rail crew operational employees at PT KAI Operational Region 8 Surabaya. Therefore, in-depth research is needed to identify whether there is a significant relationship between public service motivation, transformational leadership style, and employee performance. Additionally, this research needs to consider other factors that may mediate or moderate this relationship, such as organizational support, working conditions, and individual characteristics. Understanding these dynamics will help PT KAI Operational Region 8 Surabaya management take concrete steps to improve public service motivation, implement an effective leadership style, and support the optimal performance of their non-rail crew operational employees (Nalim et al., 2020).

Therefore, this research will attempt to uncover the extent to which public service motivation and the transformational leadership style influence the performance of non-rail crew operational employees at PT KAI Operational Region 8 Surabaya. This study will identify whether there is a significant relationship between public service motivation, the transformational leadership style, and employee performance. Furthermore, this research will consider the role of other variables that may mediate or moderate the relationship between public service motivation and the transformational leadership style on employee performance. These variables include organizational support, working conditions, and individual characteristics. Gaining a deeper understanding of how all these elements interact can help PT KAI Operational Region 8 Surabaya management improve employee performance, optimize public service, and provide greater benefits to the general public. This research is expected to provide a clearer insight into the dynamics on the ground and offer recommendations for more significant improvements. As a result, this study has the potential to bring significant benefits to PT KAI Operational Region 8 Surabaya in its efforts to maintain and enhance the quality of services it provides to the public.

Theory & Hypothesis Development

Public Service Motivation

Public Service Motivation (PSM) is a concept that has gained significant attention in the field of public administration and management. It refers to an individual's inherent or acquired motivation to serve the public and contribute to the betterment of society through their work in the public sector. PSM is driven by a strong sense of social responsibility, a desire to make a positive impact on the community, and a commitment to upholding the values of public service. At the core of PSM are several key dimensions that help explain this motivation. First and foremost is the intrinsic desire to serve the public interest. Individuals with high PSM are genuinely dedicated to improving the well-being of citizens and communities. They find fulfillment in addressing societal issues and making a difference in people's lives. Another dimension of PSM is a strong commitment to the democratic process. Public servants with high PSM value the principles of democracy and are dedicated to preserving the integrity of democratic institutions. They see their work as contributing to the functioning of a just and accountable government (Arisman, 2022).

Additionally, PSM encompasses a sense of compassion and empathy. Those with PSM are often driven by a deep concern for the welfare of others. They seek to understand and address the

needs of the most vulnerable and marginalized members of society. Public servants motivated by PSM are also characterized by a strong work ethic and a commitment to the highest standards of professionalism. They hold themselves accountable for their actions and decisions, as they recognize the impact their work can have on the public. In practical terms, PSM can manifest in various ways. It may lead public servants to go above and beyond their job descriptions to find innovative solutions to public issues. They might be more likely to stay in the public sector, even when faced with better-paying opportunities in the private sector, because their motivation comes from a sense of purpose rather than just financial gain. Understanding and nurturing PSM is crucial for organizations and governments. When employees have a high level of PSM, they are more likely to be engaged, productive, and committed to their work. Organizations can foster PSM by creating a work environment that aligns with the values of public service, providing opportunities for skill development and growth, and recognizing and celebrating the contributions of employees (Rafia & Sudiro, 2020).

Transformational Leadership Style

Transformational leadership is a widely recognized leadership style that has a profound impact on organizations and their members. This leadership approach goes beyond traditional management and focuses on inspiring and motivating individuals to achieve extraordinary outcomes. It was first introduced by James MacGregor Burns and later expanded upon by Bernard Bass. Transformational leaders are known for their ability to create a compelling vision, stimulate intellectual growth, and foster a sense of purpose and belonging among their followers. One of the core components of transformational leadership is the articulation of a clear and inspiring vision. Transformational leaders communicate a compelling and ambitious mission that appeals to the values and ideals of their team (Ekhsan & Setiawan, 2021). They provide a sense of direction and a shared purpose that motivates individuals to work together toward common goals. This vision serves as a source of inspiration and guides decision-making and actions within the organization. Transformational leaders also exhibit charismatic and inspirational behaviors. They use their charisma to influence and motivate others. They lead by example and set high standards for themselves. Their enthusiasm and optimism are contagious, and they instill a sense of pride and enthusiasm in their team members. Through their actions and words, they create an environment where employees feel empowered and inspired to excel (Almaududi Ausat et al., 2022).

Intellectual stimulation is another key aspect of transformational leadership. Leaders encourage their team members to think critically, be creative, and challenge the status quo. They foster an atmosphere of continuous learning and development. Team members are encouraged to question assumptions and generate new ideas, contributing to the organization's growth and innovation. Transformational leaders also demonstrate individualized consideration. They take a genuine interest in the needs and aspirations of each team member. By recognizing and appreciating the unique strengths and contributions of each individual, they build strong relationships and trust within the team. This individualized attention helps team members feel valued and supported, ultimately boosting their motivation and performance. The impact of transformational leadership on organizations can be profound. Teams led by transformational leaders often exhibit higher levels of job satisfaction, commitment, and motivation. They are more likely to achieve

ambitious goals and overcome challenges. This leadership style can also contribute to employee development and retention, as individuals are more likely to remain engaged and loyal in an environment that fosters personal and professional growth (Yusup & Maulani, 2023).

Employee Performance

Employee performance is a multifaceted concept that holds great significance for organizations of all types and sizes. It refers to the level of achievement and effectiveness of an individual in carrying out their job responsibilities within an organization. Employee performance encompasses a wide range of factors, including task execution, productivity, quality of work, and overall contribution to an organization's goals and objectives. At its core, employee performance is about how well an employee fulfills the expectations and requirements of their role. This encompasses both the quantity and quality of work output. High-performing employees consistently meet or exceed the standards and targets set by their organization. They are reliable, produce work that is accurate and error-free, and contribute positively to the organization's productivity. However, employee performance is not solely about what an individual achieves; it is also influenced by how they accomplish their tasks. Factors such as teamwork, communication, problem-solving, and adaptability play a crucial role. Employees who collaborate effectively with their colleagues, communicate clearly, and demonstrate flexibility in the face of challenges are often considered high performers. They contribute to a positive work environment and foster a culture of success (Kurniawan et al., 2020).

Employee performance is closely tied to an individual's motivation, engagement, and job satisfaction. Motivated and engaged employees tend to perform better as they are more committed to their roles. Employers can boost motivation and engagement through various means, such as recognizing and rewarding good performance, providing opportunities for professional growth and development, and ensuring a healthy work-life balance. Performance management is a key function of organizations in optimizing employee performance. It involves setting clear performance expectations, regularly reviewing progress, providing feedback, and addressing any issues or roadblocks that may hinder an employee's effectiveness. Performance appraisals and feedback sessions are common tools used in this process. Employee performance is not static; it can change over time due to various factors. These factors can include personal circumstances, changes in job roles, shifts in organizational priorities, and the introduction of new tools or technologies. As such, organizations need to be flexible and adaptive in their approach to managing and improving employee performance (Puspa et al., 2019).

2. Method

The population taken in this research was 87 people who worked at PT KAI Daop 8 Surabaya. With a total sample of 87 respondents. Data collection uses a list of questions provided to answer written questions by respondents. The questionnaire contains questions, each question opens up five possible answers. Of the five answers, respondents are expected to choose the answer that best suits them. Each answer has a score, namely 1 strongly disagree and 5 strongly agree. Data analysis was carried out using Regression Analysis using the SPSS program.

3. Results

a. Normality test

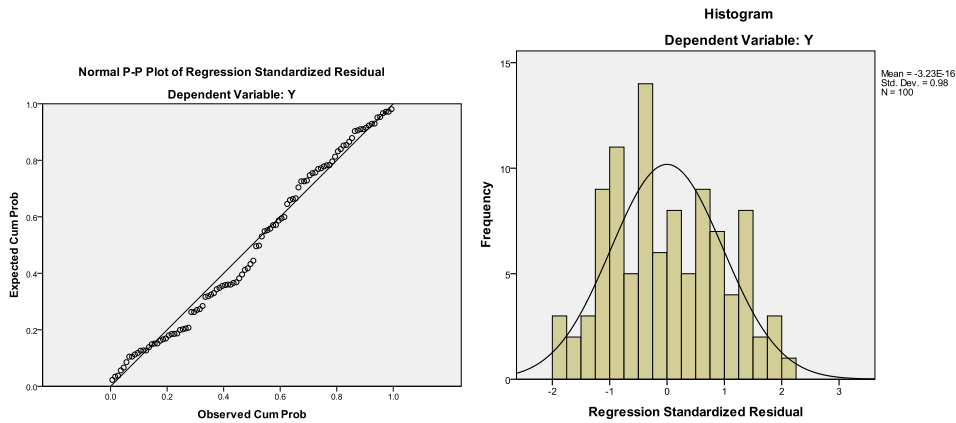


Figure 1. Normality Test

In the figure it can be seen that the normal probability plot graph shows a normal graphic pattern. This can be seen from the dots that spread around the normal graph. This can be seen from the points that spread around the diagonal line and follow the diagonal line. Therefore, it can be concluded that the regression model is feasible because it meets the normality assumption.

b. Multicollinearity Test

Table 1. Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8.120	1.306		6.215	.000		
X1	.222	.075	.300	2.948	.004	.920	1.086
X2	-.039	.138	-.031	-.283	.778	.815	1.227

a. Dependent Variable: Y

From the table above, it can be seen that the VIF values of all variables are not greater than 10, meaning that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test

Table 2. Heteroscedasticity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.439	.674		3.617	.000
X1	.042	.039	.114	1.076	.285
X2	-.049	.071	-.077	-.688	.493

a. Dependent Variable: ABRESID

From the table above, the probability value is greater than the alpha value (0.05), so that this research model does not contain elements of heteroscedasticity.

d. Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.120	1.306		6.215	.000
X1	.222	.075	.300	2.948	.004
X2	-.039	.138	-.031	-.283	.778

a. Dependent Variable: Y

Based on table 3, the multiple linear regression equation is obtained as follows:

$$Y = 0,300 X1 - 0,031 X2$$

Discussion

H1: Public service motivation has a significant effect on employee performance.

The statement of the first hypothesis that public service motivation has a significant effect on employee performance is proven. This can be shown by the significance value (P Value) of 0.004 which is smaller than 0.05 and the regression coefficient value of 0.300. Public service motivation, often referred to as PSM, is a fundamental concept in the realm of public administration and human resource management. It represents the internal drive and commitment that individuals working in the public sector have towards serving the public interest and contributing to the betterment of society. PSM is characterized by a genuine desire to make a positive impact, a strong sense of duty, and a commitment to the public good. This intrinsic motivation significantly influences employee performance in the public sector. One of the key

ways in which PSM impacts employee performance is through increased job satisfaction and engagement. When employees are driven by a sense of public service and a belief in the importance of their work, they tend to be more satisfied with their jobs. They find meaning and purpose in what they do, which, in turn, leads to higher levels of engagement. Engaged employees are more committed to their tasks and the organization as a whole, resulting in improved performance. Furthermore, public service motivation encourages employees to go the extra mile in their roles. They are more likely to take on additional responsibilities, work diligently to solve complex problems, and persist in the face of challenges. This additional effort and determination are clear indicators of enhanced performance. PSM also fosters a strong sense of accountability and responsibility among public employees. They understand the significance of their roles in upholding public trust and ensuring that government services are provided efficiently and fairly. This sense of duty drives them to perform their tasks with a high level of responsibility, ensuring that they adhere to ethical standards and meet their job requirements effectively. In addition, PSM contributes to a positive organizational culture. Employees who share a commitment to public service values are more likely to work collaboratively, support their colleagues, and maintain high ethical standards. This sense of unity and a common purpose create a work environment that is conducive to high performance.

H2: transformational leadership style have a significant effect on employee performance

The statement of the second hypothesis that transformational leadership style have a significant effect on employee performance is not proven. This can be shown by the significance value (P Value) of 0.778 which is greater than 0.05 and the regression coefficient value of -0.031. Transformational leadership is a leadership style that has garnered considerable attention due to its potential to inspire and motivate employees. However, various studies have explored its influence on employee performance, and the results have indicated that its effect may not always be as significant as initially presumed. It's essential to examine why the impact of transformational leadership on employee performance might not always be substantial. One of the reasons for the mixed findings regarding the influence of transformational leadership on employee performance is the presence of other intervening factors. While transformational leaders are known for their ability to inspire and encourage employees to reach their full potential, the actual outcomes can be influenced by a variety of contextual and individual variables. Factors such as organizational culture, job design, and the intrinsic motivation of employees play a crucial role in determining performance outcomes. Furthermore, the effectiveness of transformational leadership is contingent on the alignment between the leader's style and the needs and expectations of employees. In situations where employees are not receptive to transformational leadership or have conflicting personal values, its impact on their performance might not be as significant. Another reason for the variability in the influence of transformational leadership on employee performance is the level of implementation by leaders. Transformational leadership is not a one-size-fits-all approach; it requires leaders to demonstrate specific behaviors, such as providing a compelling vision, acting as role models, and offering intellectual stimulation. If leaders do not consistently exhibit these behaviors or do not adapt them to the needs of their team members, the impact on employee performance may be limited.

Conclusion

Based on the research results and discussion above, in this study it can be concluded that public service motivation has a significant effect on employee performance. Transformational leadership style does not have a significant effect on customer satisfaction. Reliability does not have a significant effect on employee performance. Based on the conclusions obtained, the suggestion put forward is to improve employee performance by providing training and rewards to employees who excel. It is hoped that future research will not only examine the relationship between public service motivation and transformational leadership style on employee performance, but there will be other variables that influence employee performance such as competitive advantage and organizational behavior as recommended by previous researchers.

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