

Work Attachment and Performance of Certain Functional Officers in Organizational Transition: Transformational Leadership as Moderation

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Keywords

Work attachment, performance, transformational leadership.

ABSTRACT

The purpose of this study is to analyze the effect of work attachment and transformational leadership on the performance of certain functional officials during the organizational transition period and to identify the variables that most influence the performance of certain applicable officials during organizational transition. The data analysis used in this study is SEM with a Partial Least Square (PLS) approach. The SEM-PLS method was used to estimate the effect of work attachment and transformational leadership variables on performance. This study was conducted using a purposive sampling method on 51 samples of certain functional officials at the Center for Marine and Fisheries Socioeconomic Research. The results of the SEM-PLS test showed that work stickiness did not have a significant positive effect on the performance of functional officials. Work attachment has a significant positive impact on transformational leadership. Transformational leadership has a significant positive effect on the performance of available officials.

INTRODUCTION

The performance of certain functional officials has a close relationship with the achievement of the goals and vision, and mission of a government organization (Franco et al., 2021; Rohe & Chlebna, 2022). They are constantly faced with the demands of achieving targets and the realization of performance agreements to avoid disciplinary penalties and achieve minimal work results.

The COVID-19 pandemic, the transfer of research functional officers to the National Innovation Research Agency, and bureaucratic transformation prompted the authors to examine the impact of employee work linkage with performance, as well as the role of leaders in facing this transition period (Bieńkowska et al., 2023; Samadi et al., 2023; Witt & Worch, 2023). As many as 45% of functional research officials of the Center for Marine and Fisheries Socioeconomic Research moved to the National Innovation Research Agency. In comparison, 55% chose to remain at the Ministry of Marine Affairs and Fisheries.

Some functional officials have yet to achieve optimal performance, as indicated by the findings and recommendations of the Inspectorate General of the Ministry of Marine Affairs and Fisheries. A total of 22.5% of the 33 functional officials of the researchers received warning letters for failing to achieve minimal work results. Psychological or mental factors of certain applicable officials also influence suboptimal performance.

Performance is influenced by individual, organizational, and psychological factors, with work linkage as a concept that discusses positive psychology towards work. Transformational leadership,

work linkages, and performance are interesting to examine because of their integral role in achieving organizational goals (Ibáñez-Forés et al., 2023; Kaymakçı et al., 2022; Yang et al., 2021).

Previous studies have shown that work linkage is an essential aspect for employees in improving their performance. Given the transactional constraints on the public sector, transformational leadership was chosen as a mediating variable (Aman-Ullah et al., 2022; Iqbal et al., 2023).

Previous research has shown that transformational leadership affects work linkages, with job autonomy as a mediator. Work linkage is measured using the Utrecht Work Engagement Scale (UWES), while job autonomy is measured at scale by Ilardi et al. (1993). Data were analyzed using L SREL (Gözükara & Şimşek, 2015).

With the regulation on the transfer of functional officials, especially researchers, from the Ministry of Marine Affairs and Fisheries to the National Research and Innovation Agency, as well as the transformation of the bureaucracy, there was a transition period that created concern and anxiety among researchers. This transition period occurs due to the transformation of structural positions into functional positions.

The concept of transformational leadership, introduced by J. MacGregor Burns (1978), emphasizes the leader's motivation to promote the high ideals and goals of his followers. Job autonomy refers to the freedom of employees in decision making. Inspiring and supportive leaders are needed to increase work linkage (Lin, 2023; Wen et al., 2023).

Previous studies have found that transformational leadership positively affects work relatedness, affecting job performance. Organizational identification and work interconnectedness mediate in this relationship, reinforcing the idea that transformational leaders are effective in improving employee performance (Hoang et al., 2022).

Leadership is considered the process of facilitating and influencing followers to achieve common goals. Leadership style plays an important role in the hospitality industry which relies on employees being involved. Engaged employees are considered a vital asset, whereas a lack of engagement can lead to huge losses.

Previous research supports positive relationships between transformational leadership, work linkages, and optimism as mediators. However, self-efficacy has not been shown to be an effective mediator.

This study aims to identify the effect of work linkage on the performance of certain functional officials and transformational leadership abilities as mediators. Based on planned behavior (TPB) theory, this study is expected to provide an understanding of how the performance of certain functional officials can be improved by considering the relationship between work and transformational leadership. The results of this study are expected to be the basis for the development of an effective management control system in improving the performance of certain functional officials in the organizational transition period.

METHODS

This study used the Purposive Sampling method. Samples are taken to consider certain requirements. The sample obtained (Darmanah, 2019) was 51 respondents from 57 specific functional officials. The metrics examined were work attachment, transformational leadership, and specific functional officials. Data processing and analysis using the Structural Equation Modelling with Partial Least Square (SEM-PLS) method.

Operational Definition

Table 1. Dimensions, Descriptions, and Indicators of Transformational Leadership Variables

Dimension	Operational Description	Indicators
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Inspirational Motivation	The Head of the Hall has a motivator, confident, optimistic, enthusiastic / enthusiastic nature and a good communicator	<ol style="list-style-type: none"> 1. Provide motivation to work extra; 2. Cultivate self-confidence; 3. Confident that the vision of the organization will be achieved; 4. Fostering enthusiasm in doing work; 5. Clear communication.
Ideal Influence	The Head of Hall is a role model (good role model), a good instructor, has a sense of pride and is respected by certain functional officials	<ol style="list-style-type: none"> 1. Leaders are role models (good role models) in the organization 2. Provide guidance on how to get things done ; 3. Instill a sense of pride in employees when they join the organization; 4. respected by all members of the organization.
Intellectual Stimulation	The Head of the Center is creative and innovative, listening to the ideas and ideas of certain functional officials, rational / logical, motivator, problem solving (can solve problems).	<ol style="list-style-type: none"> 1. Leaders encourage members of the organization to be creative in doing work; 2. Encourage certain functional officials to always innovate in completing work; 3. Bis willing to listen to the opinions of members of the organization; 4. Encourage members of the organization to solve work problems logically /logically; 5. Solve problems from multiple points of view.
Attention to certain Individuals/functional officials	The Head of Hall as a career developer of members of the organization, attentive to individual certain functional officials, good listeners, good advice givers, treating certain functional officials as individuals	<ol style="list-style-type: none"> 1. The Head of the Hall seeks to improve the personal development of members of the organization; 2. Treat members of the organization as individuals, not just members of working groups ; 3. Take care of the problems and complaints of members of the organization; 4. Provide advice that is essential for the career coaching of members of the organization; 5. Treat employees as whole people.

Source: (Peter_G._Northouse, 2019)

Table 2. Dimensions, Descriptions, and Variable Indicators Employee work attachment

Dimension	Operational Description	Indicators
Vigor	High levels of energy and mental toughness when working	<ol style="list-style-type: none"> 1. energetic when working. 2. strong and vigorous when working; 3. enthusiasm to work when waking up in the morning; 4. strong work for a long time; 5. Diligent and diligent in working when things don't go well

Dedication	Employees have a sense of enthusiasm, inspiration, pride, and challenges	<ol style="list-style-type: none"> 1. the work done has meaning and significance; 2. have an enthusiastic sense of work; 3. often inspired by work; 4. have a sense of pride in work; 5. Feeling my job is challenging
Absorption	Concentrate fully and be happy while engaged in work. Time will seem fast though A certain functional official is facing a problem	<ol style="list-style-type: none"> 1. have a sense of understanding about work; 2. forgetting about the surrounding environment when working; 3. happy when busy working; 4. time seems fast when working; 5. Difficulty disengaging from work when working

Source: (Gözükara& Şimşek, 2015)

Hypothesis Development

Forms and hypotheses formulated and developed include:

1. X1 Y
 - H0 = Work attachment component) has a negative effect on the performance of certain functional officials.
 - H1 = Work attachment component has a positive effect with the performance of certain functional officials
2. X2 Y
 - H0 = Work attachment component has a negative effect on the performance of certain functional officials.
 - H1 = Work attachment component has a positive effect on the performance of certain functional officials.
3. X3 Y
 - H0 = Transformational Leadership Component has a negative effect on the work attachment of certain functional officials.
 - H1 = Transformational Leadership Component has a positive effect on the work attachment of certain functional officials.

Based on the formulation of the hypothesis above, the concept of research framework is shown in Figure 2.

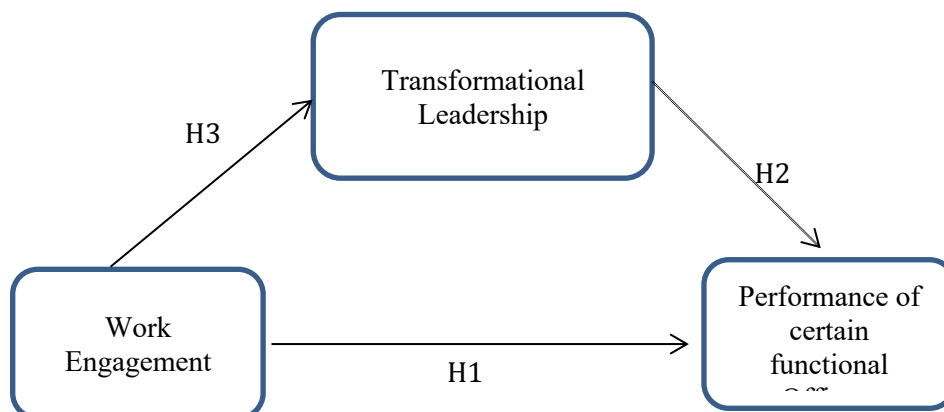


Figure 1. Concept Framework of Thought

RESULTS

Characteristics of Respondents

The respondents selected are certain functional officials totaling 51 (fifty-one) people from 57 certain functional officials who have certain functional positions.

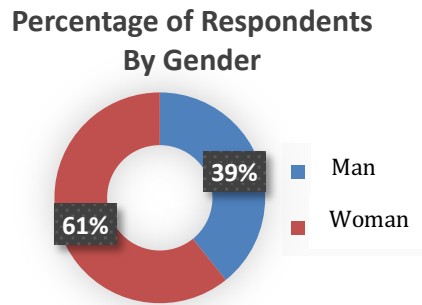
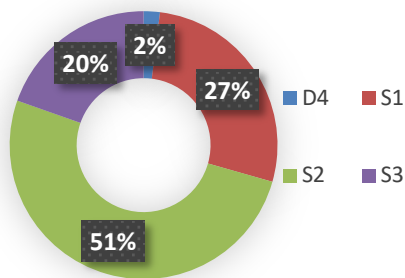


Figure 1. Percentage of respondents by gender

Percentage of Respondents According to Educational Level



Percentage of Respondents by Age

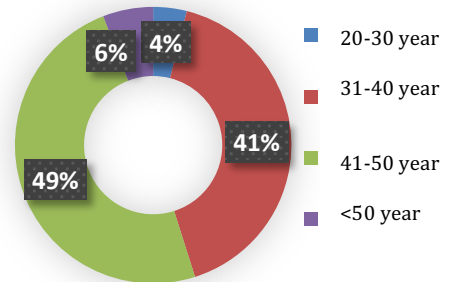


Figure 2. Percentage of Respondents

Number of Respondents According to Length of Work

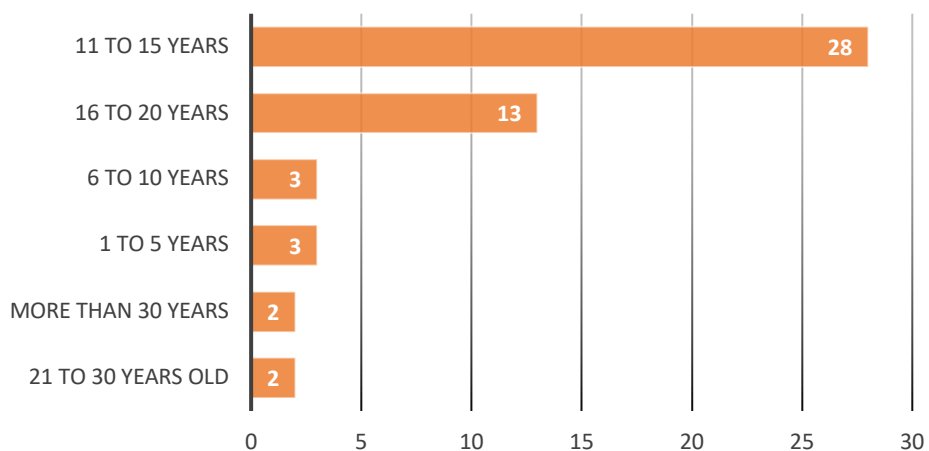


Figure 3. Number of Respondents by Length of Work

Percentage of Respondents According to Employment Status

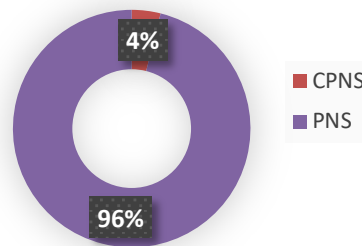


Figure 4. Percentage of Marital Status Respondents

Number of Respondents According to Functional Position

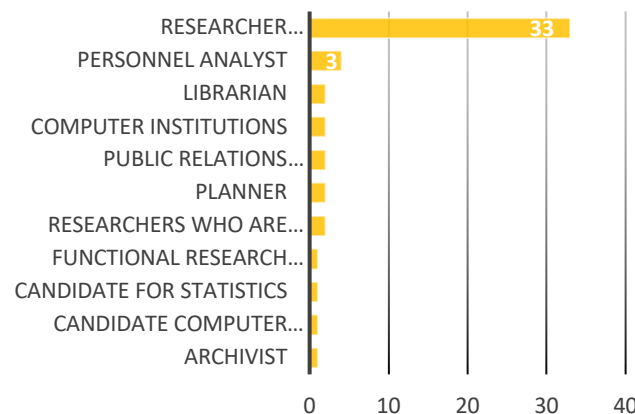


Figure 5. Number of Respondents By Position Fungsional

Source: Data processing results (2021)

Based on the pie chart and histogram above, it can be concluded that the majority of respondents are female as many as 31 certain functional officials (60.68%), have an S2 background of 26 people (51%), work periods between 11 to 15 years as many as 28 certain functional officials (6%) and the majority are functional positions of researchers as many as 33 certain functional officials (64.7%).

Descriptive Analysis

Work Engagement is measured using a measuring instrument called the Utrech Work Enggement Scale (UWES) developed by Schaufeli and Bakker (2003). The results of respondents' answers to the variables of work attachment are as follows:

Table 3. Respondent's Answer to Work Attachment Variable (X)

No.	Statement items	Score					Total
		1	2	3	4	5	
1.	x1	0	1	8	23	19	51
		0%	2%	15.7%	45.1%	37.3%	100%
2.	x2	0	2	5	18	26	51

		0%	3.9%	9.8%	35.3%	51%	100%
3.	x3	1	2	7	18	23	51
		2%	3.9%	13.7%	35.3%	45.1%	100%
4.	x4	0	0	6	25	20	51
		0%	0%	11.8%	49%	39.2%	100%
5.	x5	0	0	6	30	15	51
		0%	0%	11.8%	58.8%	29.4%	100%
6.	x6	0	0	6	21	24	51
		0%	0%	11.8%	41.2%	47.1%	100%
7.	x7	0	0	5	25	21	51
		0%	0%	9.8%	49%	41.2%	100%
8.	x8	0	0	4	25	22	51
		0%	0%	7.8%	49%	43.1%	100%
9.	x9	0	0	3	23	25	51
		0%	0%	5.9%	45.1%	49%	100%
10.	x10	0	0	6	20	25	51
		0%	0%	11.8%	39.2%	49%	100%
11.	x11	0	8	8	23	12	51
		0%	15.7%	15.7%	45.1%	23.5%	100%
12.	x12	0	0	0	18	33	51
		0%	0%	0%	35.3%	64.7%	100%
13.	x13	0	0	14	26	11	51
		0%	0%	27.5%	51%	21.6%	100%
14.	x14	0	1	6	20	24	51
		0%	2%	11.8%	39.2%	47.1%	100%
15.	x15	0	0	9	24	18	51
		0%	0%	17.6%	47.1%	35.3%	100%
16.	x16	0	0	9	21	21	51
		0%	0%	17.6%	41.2%	41.2%	100%
17.	x17	1	1	2	23	24	51
		2%	2%	3.9%	45.1%	47.1%	100%
18.	x18	0	1	9	22	19	51
		0%	2%	17.6%	43.1%	37.3%	100%
19.	x19	0	0	7	26	18	51
		0%	0%	13.7%	51%	35.3%	100%
20.	x20	0	0	9	26	16	51
		0%	0%	17.6%	51%	31.4%	100%
21.	x21	1	0	10	22	18	51
		2%	0%	19.6%	43.1%	35.3%	100%
22.	x22	1	4	16	16	14	51
		2%	7.8%	31.4%	31.4%	27.5%	100%
23.	x23	0	1	8	28	14	51
		0%	2%	15.7%	54.9%	27.5%	100%
	MEAN	0.3%	1.8%	13.9%	44.6%	39.4%	

Source : Data processed by researchers

When viewed from the table above, it can be seen that most respondents are at a score of 4, which is 44.6% or tend to agree with statements. This means that most respondents stated that all

employees of the Marine and Fisheries Socioeconomic Research Center have a high Work Environment; this is supported by the enthusiasm to do work every day have strong mental resilience when working, feeling proud when doing work, and feeling bound to work.

Like previous studies that someone who is passionate about work often has high strength and a healthy psychological condition at work, perseverance in difficult times, accompanied by great dedication and sacrifice in work, so that his performance is higher (Astuti et al., 2016)

Certain functional officials can work for long periods of time and have a strong mentality, so they rarely complain when working. Certain functional officials agree that work is a source of pride and always try their best to complete the work. When faced with a difficult job, certain functional officials tend to consider whether to hand over the job to someone else. Certain functional officials agree that assigned tasks make it challenging for them to complete them. Small problems at work can affect concentration at work. Certain functional officials agree that personal affairs should not affect performance at work.

Transformational leadership has four characteristics: ideal influence, inspirational motivation, intellectual stimulation, and individual attention. The results of respondents' answers to transformational leadership variables are as follows:

Table 4. Respondents' answers to the transformational leadership variable (Z)

No.	Statement items	Score					Total
		1	2	3	4	5	
1.	Z1	0	0	6	27	18	51
		0%	0%	11.8%	52.9%	35.3%	100%
2.	Z2	0	0	3	17	31	51
		0%	0%	5.9%	33.3%	60.8%	100%
3.	Z3	0	1	4	23	23	51
		0%	2%	7.8%	45.1%	45.1%	100%
4.	Z4	0	1	7	31	12	51
		0%	2%	13.7%	60.8%	23.5%	100%
5.	Z5	0	0	19	20	12	51
		0%	0%	37.3%	39.2%	23.5%	100%
6.	Z6	1	1	11	28	10	51
		2%	2%	21.6%	54.9%	19.6%	100%
7.	Z7	0	3	9	26	13	51
		0%	5.9%	17.6%	51%	25.5%	100%
8.	Z8	0	2	12	26	11	51
		0%	3.9%	23.5%	51%	21.6%	100%
9.	Z9	0	0	8	26	17	51
		0%	0%	15.7%	51%	33.3%	100%
10.	Z10	0	0	9	25	17	51
		0%	0%	17.6%	49%	33.3%	100%
11.	Z11	0	3	10	24	14	51
		0%	5.9%	19.6%	47.1%	27.5%	100%
12.	Z12	0	0	2	20	29	51
		0%	0%	3.9%	39.2%	56.9%	100%
13.	Z13	0	0	3	22	26	51
		0%	0%	5.9%	43.1%	51%	100%
14.	Z14	0	0	7	29	15	51
		0%	0%	13.7%	56.9%	29.4%	100%

15.	Z15	0	0	10	26	15	51
		0%	0%	19.6%	51%	29.4%	100%
16.	Z16	0	0	8	27	16	51
		0%	0%	15.7%	52.9%	31.4%	100%
17.	Z17	0	0	10	22	19	51
		0%	0%	19.6%	43.1%	37.3%	100%
18.	Z18	0	0	8	28	15	51
		0%	0%	15.7%	54.9%	29.4%	100%
19.	Z19	0	2	6	24	19	51
		0%	3.9%	11.8%	47.1%	37.3%	100%
	MEAN	0.1%	1.3%	15.7%	48.6%	34.3%	

Source : Data processed by researchers

When viewed from the table above, most respondents are at a score of 4, which is 48.6%, or tend to agree with statements. This means that most respondents stated that all employees agree that leaders in their work units have a high transformational leadership style; this is supported by the leader's attitude in motivating them to work better, fostering confidence in doing work, and providing instructions on how to complete a job.

Transformational leadership shows good results, according to certain functional officials. This reflects that transformational leadership can influence the motivation, confidence, enthusiasm, and loyalty of certain functional officials. The results of a descriptive analysis of the effect of transformational leadership on the performance of certain functional officials at the Office of the Marine and Fisheries Economic Research Center can be considered in Table 4.

Based on the Table, it is seen that certain functional officials perceive leaders who provide motivation, foster confidence, and confidence, and create enthusiasm in employees when they do work. They don't think the role of the leader is a role model and the role of the leader in communicating and giving instructions related to work. Leaders need to instill a sense of pride in certain functional officials so that certain functional officials are more motivated to work. Certain functional officials also agree that their leaders encourage the use of creativity and innovation in the workplace. Certain functional officials feel that the Hall Master wants to hear from every employee and encourages each employee to think logically. They also agree that their boss solves problems by looking at problems from different angles and strives to improve the personal development of employees. Certain functional officials feel that their leaders are willing to listen to difficulties and offer important advice for members' personal development. Leaders always treat certain functional officials as whole people.

Motivating due to communication. Leaders have good communication and language skills to motivate certain functional officials. As per previous studies, motivating language is an important mechanism for both leadership styles to increase follower attachment. Transformational leaders use language that gives direction and empathy to increase employee engagement. Leaders have intrinsic spoken language skills to motivate employees through interpersonal exchange. The results can help certain functional officials appreciate the way. (Rabiul & Yean, 2021)

Previous research has found that day-to-day leadership has a positive impact on employees' daily engagement by increasing their personal resources (i.e., self-efficacy and optimism). Results support a positive relationship between day-level transformational leadership and day-level work attachment, as well as the role of day-level optimism as a full mediator in this relationship. Transformational leadership is related to the attachment to followers' work, especially when followers are creative, innovative, and proactive. The added value of this study is that it helps uncover the psychological mechanisms underlying the transformational-work attachment leadership relationship rather than the factors that determine the magnitude of this relationship. Quality coaching from

supervisors (operationalized as a job resource) increases employee optimism. This will contribute positively to their engagement at work, as employees who receive quality coaching from their supervisor (e.g., help for problems they face or well-directed feedback) may feel more optimistic about their future at work (Tims et al., 2011).

Performance of certain functional Officers

The performance of certain functional officials includes aspects of competence, initiative, and punctuality. Good quality of work and communication, as shown in Table 5.

The performance of certain functional officials of the Marine and Fisheries Socioeconomic Research Center is the direct leader's perception of the work of certain functional officials at the Marine and Fisheries Socioeconomic Research Center. The results of respondents' answers to functional officer performance variables are as follows:

Table 5. Respondent's Answer to the Functional Officer Performance Variable (Y)

No.	Statement items	Score					Total
		1	2	3	4	5	
1.	Y1	0	2	8	21	20	51
		0%	3.9%	15.7%	41.2%	39.2%	100%
2.	Y2	0	0	7	19	25	51
		0%	0%	13.7%	37.3%	49%	100%
3.	Y3	0	0	5	23	23	51
		0%	0%	9.8%	45.1%	45.1%	100%
4.	Y4	0	0	11	21	19	51
		0%	0%	21.6%	41.2%	37.3%	100%
5.	Y5	0	0	7	23	21	51
		0%	0%	13.7%	45.1%	41.2%	100%
6.	Y6	0	1	6	21	23	51
		0%	2%	11.8%	41.2%	45.1%	100%
7.	Y7	0	1	6	22	22	51
		0%	2%	11.8%	43.1%	43.1%	100%
8.	Y8	0	0	5	18	28	51
		0%	0%	9.8%	35.3%	54.9%	100%
9.	Y9	1	4	8	21	17	51
		2	7.8%	15.7%	41.2%	33.3%	100%
10.	Y10	0	0	5	24	22	51
		0%	0%	9.8%	47.1%	43.1%	100%
11.	Y11	0	3	6	24	18	51
		0%	5.9%	11.8%	47.1%	35.3%	100%
MEAN		0.2%	2.0%	13.2%	42.3%	42.4%	

Source: Data processed by researchers

When viewed from the table above, most respondents are at a score of 5, which is 42.4% or tend to agree with statements strongly. This means that most respondents stated that functional officials at the Marine and Fisheries Socioeconomic Research Center have very high performance; this is supported by capability, initiative, promptness, quality of work, and communication carried out by functional officials.

Based on the Table, the performance of certain functional officials reflects that the level of performance of certain functional officials is good. Certain functional officials agree that they can work to meet/exceed targets and can complete assigned tasks with high precision. Certain functional officials also agree that they can get the job done clearly, reduce errors, innovate, and get the job done

on time. Employees also tend to use their time to be productive and productive. The lowest average performance score of certain functional officials was 0.157, with claims to leave work based on office hours excluding overtime. During the COVID-19 pandemic, the Ministry of Marine Affairs and Fisheries urged certain functional officials not to work overtime in the office except in important and urgent circumstances.

Cross-Tabulation between Respondent Descriptions

The following is a cross-tabulation between the value of the research variable mode with the characteristics of respondents:

Table 6. Cross Tabulation

Characteristics of Respondents		Mood		
		X	Z	Y
Gender	Man	4,09	4,42	5,00
	Woman	4,13	4,00	4,36
Age	20 – 30 years	-	-	-
	31 – 40 years	4,17	4,00	4,00
	41 – 50 years	4,83	4,89	3,54
	> 50 years	4,09	-	-
Education Level	D4	-	-	-
	S1	4,13	4,00	4,91
	S2	4,74	4,42	4,36
	S3	4,43	-	4,73
Length of work	11 – 15 years	-	-	-
	16 – 20 years	4,43	-	-
	21 – 30 years	-	-	-
	> 30 years	-	-	-

Source : Data processed by researchers

The table above shows all respondents showing that the average value that most often appears on the variable work attachment (X), transformational leadership (Z) and functional officer performance (Y), both male and female, respondents D4 to S3, and so on, scored between 4 to 5. Thus, respondents tend to have work attachment, transformational leadership and high performance. The value of women's work attachment mode is higher than that of men. The value of men's transformational leadership mode is higher than that of women and men's performance mode value is higher than women's. The value of work attachment mode and transformational leadership is highest for employees aged between 31 to 40 years. And the highest performance variable mode value is owned by employees with S1 education. As well as the value of the variable mode of work attachment is most owned by employees aged between 16 to 20 years.

Evaluation of the Measurement Model (Outer Model)

Validity Test

Convergent validity testing aims to determine the validity of each indicator's relationship with its latent variables. Test the validity of this convergent by looking at the loading factor value of indicators that measure constructs. To assess the validity of convergence then the significant value is less than 5%. The following are the results of the convergent validity test of each research variable:

Table 7. Combined Loadings

Round 1			Round 2		
X	Y	Z	X	Y	Z

	Round 1			Round 2		
	X	Y	Z	X	Y	Z
x1	0.300					
x10	0.764			0.798		
x11	0.683			0.732		
x12	0.382					
x13	0.611			0.625		
x14	0.545					
x15	0.674			0.662		
x16	0.651			0.647		
x17	0.422					
x18	0.524					
x19	0.492					
x2	0.724			0.732		
x20	0.682			0.713		
x21	0.116					
x22	0.711			0.719		
x23	0.650			0.627		
x3	0.624			0.659		
x4	0.541					
x5	0.527					
x6	0.648			0.706		
x7	0.709			0.681		
x8	0.579					
x9	0.684			0.719		
Y1		0.765			0.765	
Y10		0.646			0.652	
Y11		0.709			0.725	
y2		0.736			0.745	
Y3		0.690			0.697	
Y4		0.699			0.688	
Y5		0.722			0.712	
Y6		0.728			0.722	
Y7		0.717			0.718	
y8		0.252				
y9		0.606			0.604	
Z1			0.711			0.774
Z10			0.695			0.741
Z11			0.500			
Z12			0.613			0.639
Z13			0.417			
Z14			0.688			0.663
Z15			0.552			
Z16			0.486			
Z17			0.738			0.715
Z18			0.750			0.798
Z19			0.505			

	Round 1			Round 2		
	X	Y	Z	X	Y	Z
z2			0.584			
Z3			0.748			0.809
Z4			0.775			0.849
Z5			0.654			0.715
Z6			0.567			
Z7			0.577			
Z8			0.486			
Z9			0.573			

Source: Data processed by researchers

Based on the table above, it can be explained that in this study the convergent validity test was carried out through 2 rounds, where in the 1st round there were items that had a value of less than 0.60 including the work attachment variable (X) items x1, x4, x5, x8, x12, x14, x17, x18, x19 and x21; on the functional officer performance variable (Y) item y8; on transformational leadership variable (Z) item z2, Z6, Z7, Z8, Z9, Z11, Z13, Z15, Z16 and Z19, meaning that these items have poor **convergent validity**, so they must be eliminated from future tests. The loading factor value $x1 < 0.05$ is due to the Covid-19 pandemic, Work from Home (WFH) has been applied, so employees are less eager to work to the office and prefer to work at home.

In stage 2 it turns out that all remaining items of each variable have a value of more than 0.60. This means that all indicators have good **convergent validity**.

In addition to the loading value of each indicator to the construct that must be qualified, loading between indicators must also be considered, where the loading value to another construct is lower than the construct (cross loading). Here are the results of cross loading:

Table 8. Cross Loadings

	X	Y	Z
x10	0.798	0.474	0.384
x11	0.732	0.502	0.491
x13	0.625	0.543	0.452
x15	0.662	0.455	0.523
x16	0.647	0.339	0.263
x2	0.732	0.538	0.461
x20	0.713	0.672	0.597
x22	0.719	0.460	0.467
x23	0.627	0.406	0.594
x3	0.659	0.458	0.437
x6	0.706	0.340	0.277
x7	0.681	0.540	0.547
x9	0.719	0.418	0.419
Y1	0.581	0.765	0.545
Y10	0.413	0.652	0.587
Y11	0.545	0.725	0.660
y2	0.459	0.745	0.637
Y3	0.366	0.697	0.544
Y4	0.590	0.688	0.499
Y5	0.559	0.712	0.486

	X	Y	Z
Y6	0.447	0.722	0.625
Y7	0.487	0.718	0.667
y9	0.493	0.604	0.452
Z1	0.365	0.551	0.774
Z10	0.519	0.645	0.741
Z12	0.351	0.370	0.639
Z14	0.612	0.676	0.663
Z17	0.511	0.657	0.715
Z18	0.428	0.683	0.798
Z3	0.419	0.553	0.809
Z4	0.659	0.655	0.849
Z5	0.576	0.586	0.715

Source : Data processed by researchers

The next check of convergent validity is to look at the AVE output. Konstrak has a good convergent validity if the AVE value exceeds 0.50. The results of the AVE value are:

Table 9. AVE value

Variable	AVE	p-value
X	0.484	0,000
Y	0.496	0,000
Z	0.559	0,000

Source : Data processed by researchers

The AVE value of the transformational leadership variable (Z) exceeds the value of 0.50. Thus it can be concluded that transformational leadership (Z) has a good **convergent validity** value. While the AVE value in the variables of work attachment (X) and functional officer performance (X₂) is close to the value of 0.50, which means that the variables of work attachment (X) and functional officer performance (X₂) still have **convergent validity** because based on the p-value is less than 5%.

Reliability Test

The final evaluation of the outer model is composite reliability and Cronbach alpha. Composite reliability and Cronbach alpha test the reliability value of the instrument on a variable. A variable is said to meet the reliability test if it has a composite reliability value and Cronbach alpha greater than 0.7. Here are the composite reliability and Cronbach alpha values of each variable:

Table 10. Composite Reliability and Cronbach Alpha

Variable	Cronbach's Alpha	Composite Reliability
X	0.911	0.924
Y	0.886	0.907
Z	0.901	0.919

Source: Data processed by researchers

The table above shows that the composite reliability and Cronbach's Alpha values of all research variables have values greater than 0.70, so it can be concluded that the variables of work attachment (X), functional officer performance (Y), and transformational leadership (Z) have high reliability.

Structural Model Evaluation

In assessing structural models with structural PLS can be seen from the R-Square value for each endogenous latent variable as the predictive force of the structural model. The R-Square value is

a test of the model's goodness fit. Changes in the R-Square value is used to explain the effect of a particular exogenous latent variable on the endogenous latent variable, whether it has a substantive influence. The results of PLS R-squares present the amount of variance of the construct described by the model. The results of Warp-PLS regarding the research hypothesis are divided into 3 models including:

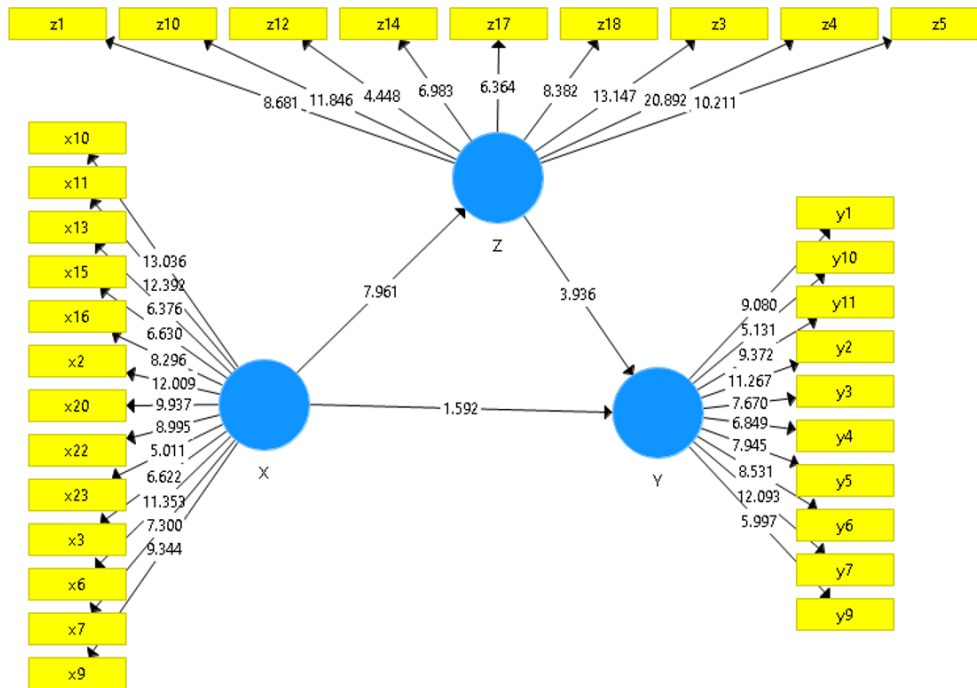


Figure 6. Research Model

Description: work attachment (X), functional officer performance (Y) and transformational leadership (Z)

Table 11. Test the hypothesis

No.	Path coefficients	P-Value
1. X -> Y	0,272	0.118
2. X -> Z	0,680	0.000
3. Z -> Y	0,632	0.000

Source: Data processed by researchers

The explanation from the table above is:

1. Work stickiness (X) does not have a significant positive effect on the performance of functional officials (Y) judging from the coefficient value of 0.118 with a significant level (p-value) of more than 5%. So, this hypothesis **unacceptable**.
2. Work attachment (X) has a significant positive effect on transformational leadership (Z), as seen from the coefficient value of 0.680 with a substantial level (p-value) of less than 5%. So, this hypothesis is **acceptable**.
3. Transformational leadership (Z) has a significant positive effect on the performance of functional officials (Y), as seen from the coefficient value of 0.632 with a substantial level (p-value) of less than 5%. So, this hypothesis is **acceptable**.

On average, the lowest level of work attachment, that is, minor problems at work, did not affect my concentration at work. This is because most respondents are women, so domestic affairs during

WFH (Work from home) or when working at home become minor problems that interfere with concentration at work. Also, the nature of women is sensitive, so if there is a small problem, it can interfere with work concentration. With most ages between 31 and 40 years, the average functional employee has small children, so the concentration of work can be disrupted because they have to take care of children while working. The highest average score for job attachment is that employees choose to persist in completing their work even when they are in trouble. This is because most respondents' ages ranged from 31 to 40 years, so functional officials, especially researchers, have a strong mentality and a robust physical condition in completing work. However, with most female respondents, it does not affect performance. Their performance increased.

Table 12. R-Square value

	R Square
Y	0.707
Z	0.462

Source: Data processed by researchers

Based on the R-square value table, it shows that the magnitude of the influence of work attachment and transformational leadership on the performance of functional officials is 70.7%, and the magnitude of the influence of work attachment on transformational leadership is 46.2%.

Table 13. Indirect Influence

	Original Sample (O)	P Values
Z -> Y	0,429	0,000

Source: Data processed by researchers

The table above shows that work attachment (X) affects the performance of functional officials (Y) through transformational leadership (Z), tested for correctness, judging from the p-value < 5%.

Results of Hypothesis Testing and Data Analysis

1. The effect of work attachment on the performance of certain functional officials.

(Schaufeli & Bakker, 2004) Defines work attachment as individual engagement, satisfaction, and enthusiasm in the work they do. This is in accordance with the previous explanation, which explained work attachment as a condition in which members of the organization identify with their work by working and expressing themselves physically, cognitively, and emotionally during performance. Physical aspects include the physical energy expended by members in performing their roles in the organization. Cognitive aspects include beliefs in the organization, leaders, and working conditions, and emotional aspects include members' feelings for the organization and its leaders.(Schaufeli & Bakker, 2004)

This study disagrees with research conducted by Novela Destha Kutsya and Rini Nugraheni (2020), namely, Work engagement has a positive effect on employee performance, and leadership has a positive effect on employee performance. In contrast, this study states that work attachment (X) does not have a significant positive effect on the performance of functional officials (Y) seen from the coefficient value of 0.272 with a significant level (p-value) of more than 5%. So, this hypothesis is **unacceptable**.

This is not in accordance with previous studies that work attachment has a direct positive effect on employee performance. The higher the commitment to the organization, the higher its performance. Work commitment is the key that explains the characteristics of everyone. If employees have a strong determination to the organization, then work attachment will increase, and performance will increase (Destha Kustya & Nugraheni, 2020)

Contrary to previous research, after controlling for several variables that positively influenced task performance and employee helping behavior, the results of the study revealed that

engaged members were more likely to be rated for task performance and greater helping behavior than non-joining members. That is, engaged employees are more likely to invest their full physical, cognitive, and emotional energy in overcoming the difficulty of a given task and in completing it. In addition, because bonded employees have a wider range of work behaviors, they are more likely to volunteer to offer help and help colleagues when asked. These findings correspond to the statement that motivation shapes employee behavior (Lai et al., 2020).

2. Effects of Work Attachment on Transformational Leadership

Transformational leadership is concerned with improving member performance and developing members to their full potential (Avolio, 1999; Bass & Avolio, 1990). People who demonstrate transformational leadership often have a strong set of internal values, and they are effective in motivating members to act in a way that supports the greater good rather than their own self-interest (Kuhnert, 1994).

This study agrees with research conducted by Ni Luh Putu Astuti, Ni Putu Sri Harta Nimba; Ni Made Dwi Ratnadi (2016), namely, work attachment has a positive influence on the performance of the expenditure treasurer, transformational leadership weakens the influence of work attachment on the performance of expenditure differences. In this study, it is stated that work attachment (X) has a significant positive effect on transformational leadership (Z) seen from the coefficient value of 0.680 with a significant level (p-value) of less than 5%. So, this hypothesis is **acceptable**.

3. Effects of Transformational Leadership on Functional Officer Performance

Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried by an organization or company and to know the positive and negative impacts of an operational policy.

This research agrees with research conducted by Novela Destha Kutsya and Rini Nugraheni (2020), namely that leadership has a positive effect on employee performance. In this study, transformational leadership (Z) has a significant positive effect on the performance of functional officials (Y), as seen from the coefficient value of 0.632 with a significant level (p-value) of less than 5%. So, this hypothesis is **acceptable**.

Based on the results of the SEM-PLS test, the variable that affects the performance of certain functional officials is the Transformational Leadership variable (X_1). The Work Engagement variable does not affect the performance of certain applicable officials.

Contrary to previous research, job autonomy as an essential job resource increases the influence of transformational leaders on employee engagement. To that end, it may be valuable enough for organizations to invest in transformational leadership training.(Gözükara & Şimşek, 2015)

CONCLUSION

This study uses the Partial Least Square method to evaluate the impact of work attachment (X) on the performance of functional officials (Y) and transformational leadership (Z). The results showed that work stickiness did not have a significant positive effect on the performance of applicable officials (coefficient 0.272, p-value > 5%), so the related hypothesis could not be accepted. Nonetheless, work stickiness has a significant favorable influence on transformational leadership (coefficient 0.680, p-value < 5%), and transformational leadership has a significant good impact on functional officer performance (coefficient 0.632, p-value < 5%). These findings highlight that, although work attachment does not directly contribute to performance, it affects transformational leadership, which in turn affects performance. Previous studies have shown that the effect of work attachment on the performance of the BLU Expenditure Treasurer of Udayana University tends to weaken. However, the assessment of transformational leadership is high. In general, in the context of

the performance of functional officials at the Center for Marine and Fisheries Socioeconomic Research, work attachment and transformational leadership have a positive effect on performance, with transformational leadership having a more significant influence. Work attachment is considered a determining factor that explains organizational commitment and employee performance, emphasizing the importance of understanding the interaction between work attachment, transformational leadership, and functional officer performance in an organizational context (Destha Kustya & Nugraheni, 2020).

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