

# THE INFLUENCE OF HUMAN CAPITAL AND TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF BAKESBANGPOL BUDGET PROGRAM EMPLOYEES MEDIATED BY MOTIVATION

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**Abstract:** This study analyzes the effect of human capital (X1), transformational leadership (X2) on the performance of program and budget planning employees (Y) mediated by ERG motivation (Z) as an intervening variable. The research's object is the performance of program and budget planning employees at Bakesbangpol in East Java. Competent human resources are able to produce various creations and innovations that generate added value for every employee performance. The purpose of this study was to determine and analyze human capital and transformational leadership either partially or simultaneously on employee performance. This research was conducted in East Java Province on 38 employees and the data collected was processed by multiple regression. The analysis used in this study is an intervening analysis using IBM SPSS 20 software. Based on the results of the research, the hypothesis that is not accepted and is not significant is the transformational leadership variable on ERG motivation. Based on the direct and indirect influence, both paths have an effect, but there is a path that is influential but not significant, namely the transformational variable on employee performance through competitive advantage. While the path of the market orientation variable on employee performance through competitive advantage is influential significant.

**Keywords:** Human capital, transformational leadership, ERG motivation, and employee performance in preparing programs and budget

## 1. Introduction

The success of an organization or agency is supported by several aspects, one of which is budget support for the implementation of program activities. The amount of budget support is of course based on the policies of the respective regional heads, this is proven by the differences in the budget in each regional apparatus of the National Unity and Politics in East Java, the acquisition of budget support is also influenced by the performance of the agency or employee to be able to ensure the acquisition of additional budget.

Human capital-based agency performance appraisal is an interesting thing that needs to be developed by program and budget planning staff at Bakesbangpol. Human capital is a combination of knowledge, skills, innovation and a person's ability to carry out their duties so that they can create value to achieve goals. Human capital is one of the main components of the intellectual capital owned by the agency. So far, the assessment of agency performance has mostly used resources that are Tangible Programs.

Performance is the result of someone's work that describes the quality and quantity of the work that has been done. Performance from one person to another may differ due to different driving factors. Employee performance is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance. If the employee's performance is not good, the organization's performance will also be bad. Likewise, if the employee's performance is good, the organizational performance will also be good (Mulyono, 2012).

Good performance affects the company's overall performance, if the employee's performance is low, it will reflect low work morale which is marked by a decrease in work enthusiasm and enthusiasm. Good employee performance will affect the level of productivity and goals expected by the organization.

Leadership is essentially a process of influencing others in achieving the goals that have been set (Mawei et al., 2014). Leadership means the ability and readiness possessed by a person to be able to influence, encourage, invite, move, mobilize, and (if necessary) force people or groups to accept this influence and then do something that can help achieve certain goals that have been set (Bashori 2016).

Leadership is every effort of someone who tries to influence behavior or a group, this effort to influence behavior aims to achieve individual goals, friend goals, or together with organizational goals that may be the same or different (Astuti & Prayogi, 2018). The way the leader himself leads the agency can also have an effect on all aspects because it is in direct contact with Human Resources, therefore it can be interpreted that the quality of leadership is assessed based on how the leader builds an agency.

The next problem that occurs is related to employee work motivation, where program and budget compiler employees at Bakesbangpol East Java are considered to be of low quality in communicating with leaders, therefore the motivation obtained from the leadership is still lacking, resulting in the work of employees who compose programs and budgets at Bakesbangpol decreased and could also have an effect on the targets to be achieved in the future.

The main tasks and functions of program and budgetary staff are to collect data and prepare materials for coordinating program preparation, carry out data processing, carry out program planning, prepare materials for institutional arrangements and legislation, collect data, prepare materials for budget program preparation, carry out monitoring and evaluation. , carry out the preparation of reports, as well as other tasks assigned by superiors.

Based on the above background, the researchers have problems, including:

1. Does human capital affect motivation?
2. Does Transformational Leadership affect motivation?
3. Does human capital affect the performance of program and budget compiler employees at Bakesbangpol?
4. Does transformational leadership affect the performance of program and budget planning staff at Bakesbangpol?
5. Does transformational leadership affect the performance of program and budget planning staff at Bakesbangpol?
6. Does human capital affect the performance of employees who compose programs and budgets at Bakesbangpol through motivation?
7. Does transformational leadership affect the performance of program and budget planning staff at Bakesbangpol through motivation?

Based on the formulation of the problem, the objectives of this study are:

1. Want to know how much influence human capital has on motivation.
2. Want to know how big the influence of leadership transformational leadership on motivation.

3. Want to know how much influence human capital has on the performance of program and budget compiler employees at Bakesbangpol.
4. Want to know how much influence transformational leadership has on the performance of program and budget compiler employees at Bakesbangpol.
5. Want to know how much influence transformational leadership has on the performance of program and budget compiler employees at Bakesbangpol.
6. Want to know how much influence human capital has on employee performance through motivation.
7. Want to know how much influence transformational leadership has on the performance of program and budget compiler employees at Bakesbangpol through motivation.

The research benefits that can be obtained from this research can be grouped into two categories, namely:

1. Theoretical Benefits. This research (theoretically) is expected to contribute knowledge, especially for management science.
2. Practical Benefits. As input material to be used by agencies in making policies and providing more support to employees who prepare programs and budgets at Bakesbangpol.

## 2. Literature Review

### Employee Performance

According to Mulyono (2012), performance is the result of someone's work that describes the quality and quantity of the work that has been done. Performance from one person to another may differ, due to different driving factors. The performance of employees who prepare programs and budgets is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance. If the asset's employee performance is not good, the agency's performance will be not good. Vice versa, if the performance of the employee's assets is good, the performance of the agency will be good.

Meanwhile, according to Siradjuddin (2013), performance is a set of results achieved and refers to the act of achieving and implementing a requested job. Performance is an achievement or result of work in activities or activities or programs that have been previously planned in order to achieve the goals and objectives set by an organization, and carried out within a certain period of time (Ramanda & Muchtar, 2014).

Meanwhile, according to Siradjuddin (2013) performance is a set of results achieved and refers to the achievement of actions, as well as the implementation of a requested job. Performance is an achievement or result of work in activities or activities or programs that have been previously planned, in order to achieve the goals and objectives set by an organization, and carried out within a certain period of time (Ramanda & Muchtar, 2014).

Meanwhile, according to Hardjati (2013) performance is a result of work achieved by a person in carrying out the tasks assigned to him - based on skills, experience, ability, and time. According to Parlinda and Wahyuddin (2014) employee performance is the performance ability achieved and desired from employees in carrying out and completing the work that is their responsibility, either individually or in groups.

### Transformational Leadership

Leadership according to Pride, Robert, Hughes & Kapoor (2014) is the ability to influence others, a leader can use his power to influence the behavior of others. According to Sagala (2010) leadership is the driving force of all the resources and tools available to an organization. These resources are classified into two major groups, namely human resources and non-human resources. The basic task of a leader is to establish and maintain an environment in which

people work together in a well-organized group, completing tasks to achieve the goals that have been set.

Leadership is an important managerial activity in every organization, especially in policy and decision making which is the core of leadership. In the opinion of Thoha (2010) - leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others to achieve his goals, while Putra and Subudi (2014) state that the form of leadership style applied in an organization can affect the performance of each employee.

A leadership style that is appropriate to the situation and conditions will encourage employees to work more enthusiastically in carrying out their duties and obligations. Fiedler (in Robbins, 2015) says on transformational leadership is the leaders who can inspire their followers to go beyond their own self-interest, and leaders who are capable of having a profound and extraordinary influence on their followers. According to Yukl (in Yuliaarnita, 2014) on transformational leadership, subordinates have trust, admiration, loyalty, and respect for the leader, and they are even motivated to do more than initially expected of them.

Transformational leaders transform and motivate their followers by:

1. Make them more aware of the importance of the end result of a job,
2. Encourage them to put the interests of the team or organization ahead of personal interests, and
3. Activate their higher needs. Transformational leadership increases the motivation and performance of followers more than transactional leadership.

The dimensions of transformational leadership according to Bass and Avolio in Yuliaarnita (2014) are:

- a. Idealized influence, the leader must be a good example, which his employees can follow, so that it will generate respect and trust in the leader (Cakrawala, Vol. XVII, No. 1, March 2017 102 p-ISSN 1411-8629, e-ISSN: 2579-3314).
- b. Inspirational motivation, leaders must be able to provide motivation and clear targets to be achieved by their employees.
- c. Intellectual stimulation, leaders must be able to stimulate their employees to come up with new ideas and ideas, leaders must also let their employees become problem solvers and provide new innovations under their guidance.
- d. Individualized consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees.

### **Human Capital**

According to Divianto (2010), human capital is a person's productive ability. Therefore, Becker in Divianto (2010) suggests that investment in training and improving human capital is important as a form of investment. Skills, experience, and knowledge have economic value for organizations because they allow them to be productive and adaptable. Skills, knowledge and health will not only benefit an individual but will also increase resources for entrepreneurs and a nation as well as potential productivity. Like other assets in general, human capital has value in the market, but the full potential value of human capital can be realized only with the cooperation of each individual. Therefore, there are a number of costs to bring about productive behavior of employees, including those related to motivating, monitoring and maintaining it. Organizations can use human resource management in various ways to increase their human capital. Organizations can "buy" human capital internally (eg by offering extensive training and development opportunities). In human capital theory, contextual factors such as: market conditions, labor unions, business strategies, and technology are important because they can affect the costs associated with alternative approaches to HR management, to increase the value of the organization's human capital, and the value of returns. anticipated, such as the achievement of social productivity (Russel, Colella & Bobko in Divianto, 2010).

Referring to the opinion of Salehudin (2010) - the concept of Human capital is a concept that is easier to convey than to be applied at the corporate level. The main premise of the concept of Human capital is that humans are not just resources but are capital that produces returns, and every expenditure made in order to develop the quality and quantity of capital is an investment activity.

Problems arise when companies that have invested large enough funds to develop their human capital do not get “the return” they expect. One of the main causes of difficulty in implementing this concept is the absence of an accounting system that can accommodate the recording of the company's "investment" in employees who become human capital.

Another major cause is the company's problem in dealing with their human capital which easily moves to competing companies with the lure of higher positions and salaries. On the other hand, this concept is very easy to apply from the point of view of individual employees. Even some of your employees may have applied this concept to themselves, even though they didn't realize it.

Christa (2013) argues that the role of human capital in the creation of intellectual property is very strategic, because only human capital (HR) can create knowledge and at the same time have knowledge. While knowledge itself is the most important element in the process of creating organizational/ company value, so that the creation of corporate value is strongly influenced by human capital.

Marti (in Christa, 2013) argues that human capital is the lifeblood of intellectual capital, as a generator of all values that are born in the innovation potential of institutions, as well as the power behind innovation. Therefore, companies must encourage the improvement of individual employee productivity so as to improve agency performance.

**Motivation Theory**

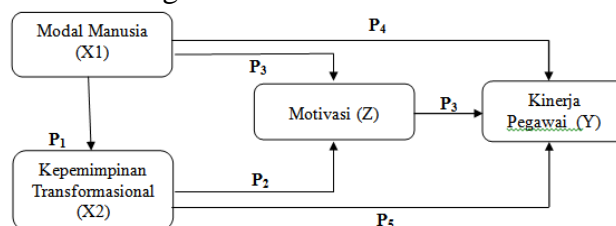
There are many theories about motivation. These theories were put forward by experts but in this study using McClelland's theory of motivation. McClelland (in Thoha, 2012:236) states about the Three Needs Theory that affects motivation, namely:

- a. Need for Achievements. The need for achievement is the drive to excel, to excel in relation to a set of standards, to strive for success
- b. Need for Power. It means that a person has a need to influence others, and seeks to dominate others.
- c. Need for Affiliate. It means that everyone has a need for a friendly environment and can work together in organizations.

**Conceptual Framework and Hypothesis**

**Conceptual Framework**

In improving the performance of employees who prepare programs and budgets, we must be able to increase motivation to be able to face the existing competition. Some researchers show that there are two important factors that support the formation of motivation, namely human capital and transformational leadership. The relationship that occurs between human capital, transformational leadership, motivation and employee performance of these assets - will then be briefly presented in the following theoretical framework:



**Figure 1. Model Path Analysis**

## Hypothesis

The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence. It is said to be temporary because the answers given are based on relevant theories, not yet based on empirical facts obtained through data collection. So, the hypothesis can also be stated as a theoretical answer to the formulation of the research problem, not yet an empirical answer (Sugiyono, 2014). The following are the alternative hypotheses of this research:

- H1 : Human Capital has an effect on ERG motivation.
- H2 : Transformational leadership has an effect on ERG motivation.
- H3 : ERG motivation has an effect on the performance of program and budget compiler employees at Bakesbangpol.
- H4 : Human Capital has an effect on the performance of program and budget compiler employees at Bakesbangpol.
- H5 : Transformational Leadership affects the performance of program and budget compiler employees at Bakesbangpol.
- H6 : Human Capital affects the performance of program and budget compiler employees at Bakesbangpol through ERG motivation.
- H7 : Transformational leadership affects the performance of program and budget compiler employees at Bakesbangpol through ERG motivation.

## 3. Method

The research method is a scientific way to obtain valid data with the aim of discovering, proving, and developing knowledge so that in turn it can be used to understand, solve, and anticipate problems in business, Sugiyono (2014:2). Based on this, there are four keywords that need to be considered, namely the scientific method, data, purpose, and usability.

The scientific method means that this research activity is based on scientific characteristics, namely rational, empirical, and systematic. Rational means that this research activity is carried out in ways that make sense, so that it is affordable by human reasoning. Empirical means that the methods used can be observed by the human senses, so that others can observe and know the methods used. Systematic means that the process used in the research uses certain logical steps.

## 4. Result and Discussion

### The Effect Model 1

It is the multiple linear regression which is explained below:

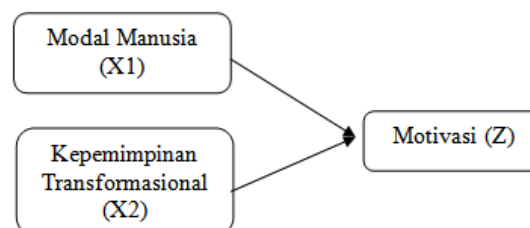


Figure 2. The Effect Model 1

**Table 1. Regression Result Model 1  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2.825	.714		3.955	.000			
1 x1	.447	.055	.637	8.064	.000	.445	.444	.444
x2	.204	.060	.270	3.416	.001	.038	.028	.025

a. Dependent Variable: Y

Based on the table above, the second model of multiple regression linear equations is obtained, namely:

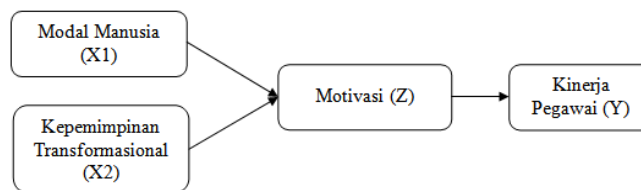
$$Z = 2.825 + 0,447 X_1 + 0,204 X_2$$

The equation can be explained that:

1. The positive constant value of 2.825 means that if the Human capital variable (X1) and transformational leadership (X2) are equal to zero, then the motivation variable (Z) is 2.825 units.
2. Human capital variable (X1). Human capital variable (X1) has a constant of 0.447, meaning that if the Human capital variable (X1) has increased by one variable unit, there will be an increase in motivation (Z) of 0.204 units.
3. Transformational Leadership Variable (X2). The Transformational Leadership variable (X2) has a constant of 0.204, which means that if the Transformational Leadership variable has an increase of one variable unit, there will be an increase in motivation of 0.204 units.

**The Effect Model 2**

It is the multiple linear regression which is explained below:



**Figure 3. The Effect Model 2**

**Table 2. Regression Result Model 2  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2.667	.829		3.217	.003			
1 X1	.422	.146	.444	2.898	.007	.445	.445	.444
X2	2,221	,521	,446	4,259	,000	.038	.031	.027
Z	,428	,158	,300	2,715	,009	.058	.067	.060

a. Dependent Variable: Y

Based on the table above, the second model of multiple regression linear equations is obtained, namely:

$$Y = 0,667 + 0,422 X_1 + 2,221 X_2 + 0,428 Z$$

from these equations it can be explained that:

1. A positive constant value of 0.667 means that if the variables of human capital (X1), transformational leadership (X2), and motivation (Z) are equal to zero, then the variable

- performance of program and budget planning employees at Bakesbangpol and (Y) has a value of 0.667 units. .
2. Human Capital Variable (X1). The human capital variable (X1) has a constant of 0.422, meaning that if human capital (X1) has increased by one variable unit, there will be an increase in the performance variable of program and budgetary employees (Y) of 0.442 units.
  3. Transformational Leadership Variable (X2). The transformational leadership variable (X2) has a constant of 2.221, meaning that if the transformational leadership variable (X2) has increased by one variable unit, there will be an increase in the performance variable of program and budgetary employees (Y) of 2,221 units.
  4. Motivation Variable (Z). The motivation variable (Z) has a constant of 0.428. This means that if the motivation variable (Z) has increased by one variable unit, there will be an increase in the performance variable of the program and budget compiler employees at Bakesbangpol (Y) of 0.428 units.

## 5. Conclusions

This study examines and analyzes the effect of human capital and transformational leadership on the performance of program and budget planning employees at Bakesbangpol with motivation as an intervening variable. The sample in this study were 38 employees of program and budget compilers at Bakesbangpol. The data that has been collected is then analyzed using path analysis. Based on the discussion of the study findings, several conclusions can be drawn: Overall, of the seven hypotheses proposed in this study, six were accepted and one was not accepted, namely:

1. Based on the results of previous studies that H1 is accepted, where the human capital variable (X1) has a positive and significant effect on motivation (Z). Thus, this study proves that the human capital variable (X1) with indicators of customer orientation and competitor orientation is one of the factors that can affect motivation (Z).
2. Based on the results of previous studies that H2 is rejected, where the transformational leadership variable (X2) has no significant effect on motivation (Z). Thus, this study proves that the transformational leadership variable (X2) with line expansion indicators has not been able to influence the motivational variable (Z).
3. Based on the results of previous studies that H3 is accepted, where the motivation variable (Z) has a positive and significant effect on the performance of program and budget compilers at Bakesbangpol (Y). Thus, this study proves that the motivation variable (Z) with indicators of cost leadership and differentiation strategies is one of the factors that can affect the performance of program and budget compilers in Bakesbangpol (Y).
4. Based on the results of previous studies that H4 is accepted, where the market orientation variable (X1) has a positive and significant effect on performance (Y). Thus, this study proves that the market orientation variable (X1) with indicators of customer orientation and competitor orientation is one of the factors that can affect marketing performance (Y).
5. Based on the results of previous studies that H5 is accepted, where the product innovation variable (X2) has a positive and significant effect on performance (Y). Thus, this study proves that the product innovation variable (X2), with line expansion indicators, is one of the factors that can affect marketing performance (Y).
6. Based on the results of previous studies that H6 is accepted, where the market orientation variable (X1) has a positive and significant effect on performance (Y) through competitive advantage (Z). Thus, this study proves that the competitive advantage variable (Z), as an intervening variable, is able to provide an influence between market orientation (X1) on performance (Y).



7. Based on the results of previous studies that H7 is accepted, where the product innovation variable (X2) has a positive but not significant effect on performance (Y) through competitive advantage (Z). Thus, this study proves that the competitive advantage variable (Z), as an intervening variable, is able to provide an influence between product innovation (X2) on performance (Y), although the effect given is not significant.

### Suggestions

With the limitations of the author, this research is only limited to the object of research related to the performance of employees in preparing programs and budgets for Bakesbangpol in East Java with the Influence of Human Capital and Transformational Leadership approach mediated by ERG Motivation, therefore in the future there is still wide open for similar research. using other methods. It is hoped that further research can improve the results of this study to get better results.

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