

## THE INFLUENCE OF ADAPTIVE, COMPETENCE, AND TRANSFORMATIVE LEADERSHIP ON INDIVIDUAL PERFORMANCE

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### ABSTRAK

*Penelitian ini bertujuan untuk menguji pengaruh adaptif, kompetensi, dan kepemimpinan transformatif terhadap kinerja individu. Penelitian kuantitatif ini menggunakan Partial Least Square Structural Equation Modeling (PLS-SEM) untuk menguji hipotesis. Penelitian ini menggunakan metode survei, dan data dikumpulkan dengan menggunakan kuesioner. Sebanyak 271 pegawai negeri sipil di Jawa Timur berpartisipasi dalam penelitian ini. Hasil penelitian menunjukkan bahwa adaptif, kompeten, dan kepemimpinan transformatif berpengaruh positif terhadap kinerja individu. Penelitian ini dapat memberikan wawasan bagi para pejabat pemerintah untuk meningkatkan kinerja ASN dengan memperhatikan kemampuan Adaptif dan Kompetensi. Selain itu, membantu para pejabat struktural ASN mengembangkan strategi kepemimpinan yang efektif untuk meningkatkan kinerja individu dengan kepemimpinan transformatif. Penelitian ini berpotensi membantu meningkatkan efektivitas dan produktivitas ASN, yang pada akhirnya akan berdampak positif pada pelayanan publik dan pembangunan negara. Penelitian terdahulu yang berhubungan dengan kinerja individu masih jarang dilakukan. Selain itu, penelitian ini merupakan satu-satunya penelitian yang menerapkan kepemimpinan transformatif, adaptif, dan kompetensi terhadap kinerja individu di Indonesia, khususnya ASN di Jawa Timur.*

*Kata kunci: adaptif, kompeten, kepemimpinan transformatif, kinerja individu.*

### ABSTRACT

This study aims to investigate the influence of adaptive, competence, and transformative leadership on individual performance. This quantitative study uses Partial Least Square Structural Equation Modeling (PLS-SEM) to test the hypothesis. This paper uses the survey method, and data was collected using questionnaires. As many as 271 East Java, Indonesia civil servants participated in this study. The results showed that adaptive, competent, and transformative leadership positively affects individual performance. This research can provide insight for government officials to improve ASN performance by paying attention to Adaptive ability and competence. In addition, it helps ASN structural officials develop effective leadership strategies to improve individual performance with transformative leadership. This research has the potential to help increase the effectiveness and productivity of ASN, which in turn will positively impact public services and state development. Previous research that relates to individual performance still needs to be made available. In addition, this research is the only study that applies transformative, adaptive, and competency leadership to individual performance in Indonesia, especially ASN in East Java.

Key words: adaptive, competence, transformative leadership, individual performance.

### INTRODUCTION

The constantly evolving organizational environment and increasingly fierce competition make organizations need to optimize individual performance to achieve strategic

goals and maintain a competitive advantage. The performance of each employee is considered necessary in determining the overall performance of an organization (Zeglat and Janbeik, 2019). If individuals have the right

organizational competencies, achieving strategic goals and objectives effectively and efficiently will be easy. Individual performance is a set of actions and behaviours relevant to organizational goals (Ribeiro et al., 2018). Individual performance is also defined as an individual's perception of improved job quality, productivity, effectiveness, convenience, and so on (Rahimi et al., 2022). The overall success of the organization is highly dependent on the contributions made by each employee.

Many factors influence individual performance, including adaptive ability, competence, and transformative leadership. Adaptation is fundamental for professional individuals to develop in a dynamic organizational environment to minimize the risk of change and achieve the specified performance (Rachmawati et al., 2021). A person's ability to adapt to the environment can affect the results of their work because good adaptability allows them to absorb new values in the environment effectively (Rachmawati et al., 2021). The relationship between adaptive and individual performance can be explained from the Career Construction Theory (CCT) viewpoint. According to CCT, careers are constructed by adaptive strategies that apply individual personalities to job roles (da Silva et al., 2023). Individuals with better adaptability tend to develop attitudes responsive to various situations, leading to constructive assimilation and doing a good job (Chouhan, 2023).

In addition to adaptability, competence is an essential factor affecting individual performance (Rizal et al., 2013). Competence is a combination of knowledge, skills, attitudes, values, and personal characteristics that enable individuals to achieve success in completing tasks and achieving desired results in their work (Noe, 2002). The human capital theory introduced by Schultz (1961) explains the relationship between competence and individual performance. Schultz (1961) defines human capital as the complexity of individual knowledge and skills that play a crucial role in contributing eco-

nomical value and supporting the productivity growth of their performance (Mubarik et al., 2016). Within the framework of human capital theory, individual competencies are considered capital and investments that can improve their performance.

Transformative leadership is characterized by the leader's ability to inspire, motivate, and influence subordinates positively and constructively. Transformative leaders enhance the needs and motivation of subordinates and promote dramatic changes in individuals, groups, and organizations (Pawar, 2016). In addition to CCT and human capital theory, this study uses social exchange theory to explain the relationship between transformative leadership and individual performance. The fundamental aspects of the exchange relationship between leaders and followers are mutual benefit, trust, and long-term mission achievement (Turner et al., 2002). Transformational leadership, emphasizing motivation, inspiration, and self-development, can encourage subordinates to commit and perform better.

Research related to adaptability, competence, and transformative leadership conducted by several researchers is diverse. Some of the literature we mainly found describes the relationship of adaptive variables or competencies to overall business or organizational performance (Mai et al., 2022; Rehman et al., 2023; Savitri et al., 2021). Most studies on transformative leadership initially focused on the educational context. Although it has developed into various fields, research in the academic context remains the main focus. In this study, researchers want to examine the relationship of adaptive, competent, and transformative leadership to individual performance in the context of government.

Based on previous study literature, adaptability positively affects individual performance (Akça et al., 2018; Rachmawati et al., 2021; Sumarmi et al., 2023). Adaptability does not affect organizational performance. Adaptation affects business performance if mediated by innovation (Savitri et al., 2021).

Other research conducted by (Adiharja and Hendarsjah 2020; Rizal et al. 2013; Shin and Kim, 2021) shows that competence positively affects organizational performance. Meanwhile, research by (Mai et al., 2022) shows that cognitive Competence and interpersonal Competence do not affect organizational performance. Indonesian society has a strong patronage spirit, so leadership practices in every social unit and business organization are essential (Fikri et al., 2020; Purwanto, 2020). However, empirical results found that transformative leadership practices do not significantly affect employee performance, such as (David et al., 2017; Elgelal and Noermijati, 2015). In contrast to several other studies, it is stated that transformative leadership significantly affects employee performance (Asbari, 2019; Nugroho et al., 2020). This research gap shows that further study is needed. This research proposes that Adaptive, Competence, and Transformative Leadership affect individual performance in the State Civil Apparatus (ASN).

This research analyzes the State Civil Apparatus (ASN) in East Java, Indonesia, as they are an integral part of the workforce in the public sector, which has a strategic role in carrying out government functions and providing services to the community. The State Personnel Agency reported that there are 4.25 million state civil apparatus (ASN) employees in Indonesia until December 31, 2022 (Annur, 2023), which shows the importance of developing the state civil apparatus (ASN) to efficiently use public resources, control corruption, and improve overall public sector performance.

However, in reality, the performance of Indonesian ASNs is still relatively low, and there is a high level of corruption, especially among public employees, including ASNs. The following data indicate Indonesia's Corruption Perception Index (CPI) level as of 2022 is at a score of 34/100 and is ranked 110 out of 180 countries (Transparency International Indonesia, 2023); Indonesia's E government Development Index (EDGI) index issued by the United Nations in 2020, shows

Indonesia is ranked 88th out of 193 countries (Antaranews, 2020); Government et al. in 2022 released by the World Bank shows Indonesia is ranked 64th out of 214 countries (World Bank, 2022). From this information, one possible contributing factor is public sector employees' low level of competence and adaptability, including ASN, and the need for a transformative leadership role.

This research provides empirical evidence aimed at the Indonesian government and society, showing that adaptability, competence, and transformative leadership play an important role in achieving better individual performance. This research continues and builds on the results of previous researchers who prove the influence of adaptability, competence, and transformative leadership on performance. However, this research has several differences. First, previous research tends to be more directed toward overall organizational or business performance, while this research focuses on individual performance. Second, transformative leadership on individual ASN performance captures the complexity of determinants of ASN performance. Third, this study has a different research subject, namely the State Civil Apparatus (ASN) in East Java, Indonesia, which differs from previous research.

This study aims to empirically examine the relationship between adaptive, competent, and transformative leadership and individual performance. It uses Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesis. The survey collected data from 271 East Java, Indonesia civil servants. The results showed that adaptive, Competent, and transformative leadership significantly positively affect individual performance.

This study is expected to contribute both theoretically and practically. Theoretically, this research will strengthen Career Construction Theory (CCT), social exchange, and human capital theories. Practically, the results of this study provide the support that adaptive abilities allow individuals to re-

main productive and thrive during a dynamic environment, strong competencies allow individuals to carry out tasks efficiently, cope better with problems, and make more meaningful contributions to the organization, and transformative leaders create a supportive work environment, provide clear direction, and empower individuals to achieve higher goals. Therefore, the results of this study are expected to provide valuable guidance for ASNs and the Civil Service Agency in developing strategies to improve adaptive abilities and competencies and encourage effective leadership, such as transformative leadership, to improve individual performance.

## **THEORETICAL OVERVIEW**

### **Career Construction Theory (CCT)**

Career Construction Theory (CCT) updates the approach to career development from organic to contextualized (Douglass and Duffy, 2015). In CCT theory, the use of various forms of the root word "adapt" covers a range of concepts, including adaptive readiness, adaptability resources, adaptation responses, and adaptation results. Adaptive readiness refers to an individual's flexible characteristics, willingness to complete tasks related to career development, adjust to change, and respond to trauma (Öztemel and Akyol, 2021).

Individuals who demonstrate adaptive readiness can utilize available resources to change the situation. Individuals with high levels of adaptability can easily overcome career-related problems, take advantage of changes in career plans, and adapt comfortably to new things (Öztemel and Akyol, 2021). Adapting responses refer to how individuals respond to change and emphasize individual choices of occupations according to the changes. Finally, adaptation results refer to the conditions or achievements when individuals build or construct their careers (Šverko and Babarović, 2019). Thus, CCT states that individuals with better adaptability tend to develop attitudes responsive to various situations, leading to constructive

assimilation and doing a good job (Chouhan, 2023).

### **Social Exchange Theory**

Social exchange theory assumes that individuals prioritize self-interest (Yin, 2018). Therefore, exchange behaviour appears selfish and comes from self-centred thinking (Blau, 2017). Before interacting with others, individuals will evaluate the possible rewards that can be obtained (Yin, 2018). If there are no satisfactory rewards for both parties, social exchange will not occur. This implies that one partner will seek to benefit the other, creating an obligation for that partner to reciprocate in the future (Yin, 2018). Social Exchange Theory can be applied to explain the relationship between employees' perceptions of the work environment and their attitudes and behaviours at work (Ribeiro et al., 2018). Thus, transformative leaders will encourage social support, teamwork, personal achievement, and organizational goals through inspiration, high expectations of employees, organizational vision, and the support they provide.

### **Human Capital Theory**

Human capital refers to knowledge, expertise, and skills acquired through education and training (Joshi and Gaddis, 2015). The emphasis on human capital in organizations reflects the view that market value depends less on tangible resources but more on intangible resources, particularly human capital (Odhong et al., 2014). Human capital is based on the resources needed to build economic potential aimed at carrying out work performed by humans (Kozioł et al., 2014). Human capital theory is a conceptual framework used in economics and sociology to explain how investments in education, training, and development of individuals contribute to their productivity and, ultimately, the economic growth of a country (Tan, 2014). Human capital theorists usually argue that organizations can improve their human capital by developing the knowledge and skills of current employees internally,

thereby enriching individual performance and contributions in the workplace (Odhon'g and Omolo, 2015). Thus, human capital theory explains that individuals with the "capital" of competence, education, training, creativity, and commitment can improve their performance.

### **Adaptif**

Based on interactions with the host culture, adaptability can be identified as an individual's capacity to adjust to a new environment or culture, a vital characteristic of independence and ethnocentrism that differs from others. As it involves many different processes and intellectual functions, adaptability is a highly complex habit, as are culture, behaviour, emotions, and issues related to human nature. The results of a person's work can be influenced by their ability to adapt to their environment because, of course, having a high level of adaptation will positively impact absorbing new values in the environment where they are (Rachmawati et al., 2021).

### **Competence**

Competencies are abilities acquired through experience and learning. Competence includes the potential ability to work effectively under certain circumstances and the motivation to demonstrate one's usefulness in using one's abilities (Bon et al., 2023). These fundamental characteristics can be associated with improved individual or team performance. Competency groupings include knowledge, skills, and abilities (Trisliatanto et al., 2017). In addition, competence is also a behavioural characteristic based on interests and experiences influenced by motivation and attitudes; the nature of this behaviour tends to lead to achievement. Thus, organizations recognize that competence, in addition to adaptation, is an essential factor in improving individual performance. Understanding the difference between organizational and individual competencies is critical in performance and transformation. A company's ability to build indi-

vidual capabilities will extend competencies to the entire organization through sophisticated learning practices and knowledge dissemination.

### **Transformative Leadership**

Leadership is a crucial aspect that brings change and inspires individuals to reach their full potential. Transformative Leadership is a crucial factor in supporting the achievement of organizational goals (Soomro and Shah, 2020). The basis of transformative leadership is in four main elements, including intellectual stimulation; idealized influence or behaviors and attributes; inspirational motivation; and individual consideration (Soomro and Shah, 2020). Transformative Leadership is a key driver of innovation and organizational creativity (Kark et al., 2018). A transformative leader demonstrates a close bond with his followers, which helps the organization as a whole achieve sustainable performance (Uddin et al., 2014). With a clear vision, leadership can open doors to innovation and collaboration and build an organizational culture oriented towards long-term goals.

### **Individual Performance**

Individual performance is an individual effort toward pre-determined targets (Hough et al., 2015). Individual performance is a critical factor in organizational success. Ribeiro et al. (2018) define individual performance as "a set of actions and behaviours of individuals that are relevant to the goals of their organization." In reality, individual performance is measured against specific goals or objectives at the individual level within an organization. Thus, the proportion of individual contributions in the work environment is essential to improve individual performance.

### **Hypothesis Development**

#### **Adaptive Influence on Individual Performance**

Career construction theory (CCT) explains that individuals who have better

adaptability tend to develop attitudes that are responsive to various situations (adapting responses), cause constructive assimilation, and do a good job (adaptation results) (Chouhan, 2023). Adaptability is generally required to deal with dynamic work environments. In this context, effective adaptation allows individuals to respond by utilizing new experiences, information, and knowledge to expand their existing understanding of purpose and how they see their work role in life. This response can help minimize the risks that arise due to changes so that the goals or performance that have been set can be achieved better (Rachmawati et al., 2021). In addition, there are several studies where individuals with higher adaptability show better individual performance results (Akça et al., 2018; Rachmawati et al., 2021; Sumarmi et al., 2023). Therefore, the first hypothesis of this study is formulated as follows:

H<sub>1</sub>: Adaptive has a positive effect on individual performance

### **Effect of Competence on Individual Performance**

The human capital theory explains the relationship between competence and individual performance. Schultz (1961) defines human capital as the complexity of personal knowledge and skills that play a crucial role in contributing economic value and supporting the productivity growth of their performance. Research on the development of this human capital theory proved the importance of education and training as critical components contributing to economic growth and the development of individuals and society (Jafari-Sadeghi et al., 2020). Schultz (1961) agrees that investment in education and training is the way to develop individual competencies. Education improves knowledge, while training improves skills and abilities.

Previous research has tested the positive relationship between competencies and individual performance (Adiharja and Hendarsjah, 2020; Mai et al., 2022; Rahimi et al., 2022; Shin and Kim, 2021). In an orga-

nizational context, this theory proposes that investments in education and training can help individuals improve skill levels and productivity, hopefully contributing to higher earnings (McCracken et al., 2017). The application and understanding of human capital theory is a strategic basis that impacts the influence of competencies on individual performance. Therefore, the proposed hypothesis is:

H<sub>2</sub>: Competence has a positive effect on individual performance

### **The Effect of Transformative Leadership on Individual Performance**

This study aims to explore the relationship between Transformative Leadership and Individual Performance. Transformational leaders can motivate and influence their followers to achieve better accomplishments or performance than without their presence and influence. Transformational leadership has been shown to positively impact many essential outcomes, of which performance is one. Indeed, outcomes such as organizational citizenship behaviour, extra effort, employee or job involvement, trust in managers, higher leader-member exchange (Deng et al., 2023), psychological empowerment and identification with the leader (Koh et al., 2019), and many more offer benefits to employees and organizations. The reciprocal relationship between transformational leaders and their followers can be explained by social exchange theory and the norm of reciprocity (Blau, 2017). Research conducted by Ribeiro et al. (2018) and Silva and Rua (2023) has examined the positive relationship between transformative leadership and individual performance. Therefore, the proposed hypothesis is:

H<sub>3</sub>: Transformative leadership has a positive effect on individual performance

## **RESEARCH METHODS**

### **Type of Research**

This study uses quantitative research methods with explanatory research. This study is also likely causal research because it

is designed to identify causal relationships between variables. The causal relationships examined in this study are adaptive abilities, competencies, and transformative leadership on individual performance.

### **Population and Sample**

The population of this study is the State Civil Apparatus in East Java. This research sampling technique uses random sampling. This sampling technique is more efficient and relevant to the researcher's problem or question than alternative probability sampling methods (Wilden and Gudergan, 2015).

### **Type and Data Collection**

This type of research data comes from quantitative and primary data sources. Data was collected through questionnaires, namely a list of questions to be filled in by ASNs in East Java. The questionnaire consists of two parts. The first part contains several general questions. The second part contains several questions about adaptive ability, competence, and transformative leadership. The questionnaire was given to respondents through the WhatsApp group to obtain 271 questionnaires for analysis.

### **Operational Definition and Variable Measurement**

This study uses four variables: dependent (individual performance) and independent (adaptive ability, competence, and transformative leadership). Individual performance is an individual's perception of improving job quality, productivity, effectiveness, convenience, and so on (Rahimi et al., 2022). This variable is measured using six items adopted from research (Koopmans et al., 2013).

Adaptive ability is an attitude ready to face or become a motor of change by continuing to hone creativity and innovate (Syawitri et al., 2022). This variable is measured by four items adopted from research (Pulakos et al., 2000).

Competence is the ability to develop capabilities to face ever-changing challenges and carry out the highest quality tasks, in-

cluding mastering the field of information technology in the current era of digitalization (Tantri et al., 2022). This variable is measured by 4 items adopted from research (Boyatzis and Saatcioglu, 2008).

Transformative leadership is the leader's ability to inspire, motivate, and influence subordinates positively and constructively (Kark et al., 2018). This variable is measured using 27 items adopted from (Alban-Metcalf and Alimo-Metcalf, 2000).

The measurement of the Adaptive and Competence variables is modified by the regulations of the Circular Letter of the Minister of Administrative Reform and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding of the State Civil Apparatus. All measurement scales of these variables use 1 (Strongly Disagree) to 7 (Strongly Agree).

### **Data Analysis Technique**

#### **Descriptive Statistics**

Descriptive statistics transform research data into tabulated form to be interpreted and easily understood. In this study, the descriptive variables are the independent variables, namely adaptive, Competent, and transformative leadership, and the dependent variable, namely individual performance.

#### **Hypothesis Test**

This research data analysis uses Partial Least Square (PLS), assisted by SmartPLS software. Partial least square is a structural equation analysis (SEM) with a variant base that can jointly test the measurement and structural models or predict a model. The hypothesis is supported if the interaction coefficient is positive and significant. The strength of the correlation between the independent and dependent variables depends on the magnitude of the error. The greater the error, the smaller the correlation strength of the two variables.

#### **Variable Descriptive Statistics**

Descriptive statistical analysis aims to describe and provide an overview of the

research variables. This study's descriptive statistics measurements are the minimum, maximum, average (mean), and standard deviation values. The results of the descriptive statistical can be seen in Table 1.

Based on Table 1, respondents' answers regarding competence show an average of 6.455. The results indicate that ASN is competent. Indicator X1.1 has the highest average, indicating that ASN considers increasing

competence necessary in facing challenges. Regarding adaptive, respondents' answers showed an average of 6.309. The results indicate that ASN has good adaptive abilities. Indicators X2.1 and X2.2 are the indicators with the highest average, which indicates that it is essential for ASN to have the ability to adapt to all changes and must have creativity in facing dynamic changes.

**Table 1**  
Descriptive statistical test results

Variables	Indicator	Number of respondents' answers							Average
		1	2	3	4	5	6	7	
Competence	X1.1	0	0	1	2	10	64	194	6.653
	X1.2	0	1	1	3	20	91	155	6.450
	X1.3	0	1	0	5	10	63	192	6.620
	X1.4	0	2	3	13	35	114	104	6.096
								<b>Total</b>	<b>25.819</b>
								<b>Average value</b>	<b>6.455</b>
Adaptive	X2.1	0	0	0	7	12	90	162	6.502
	X2.2	1	0	0	2	16	91	161	6.502
	X2.3	0	0	2	12	24	96	137	6.306
	X2.4	0	2	5	22	54	87	101	5.926
								<b>Total</b>	<b>25.236</b>
								<b>Average value</b>	<b>6.309</b>
Transformative Leadership	X3.1	3	8	8	22	46	94	90	5.738
	X3.2	4	7	10	13	44	100	93	5.797
	X3.3	6	10	8	40	59	76	72	5.406
	X3.4	7	5	5	39	47	85	83	5.587
	X3.5	3	5	9	15	32	79	128	6.015
	X3.6	4	8	5	18	38	88	110	5.886
	X3.7	5	8	11	19	44	80	104	5.749
	X3.8	0	5	5	15	36	83	127	6.096
	X3.9	2	7	8	18	39	82	115	5.919
	X3.10	3	7	9	30	45	100	77	5.638
	X3.11	1	6	14	14	37	87	112	5.911
	X3.12	19	23	18	24	18	38	131	5.351
	X3.13	2	4	16	30	61	89	69	5.535
	X3.14	1	3	6	19	36	101	105	5.985
	X3.15	4	3	6	24	39	91	104	5.878
X3.16	6	8	14	20	46	78	99	5.664	
X3.17	2	2	9	28	38	87	105	5.875	
X3.18	5	7	13	31	41	88	86	5.598	
X3.19	18	27	31	16	17	49	113	5.162	



	X3.20	7	6	11	32	58	78	79	5.502
	X3.21	3	7	6	23	49	92	91	5.760
	X3.22	2	5	10	26	46	90	92	5.756
	X3.23	18	43	32	29	27	50	72	4.631
	X3.24	3	9	5	21	55	92	86	5.716
	X3.25	2	5	10	15	37	96	106	5.923
	X3.26	3	6	4	21	56	100	81	5.749
	X3.27	4	4	9	16	46	93	99	5.845
	<b>Total</b>								<b>153.672</b>
	<b>Average value</b>								<b>5.692</b>
<b>Individual Performance</b>	Y1.1	3	2	4	9	38	106	109	6.601
	Y1.2	2	3	3	7	32	113	111	6.125
	Y1.3	3	1	4	9	35	110	109	6.092
	Y1.4	2	2	3	8	38	99	119	6.140
	Y1.5	1	2	4	6	26	117	115	6.192
	Y1.6	1	0	1	8	29	98	134	6.299
	<b>Total</b>								
<b>Average value</b>									<b>6.242</b>

Source: Processed Primary Data, 2023

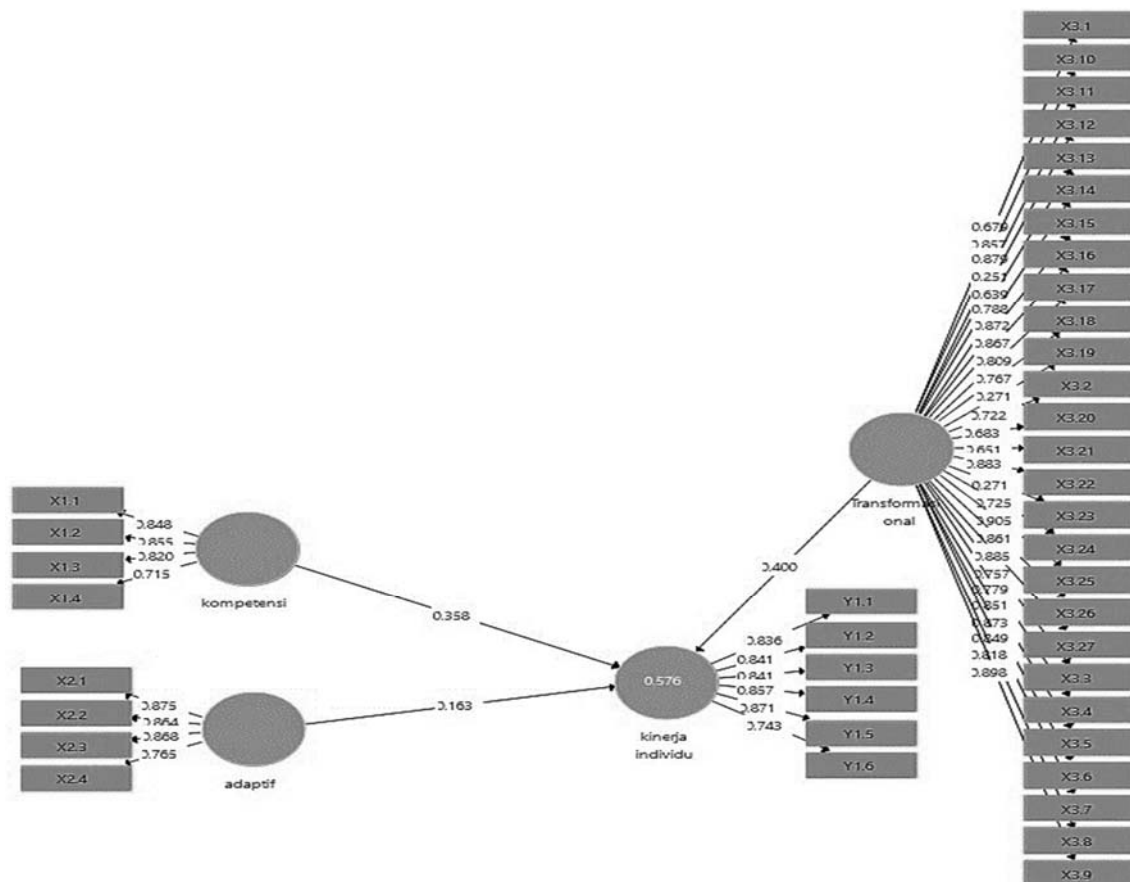


Figure 1  
Outer model results of reflective constructs

Source: Processed Primary Data, 2023

The results indicate that ASN leaders have an excellent transformative attitude. Indicator X3.8 is the indicator with the highest average value, which means that ASN assesses that their leaders have high self-confidence to motivate and encourage employees to achieve the organization's vision. Respondents' answers showed an average of 6.242 in the individual performance variable. The results indicate that ASN performs well. Indicator Y1.6 is the indicator with the highest average, indicating that ASN always focuses on meeting the work targets that must be achieved. Regarding transformative, respondents' answers showed an average of 5.692.

### Indicator loadings

In the measurement model test, the indicator loading value is used to see the relationship between the indicator value and the construct. The indicator loading value can be considered valid if it is > 0.5. The results of this study's outer model can be seen in Figure 1 and Table 2.

Based on Figure 1, the results of testing the outer model can be seen. Each variable's reflective construct indicators can be considered valid if the loading factor value is > 0.5. The results of the loading factor value can be seen in Table 2.

Based on table 2, indicators X3.12, X3.19, and X3.23 have a loading factor <0.5. Thus, indicators X3.12, X3.19, and X3.23 are considered invalid, so they must be eliminated from the research model.

**Table 2**  
*Outer loading results*

X1.1	0,848
X1.2	0,855
X1.3	0,820
X1.4	0,715
X2.1	0,875
X2.2	0,864
X2.3	0,868

X2.4	0,765
X3.1	0,679
X3.2	0,722
X3.3	0,757
X3.4	0,779
X3.5	0,851
X3.6	0,873
X3.7	0,849
X3.8	0,818
X3.9	0,898
X3.10	0,857
X3.11	0,879
<b>X3.12</b>	<b>0,251</b>
X3.13	0,639
X3.14	0,788
X3.15	0,872
X3.16	0,867
X3.17	0,809
X3.18	0,767
<b>X3.19</b>	<b>0,271</b>
X3.20	0,683
X3.21	0,651
X3.22	0,883
<b>X3.23</b>	<b>0,271</b>
X3.24	0,725
X3.25	0,905
X3.26	0,861
X3.27	0,885
Y1.1	0,836
Y1.2	0,841
Y1.3	0,841
Y1.4	0,857
Y1.5	0,871
Y1.6	0,743

*Data Source: Processed Primary Data, 2023.*

### Internal consistency reliability

Internal consistency reliability aims to prove the instrument's accuracy, consistency, and accuracy in measuring constructs. The reliability level of a good construct has a minimum value of 0.70 and a maximum of 0.95 (to prevent redundancy in indicators). The recommended composite reliability value is 0.70 – 0.90 (Hair et al., 2019). The composite reliability value can be seen In Table 3.

**Table 3**  
**Composite reliability results**

<i>Composite reliability</i>	
Competence	0,885
Adaptive	0,908
Transformative	0,978
Individual	0,931
Performance	

Data Source: Processed Primary Data, 2023

Table 3 shows that the composite reliability value for the AUT construct is between 0.70 and 0.90. This value is considered reliable or meets the reliability test.

**Convergent Validity**

Convergent validity is the extent to which a convergent construct can explain its item variance. The matrix used to evaluate construct convergent validity is the average variance extracted (AVE) for all items on each construct. The acceptable AVE value is  $\geq 0.50$ , indicating that the construct explains at least 50 per cent of its item variance (Hair et al., 2019). The results of the AVE value can be seen in Table 4.

**Table 4**  
**Average Variance Extracted (AVE) Result**

	<i>AVE</i>
Competence	0,659
Adaptive	0,713
Transformative	0,654
Individual Performance	0,693

Data Source: Processed Primary Data, 2023

Table 4 shows that the AVE value for each construct is  $\geq 0.50$ . These results state that all reflective constructs are considered valid and have met the requirements of convergent validity.

**Discriminant Validity**

Discriminant validity is the extent to which a construct is empirically different from other constructs in the structural model. Discriminant validity can be seen

through correlations' heterotrait-monotrait ratio (HTMT) (Voorhees et al., 2016). HTMT is the average value of item correlations across constructs relative to the moderate correlation for items measuring the same construct. A good HTMT value is less than 0.90 (Hair et al., 2019). The results of the HTMT value can be seen in Table 5.

Based on Table 5, the HTMT value in the relationship of all latent variables shows a value of  $<0.90$ , except for the HTMT value in the relationship between competency variables and adaptive variables, which offers a value of  $0.944 > 0.90$ . The average value of item correlation across constructions relative to the moderate correlation is good. Thus, testing can proceed to the structural model stage.

**Structural Model Test (Inner Model)**

Inner model testing is carried out to evaluate the model that connects latent variables. A bootstrapping procedure is performed to determine the magnitude of the effect or relationship and the significance level of the latent construct.

**Path Analysis**

Path analysis describes the influence and level of significance between latent variables in research. The level of importance of the variables in the study can be obtained by looking at the path coefficients and t-statistics values. The results of the path coefficients in this study can be seen in Figure 4.2 and Table 4.6.

Based on Table 6, the structural equation can be stated as follows:  $Y = \alpha + 0,359 \text{ Competence} + 0,160 \text{ Adaptive} + 0,401 \text{ Transformative} + e$

Based on Table 6, the path coefficient of competence on individual performance has a parameter value of 0.359. These results indicate that the effect of competence on individual performance is 0.359. Furthermore, the t-statistics value in this variable shows  $> 1.96$  ( $4.993 > 1.96$ ) and the p-value  $<0.05$  ( $0.000 < 0.05$ ). This means that competence affects individual performance, so  $H_1$  is accepted.

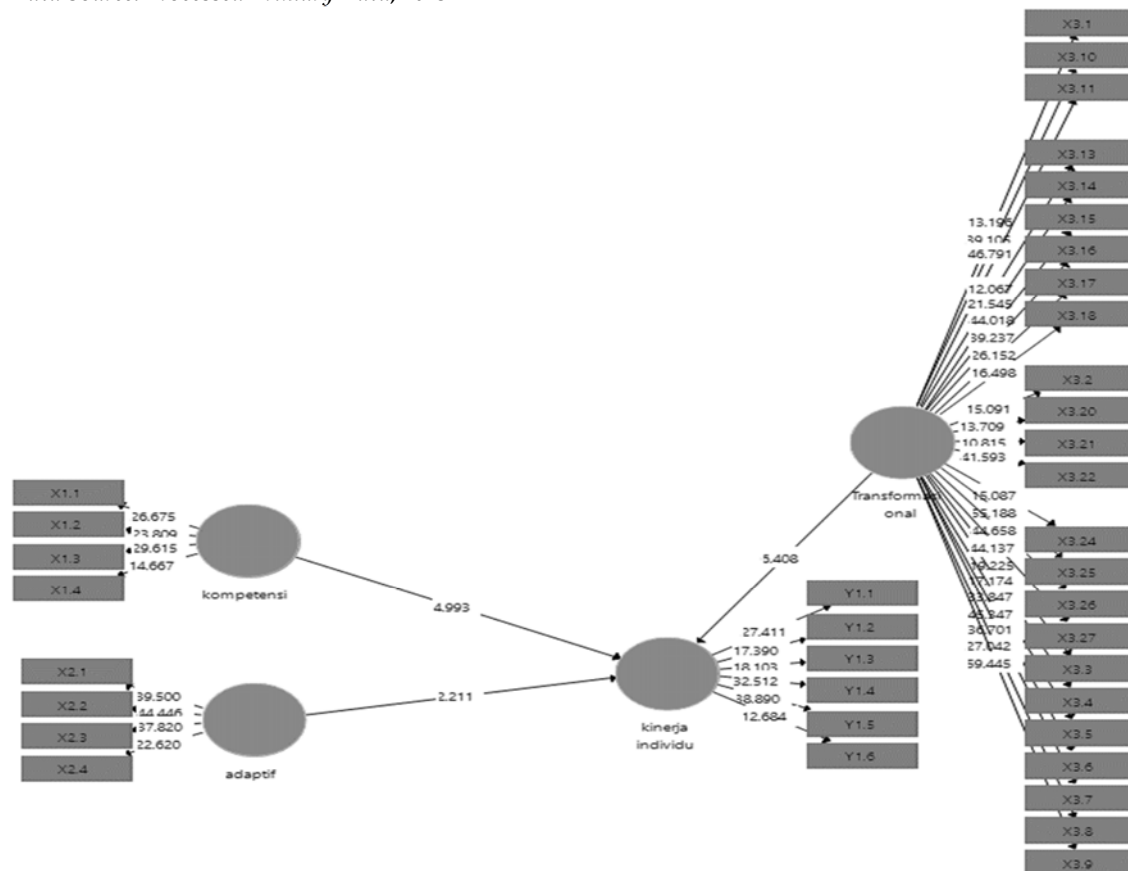
Furthermore, the adaptive path coefficient on individual performance has a parameter value 0.160. These results indicate that the adaptive effect on individual performance is 0.160. Furthermore, the t-value of statistics in this variable shows  $> 1.96$  ( $2.211 > 1.96$ ) and the p-value  $< 0.05$  ( $0.028 < 0.05$ ). This means that adaptive affects individual performance, so  $H_2$  is accepted.

The transformative path coefficient on individual performance has a parameter value of 0.401. These results indicate that the transformative effect on individual performance is 0.401. Furthermore, the t-statistics value in this variable shows  $> 1.96$  ( $6.408 > 1.96$ ) and the p-value  $< 0.05$  ( $0.000 < 0.05$ ). This means that trans-formative affects individual performance, so  $H_3$  is accepted.

**Table 5**  
**HTMT Test Results**

	Transformative Leadership	Adaptive	Individual performance
Transformative Leadership	0,000	0,000	0,000
Adaptive	0,452	0,000	0,000
Individual performance	0,646	0,689	0,000
Competence	0,452	<b>0,944</b>	0,745

Data Source: Processed Primary Data, 2023



**Figure 2**  
**Bootstrapping Result**  
Source: Processed Primary Data, 2023

**Table 6**  
**Path Coefficient Result**

Hypothesis		Coefficient Beta	T-Statistic	Significant (p-value < 0,05)	Affected (T-statistic > 1,96)	Conclusion
Competence individual performance	→	0,359	4,993	0,000	Affected	Accepted
Adaptive individual performance	→	0,160	2,211	0,028	Affected	Accepted
Transformative individual performance	→	0,401	6,408	0,000	Affected	Accepted

Data Source: Processed Primary Data, 2023

**Adjusted R<sup>2</sup>**

Adjusted R<sup>2</sup> aims to measure the relationship between variables and the level of influence of the relationship between all variables in the system being built. The Adjusted R<sup>2</sup> value is classified at the strong ( $\leq 0.75$ ), medium ( $\leq 0.50$ ) and weak ( $\leq 0.25$ ) levels (Hair et al., 2019). The Adjusted R<sup>2</sup> value in this study can be seen in Table 7.

**Table 7**  
**Adjusted R<sup>2</sup> Result**

	Adjusted R <sup>2</sup>
Individual performance	0,572

Data Source: Processed Primary Data, 2023

Table 7 shows that the Adjusted R<sup>2</sup> value of the individual performance variable in this study is 0.572. This means that the variables used in this study can explain 57.2% of the effect on individual performance, while the other 42.8% is influenced by factors outside the variables used. The adjusted R<sup>2</sup> result on the individual performance variable in this study is a strong model.

**Predictive Relevance**

Predictive relevance is used to calculate the relationship between systems built (Q2), which has the purpose of predictive validity on the independent variable. The Q2 value has meaning when it is more than zero. Q2 is

classified into three categories: small ( $\geq 0$ ), medium ( $\geq 0.25$ ), and large ( $\geq 0.50$ ) (Hair et al., 2019). The Q2 value in this study can be seen in Table 8.

**Table 8**  
**Q<sup>2</sup> value**

	Adjusted Q <sup>2</sup>
Individual Performance	0,391

Data Source: Processed Primary Data, 2023

Based on Table 8, the Q<sup>2</sup> value on the individual performance variable is 0.391. The predictive validity of the AUQ variable can also be said to be good, with a moderate predictive validity value ( $\geq 0.25$ ).

**ANALYSIS AND DISCUSSION**

**Discussion of Adaptive Influence on Individual Performance**

The results show that adaptability has a positive influence on individual performance. This finding is consistent with career construction theory (CCT), which emphasizes the importance of adaptation as a critical element in personal career development. CCT highlights the actions and changes that individuals make in response to changes in the work environment and the results or consequences of an individual's ability to adapt. Adaptability includes personality, values, goal orientation, preferences, and self-

understanding (Xie et al., 2016). Individuals who adapt effectively succeed, feel satisfied, and experience positive development in a particular environment (Leong and Ott-Holland, 2014).

In the State Civil Apparatus (ASN) context in East Java, it is essential to train their adaptive skills to improve performance continuously. Adaptive ability not only creates a better attitude in service to the community but also establishes proficient communication, the ability to read the interests of others, and good listening skills. In addition, it requires an attitude closely related to creative thinking when solving problems. Given the times that demand an innovative outlook and high creativity and are supported by technology, all these abilities become invaluable for delivering the best performance in community service tasks.

### **Discussion of the Effect of Competence on Individual Performance**

The results showed that competence has a positive effect on individual performance. This finding aligns with human capital theory, which emphasizes that competency development is a strategic investment that impacts individual performance and is a critical factor in increasing organizational productivity. Individuals with high knowledge and skills and the ability to learn quickly and efficiently are considered a highly valued competency, especially in a changing work environment (Mubarik et al., 2016). When applied within an organization or company, individual competencies play an essential role in determining the uniqueness and human capital value of the organization or company. The alignment of individual competencies with the company's strategic direction is essential to achieving overall performance.

In the context of ASN in East Java, the relevance and level of competence can positively impact the productivity and quality of services provided by ASN. Therefore, understanding and implementing human capital theory, which emphasizes the importance of

competency development, is a strategic foundation that positively contributes to ASN's performance in East Java.

### **Discussion of the Effect of Transformative Leadership on Individual Performance**

The results showed that transformative leadership has a positive influence on individual performance. This finding aligns with social exchange theory, which explains the relationship between individuals' perceptions of workplace aspects, attitudes, and subsequent behaviour (Ribeiro et al., 2018). The interaction between leaders and their followers is characterized by collaboration and mutual giving. When transformative leaders can benefit and inspire followers, this creates responsibility and obligation for followers to provide future rewards (Gathungu et al., 2015). Transformational leaders influence followers to focus on collective interests rather than self-interests, thus inspiring individuals to achieve higher performance levels (Lussier and Achua, 2022). It is important to note that transformative leaders create awareness about higher ideals and moral values such as freedom, justice, and humanity. The finding contrasts emotion-based approaches such as greed, jealousy, or hatred.

The role of transformative leadership directly impacts the performance of the State Civil Apparatus (ASN) in East Java due to the strategic role of leaders in guiding the organizations they lead. Thus, the influence of transformative leadership can motivate individuals to develop their potential, positively contribute to ASN performance, and help organizations achieve their goals.

### **Additional Analysis**

For additional analysis, we conducted tests by dividing the sample into two groups, namely Civil Servants (PNS) and Civil Servant Candidates (CPNS) based on Government Regulation (PP) No. 11/2017.

The test results in the civil servant group show (table 9) that the adaptive, Competent, and transformative leadership variables significantly influence ASN performance in

East Java. Civil servants are in a more complex and diverse work environment, so adaptability is essential to keep up with developments and meet changing demands in the work environment. In Indonesia, various education and training programs are organized to improve civil servants' Competence because Competence is considered necessary for improving the efficiency, effectiveness, and quality of task implementation. Furthermore, leaders who encourage transformation provide clear directions, motivate subordinates, and create a work environment supporting civil servants' growth and development. Therefore, statistically, adaptive, Competent, and transformative leadership variables significantly influence ASN performance.

**Table 9**  
**Result P Values - PNS**

	<b>P Values</b>
Adaptive → individual performance	0,0007
Competence → individual performance	0,0002
Transformative leadership → individual performance	0,0000

*Data Source: Processed Primary Data, 2023*

**Table 10**  
**Result P Values - CPNS**

	<b>P Values</b>
Adaptive → individual performance	0,7431
Competence → individual performance	0,0180
Transformative leadership → individual performance	0,0000

*Data Source: Processed Primary Data, 2023*

Meanwhile, the results of the analysis of the CPNS group show (table 10) that the variables of Competence and Transformative Leadership significantly influence ASN Performance in East Java. However, the Adaptive variable does not affect ASN Performance in East Java. When CPNS have

adequate competence and policy implementation that encourages transformative leadership, they can carry out tasks with high skill and efficiency, thus directly impacting on improving ASN performance in East Java.

On the other hand, the adaptive ability to deal with changes and challenges in the work environment does not directly contribute to improving the performance of civil servants in East Java. CPNS generally have more limited work experience than civil servants with a longer career. In dealing with changes in the work environment, experience and a deep understanding are crucial factors in the adaptation process. Therefore, in the early stages of their careers, CPNS still need to gain sufficient expertise to deal with complex or significant changes in the work environment. Therefore, statistically, the Adaptive variable does not significantly affect ASN Performance.

**CONCLUSION AND SUGGESTIONS**

This study examines the relationship between Adaptive, Competent, and Transformative Leadership on ASN Individual Performance in East Java. Examining a sample of 271 individual ASNs in East Java, this study found that adaptive, Competent, and transformative leadership positively affect individual performance. This study supports the results of previous research which states that adaptive has a positive effect on individual performance (Akça et al., 2018; Rachmawati et al., 2021; Sumarmi et al., 2023), competence has a positive effect on individual performance (Adiharja and Hendarsjah, 2020; Mai et al., 2022; Shin and Kim, 2021), and transformative leadership has a positive effect on individual performance (Asbari, 2019; Nugroho et al., 2020; Ribeiro et al., 2018; Silva and Rua, 2023).

This study centred on ASN in East Java, Indonesia, bears specific limitations that warrant consideration for prospective research endeavours. First, the applicability of the findings is constrained to the studied context, limiting direct extrapolation to other populations or regions. Second, using a

survey method introduces potential challenges such as subjectivity bias and measurement errors. These factors necessitate caution in the interpretation of results. Third, a notable issue arises from three negatively phrased question items within the transformative leadership variable—specifically, X3.12 (lack of trust by members), X3.19 (ineffective communication of the organization's vision and mission), and X3.23 (non-involvement of staff in decision-making). The presence of these harmful items invalidates the data, introducing ambiguity and misinterpretation into respondents' answers. Negative question items tend to induce confusion, requiring respondents to comprehend questions in reverse, potentially leading to vagueness and misinterpretation.

Moreover, respondents may need more time to respond candidly to negative queries due to concerns about repercussions or implications. This hesitancy can result in unrepresentative responses or information withholding. Negative questions have been shown to evoke negative emotions in respondents, influencing the accuracy and reliability of their responses (Baden et al., 2019). Awareness of these limitations is crucial for comprehensively understanding the study's scope and implications.

Future research may consider using a larger sample size of the State Civil Apparatus (ASN) in East Java. This is used to increase the statistical power and generalizability of research findings. It is also essential to consider other independent variables, such as organizational support, organizational culture, motivation, level of performance satisfaction, and level of performance engagement, to provide a more comprehensive understanding of the factors that influence individual performance. In addition, future research can add indicators of adaptive variable measurement adapted to Pulakos et al. (2000) research and competency indicators adapted to Boyatzis and Saatcioglu (2008) research. The studies aim further to enrich the measurement and understanding of the studied object. Finally, further research

is recommended to improve negative and positive indicators so they are relevant to the transformative leadership variable. Therefore, the data generated can better reflect transformative leadership.

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