
**MULTIDIMENSIONAL LEADERSHIP MODERATES THE INFLUENCE OF
MOTIVATIONAL AGILITY AND SELF-CONFIDENCE IN ABILITIES ON CIVIL
SERVANT PERFORMANCE IN WEST KOTAWARINGIN, CENTRAL
KALIMANTAN, INDONESIA**

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KEYWORDS

Goal-Setting Theory,
Civil Servant
Performance,
Motivational Agility,
Self-Confidence in
Abilities.

ABSTRACT

This study used the goal-setting theory as a theoretical perspective to empirically investigate the role of multidimensional leadership as a moderator in influencing motivational agility and self-confidence in abilities on civil servant performance. The respondents were 308 civil servants in West Kotawaringin, Central Kalimantan. The data were processed using PLS Structural Equation Modeling (SEM). This study proposes multidimensional leadership as a strategy to improve civil servant performance. The results show that motivational agility and self-confidence in abilities influence civil servant performance, and multidimensional leadership plays a role in strengthening civil servant performance. These results strengthen the goal-setting theory which states that employees who have a high commitment to goals will be encouraged to increase their efforts to achieve those goals.

INTRODUCTION

A circular letter from the Minister of State Apparatus Utilization and Bureaucratic Reform of Indonesia No. 3 of 2023, dated January 31, 2023, regulates the quota for grades received by employees based on percentages. From now on, not all employees will receive a score with a good grade if the performance score of the organization where they work is not good. Even when an organization gets a good performance score, only 70% of employees at most are entitled to a score with a good grade. It is possible to get a score with an excellent grade, but the drawback is that this clause requires civil servants who get a score with a grade of below good, such as needing improvement/adequate, poor, or even inferior. Organizations whose performances get a score with a grade of needing improvement/adequate, at least 60% of employees are given a score with a grade of needing improvement. In comparison, the proportion of employees who can be given a score with an excellent grade is no more than 10% while other employees are given scores with good, poor, and even inferior grades.

Several studies on factors influencing employee performance state that motivational agility influences employee performance, such as in Abrishamkar et al., (2021); Meier (2021); Das et al., (2022); Munteanu et al., (2020); Varshney Varshney, (2020); Cetindamar et al., (2021); Gerald et al., (2020); and Kalkan and Aydın, (2020). However, several other studies stated that motivational agility has no influence on employee performance, such as in Asep et

al., (2022); Khildani et al., (2022); and Rahardi, et al., (2022). Next, several studies state that self-confidence in abilities influences employee performance, such as Ma et al., (2021); Kaakeh et al., (2020); Talsma et al., (2021); Komsu and Cem, (2021); Golsanamlou et al., (2022); Nuutila et al., (2020); Asbari et al., (2021); Redifer et al., (2021); Saleem et al., (2020); and Etherton et al., (2020). However, several other studies stated that self-confidence in abilities has no influence on employee performance, such as in Fauziyyah and Rohyani, (2022); Ambarita et al., (2022); and Sembiring, (2021). Based on these previous studies, it can be stated that there are still inconsistencies in the results regarding the influence of motivational agility and self-confidence in abilities on employee performance. As a solution to the problem of inconsistencies in the results of these previous studies, a moderation concept with the variable of multidimensional leadership was proposed. Multidimensional leadership is characterized by the ability to use information technology in decision-making. This study is expected to strengthen the goal-setting theory related to the variables of motivational agility, self-confidence in abilities, and multidimensional leadership.

METHOD RESEARCH

To test the model, researchers took civil servants in West Kotawaringin as a sample. This study recognizes the role of civil servant performance in improving organizational performance according to the goal-setting theory. The reason researchers tested this model on civil servants was because civil servants are the spearheads of government public services. Data collection was carried out through a survey questionnaire instrument, with 308 respondents. Researchers analyzed the data using Structural Equation Modeling (SEM) using SMARTPLS 3.0 to test the proposed hypotheses.

In this study, to measure employee performance, the indicators used were taken from the Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform of Indonesia No. 30 of 2019 which consists of service orientation, integrity, commitment, work initiative, and cooperation. Then, to measure motivational agility, the indicators used were developed by Sherehiy and Karwowski, (2014), namely, proactive behavior, adaptive behavior, and defensive/adaptative behavior. Next, to measure self-confidence in abilities, the indicators used were developed from Bandura, (2006), namely, past performance, substitute experience, verbal persuasion, and emotional cues. Finally, to measure multidimensional leadership, the indicators used were taken from Bass and Riggio, (2006:132) and Northouse, (2021:249), namely, charismatic, inspirational, thinking outside the box, agile processes, able to use information technology. Being able to use information technology is the novelty of this study.

RESULTS AND DISCUSSION

The respondents in this study were 308 civil servants. The majority of the respondents have an undergraduate educational background (60.90%), are married, have worked for more than 10-20 years, and are >59 years old. Respondents' responses to the civil servant performance variable are in the high category, the highest achievement indicator is cooperation while the lowest achievement indicator is initiative. Respondents' responses to the motivation agility variable are in the high category, the highest achievement indicator is proactive behavior while the lowest achievement indicator is defensive/adaptive behavior.

Respondents' responses to the self-confidence in abilities variable are in the high category, the highest achievement indicator is substitute experience while the lowest achievement indicator is verbal persuasion. Respondents' responses to the multidimensional leadership variable are in the high category, the highest achievement indicator is inspirational while the lowest achievement indicator is thinking outside the box. The following is the research path model:

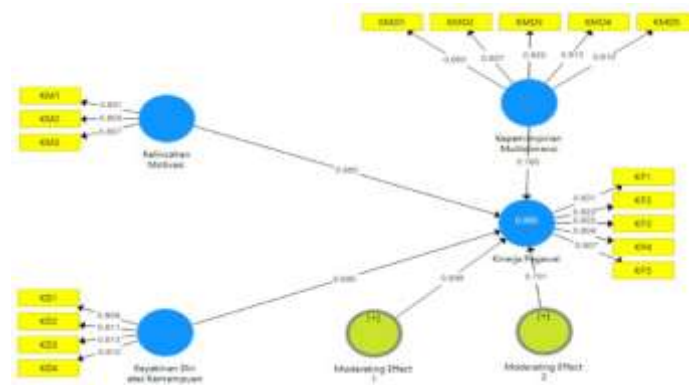


Figure 1
Research Path Model
Source: SmartPLS 3.0

Measurement Model Analysis (Outer Model)

Convergent Validity Test

The results of the concurrent validity test of the data in this study are presented in the following Table 1:

Table 1
Factor Loading

Variable	Indicator	Factor Loading
Employee Performance (KP)	KP1- Service orientation	0.831
	KP2- Integrity	0.823
	KP3- Commitment	0.822
	KP4- Work initiative	0.809
	KP5- Cooperation	0.807
Motivational Agility (KM)	KM1- Proactive Behavior	0.801
	KM2- Adaptive Behavior	0.803
	KM3- Defensive/adaptive Behavior	0.807
Self-confidence On Ability (KD)	KD1- Past performance	0.809
	KD2- Substitute experience	0.811
	KD3- Verbal persuasion	0.813
	KD4- Emotional Cues	0.812
Leadership Multidimensional (KMD)	KMD1- Charismatic	0.802
	KMD2- Inspirational	0.807
	KMD3- Thinking outside the box	0.822
	KMD4- Agile processes	0.813
	KMD5- Able to use IT	0.810

Source: SmartpLS 3.0

Based on the results of the convergent validity test in Table 1, if the factor loading value is <0.5 , it must be removed from the model then the factor loading value must be re-estimated. By removing several factor loadings of <0.5 , all indicators are used to continue the analysis to the next stage. The convergent validity is met if all factor loadings are >0.5 . Because all factor loadings in this study are >0.5 , meaning that all indicators are valid to form a variable construct.

Discriminant Validity Test

The results of the discriminant validity test of the data in this study are presented in the following Table 2:

Table 2
Cross Loading Values

	Motivational Agility	Multidimensional Leadership	Self-Confidence in Abilities	Employee Performance
KD1- Past performance	0.625	0.621	0.825	0.721
KD2- Substitute experience	0.623	0.619	0.821	0.722
KD3- Verbal persuasion	0.622	0.620	0.835	0.718
KD4- Emotional Cues	0.620	0.622	0.854	0.717
KM1- Proactive Behavior	0.839	0.625	0.635	0.711
KM2- Adaptive Behavior	0.844	0.710	0.625	0.713
KM3- Defensive/adaptive Behavior	0.944	0.625	0.688	0.710
KMD1- Charismatic	0.625	0.801	0.699	0.645
KMD2- Inspirational	0.635	0.821	0.681	0.655
KMD3- Thinking outside the box	0.666	0.812	0.683	0.614
KMD4- Agile processes	0.621	0.804	0.688	0.651
KMD5- Able to use IT	0.645	0.805	0.689	0.631
KP1- Service orientation	0.644	0.656	0.699	0.811
KP2- Integrity	0.648	0.657	0.670	0.810
KP3- Commitment	0.647	0.654	0.671	0.813
KP4- Work initiative	0.649	0.655	0.675	0.810
KP5- Cooperation	0.650	0.657	0.677	0.811

Source: SmartPLS 3.0

Based on the results of the discriminant validity test in Table 2, the model has good discriminant validity if each indicator loading value of a latent variable is greater than other correlated variables. The cross-loading value in this study for each indicator is greater than the other latent variables. This shows that each variable has good discriminant validity.

Construct Reliability Test

Average Variance Extracted (AVE) has a value of >0.5 and Composite Reliability (CR) has a value of >0.7 , meaning that the construct is well-built or is reliable (Hair et al., 2019). The results of the construct reliability test of the data in this study are presented in the following Table 3:

Table 3
Construct Reliability

Variable	Average Variance Extracted (AVE)	Composite Reliability
Employee Performance (KP)	0.858	0.883
Motivational Agility (KM)	0.815	0.809
Self-confidence in abilities (KMD)	0.813	0.810
Multidimensional Leadership	0.811	0.857

Source: SmartPLS 3.0

Structural Model Analysis (Inner Model)

Coefficient of Determination (R2)

The R-Square values in this study are presented in the following Table 4:

Table 4
R-Square

Variable	R Square
Employee Performance	0.860
Motivational Agility	-
Self-confidence in abilities	-
Multidimensional Leadership	-

Source: SmartPLS 3.0

The results of R2 of 0.67; 0.33; and 0.19 indicate that the model is "good", "moderate", and "weak" respectively (Hair et al., 2019). Based on Table 4, the adjusted R-Square value for the civil servant performance variable is 0.860, meaning that the percentage influence of the motivational agility, self-confidence in abilities, and multidimensional leadership variables is 86% and the model is categorized as good.

Predictive Relevance (Q2)

The Q2 value has the same meaning as the coefficient of determination (R-Square). A Q Square (Q2) value of 0 indicates the model has predictive relevance; conversely, a Q2 value of less than 0 indicates that the model has less predictive relevance; in other words, if all the Q2 values are higher, the model can be considered more fit to the data (Hair et al., 2019). The Q2 values in this study are presented in the following.

$$Q2 = 1 - (1 - R1^2)(1 - R2^2) \dots (1 - Rn^2)$$

$$Q2 = 1 - (1 - 0.860)$$

$$Q2 = 1 - 0.140$$

$$Q2 = 0.860$$

The calculation results show a Q2 value of 0.860, meaning that this model and the remaining 0.140 can explain the variables studied are influenced by variables not studied.

Hypothesis Analytics

The results of hypothesis testing are presented in the following Table 5:

Table 5
Hypothesis Test Results

	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Value</i>	information
Motivational Agility -> Employee Performance	0.685	31.977	0.000	Accepted
Self-Confidence_in Abilities -> Employee Performance	0.695	27.354	0.000	Accepted
Moderating Influence 1 -> Employee Performance	0.699	30.344	0.000	Accepted
Moderating Influence 2-> Employee Performance	0.707	25.384	0.000	Accepted

Source: SmartPLS 3.0

Hypothesis 1

The first hypothesis that reads motivational agility has a positive and significant influence on civil servant performance is accepted because p-value <0.05 and t-statistic value > 1.96, meaning that motivational agility influences increasing civil servant performance. This result strengthens the goal-setting theory where civil servants who are committed to setting goals will strive hard to achieve the goals they have set. The results of this study are in line with studies by Abrishamkar et al., (2021); Meier (2021); Das et al., (2022); Munteanu et al., (2020);(Sherehiy & Karwowski, 2014) Varshney and Varshney, (2020); Cetindamar et al., (2021); Gerald et al., (2020); Kalkan and Aydın, (2020) stating that motivational agility influences civil servant performance.

Hypothesis 2

The second hypothesis that reads self-confidence in abilities has a positive and significant influence on civil servant performance is accepted because of p-value <0.05 and t-statistic value > 1.96, meaning that self-confidence in abilities influences improving civil servant performance. This result strengthens the goal-setting theory where civil servants who are committed to setting goals will strive hard to achieve the goals they have set. The results of this study are in line with studies by Alcaraz et al., (2020); Ma et al., (2021)(Bandura, 2006); Kaakeh et al., (2020); Talsma et al., (2021)(Karabacak et al., 2019); Komsu and Cem, (2021); Golsanamlou et al., (2022)(Mao et al., 2019); Nuutila et al., (2020); Asbari et al., (2021); Redifer et al., (2021); Saleem et al., (2020); and Etherton et al., (2020) stating that self-confidence in abilities influences civil servant performance.

Hypothesis 3

The third hypothesis that reads multidimensional leadership moderates the influence of motivational agility on civil servant performance is accepted because p-value <0.05 and t-statistic value > 1.96, meaning that multidimensional leadership moderates the influence of motivational agility on civil servant performance with quasi-moderation properties. This result strengthens the goal-setting theory where civil servants who are committed to setting goals will strive hard to achieve the goals they have set.

Hypothesis 4

The fourth hypothesis that reads multidimensional leadership moderates the influence of self-confidence in abilities on civil servant performance is accepted because p-value <0.05

and t-statistic value > 1.96 , meaning that multidimensional leadership moderates the influence of self-confidence in abilities on civil servant performance with quasi-moderation properties. This result strengthens the goal-setting theory where civil servants who are committed to setting goals will strive hard to achieve the goals they have set.

CONCLUSION

This study aimed to develop the goal-setting theory through a conceptual model of motivational agility, self-confidence in abilities, and multidimensional leadership variables. The results show that all of the four hypotheses proposed are accepted, the most effective path in improving civil servant performance is the multidimensional leadership path on civil servant performance because it provides the greatest total influence compared to other relationship paths in this study. It can be concluded that this model can strengthen the goal-setting theory. Managerially, one of the strategies for improving civil servant performance is to strengthen the role of multidimensional leadership, for this reason, the regional government of West Kotawaringin needs to improve multidimensional leadership by preparing training programs to improve the leadership of regional officials. It is recommended that subsequent studies conduct more in-depth research into motivational agility as it is still rare to find theoretical and empirical studies on motivational agility.

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