

# The Influence Of Transformational Leadership, Accountability And Competence On Bureaucratic Performance Through Public Policy Innovation In The Luwu Regency Local Government Dukcapil

Marwiah<sup>1</sup>, Muh Yusuf Qamaruddin<sup>2</sup>, Andi Nadirah<sup>3</sup>, Junaidi<sup>4</sup>, Ilham Tahier<sup>5</sup>

<sup>12345</sup>Program Pascasarjana, Universitas Muhammadiyah Palopo, 91922, Indonesia

Corresponding Author Email: [rahmadhamid@umpalopo.ac.id](mailto:rahmadhamid@umpalopo.ac.id)

## Abstract

This study aims to analyze the influence of transformational leadership, accountability, and competence on bureaucratic performance in the Population and Civil Registration Office (Dukcapil) of the Luwu Regency Government, with public policy innovation as a mediation variable. Transformational leadership is expected to encourage innovative cultures and organizational structures that are responsive to the needs of the community. Meanwhile, accountability plays a role in increasing public trust and the organization's focus on inclusive service transparency. Employee competence is also predicted to contribute directly to the effectiveness of the implementation of policy innovation and bureaucratic performance. The research method uses a quantitative approach with an explanatory survey design. The population includes all State Civil Apparatus (ASN) in the Luwu Regency Dukcapil, a total of 70 samples. Analysis The data collection instrument includes questionnaires that are processed through multiple regression analysis and path analysis to test the direct and mediated effects. The validity and reliability of the instruments were tested before the main analysis using Smart PLS 3.0 SEM. The results of the study are expected to show that transformational leadership, accountability, and competence partially have a significant positive effect on bureaucratic performance. Furthermore, public policy innovation is predicted to mediate the relationship between the three independent variables and bureaucratic performance. Transformational leadership is likely to be a dominant factor because of its role in encouraging a culture of innovation and bureaucratic structural reform and has implications for increasing the effectiveness of public services in Dukcapil through strengthening visionary leaders, increasing institutional accountability, and developing ASN competencies, as well as optimizing policy innovation as a path to an adaptive and high-performance bureaucracy.

Keywords: Transformational Leadership; Accountability; Competence; Bureaucratic Performance; Introductory Policy Innovations

## 1. Introduction

In the era of bureaucratic reform and public demands for more efficient public services, public policy innovation has become a strategic need in governance. The Luwu Regency Regional Government, as one of the public entities, is faced with the challenge of improving the quality of bureaucratic performance that can support the public policy innovation process.

Some of the factors that are believed to influence the policy innovation include: transformational leadership style that is able to provide inspiration and long-term vision; accountability, as a form of accountability for the use of public resources; and competence, which reflects the technical and managerial capacity of the state civil apparatus (ASN). In this context, bureaucratic performance is important in connecting these factors to public policy innovation.

Previous research has shown that transformational leadership plays an important role in driving innovation and improving organizational performance. According to research by

Widiatmoko and Arif (2023), transformational leadership in the Sidoarjo Regency Government has a significant effect on public service innovation through the SIPRAJA program. However, there is still a gap in understanding how transformational leadership, accountability, and competence together affect public policy innovation through bureaucratic performance, especially at the local government level such as Luwu Regency.

In the context of local government, the success of public policy innovation is highly dependent on the quality of bureaucratic performance supported by visionary leadership, high accountability, and adequate apparatus competence. Transformational leadership plays an important role and drives positive change in public organizations. Leaders with this style are able to inspire and motivate their subordinates to achieve higher common goals. Research by Suandi et al. (2023) shows that transformational leadership can increase employee participation, strengthen human resource capacity, and encourage innovation in public bureaucracy.

Another is that accountability in the public sector reflects the extent to which government agencies can account for their performance to the public. The competence of the State Civil Apparatus (ASN) is a key factor in facing the challenges of the Industrial Revolution 4.0 and Society 5.0 Oktavia and Izzatusholekha (2023) emphasized the importance of developing ASN competencies through the use of technology, the preparation of regional regulations, and cooperation with educational institutions to increase the creativity and innovation of the apparatus. Effective and efficient bureaucratic performance and Public Policy Innovation are prerequisites for the creation of public policy innovations that are responsive to the needs of the community. Research by Anggriany and Hasnawati (2023) shows that transformational leadership, internal control systems, and innovation have a positive effect on the performance of public sector organizations.

In the context of the Luwu Regency Regional Government, it is important to examine how transformational leadership, accountability, and ASN competencies together affect public policy innovation through bureaucratic performance. This research aims to fill these gaps and provide strategic recommendations for improving the quality of public services in the area. Luwu Regency as one of the regions in South Sulawesi Province has great potential in the natural resources, tourism, and agriculture sectors. However, this potential has not been fully utilized optimally through innovative policies that can accelerate regional development. One of the causes that is often cited is the weak performance of the bureaucracy, especially in terms of speed and accuracy of decision-making, cross-sector collaboration, and openness to change.

According to the Ministry of PAN-RB (2024), the advanced stage of bureaucratic reform emphasizes the development of *dynamic governance* supported by adaptive leadership, improving the quality of ASN human resources, and strengthening the performance accountability system. This means that bureaucratic performance is not only measured by administrative output, but also by the ability to produce breakthroughs and creative solutions to public problems. Transformational leadership, in this context, is crucial because it is able to drive a change in the culture of the bureaucratic organization from a procedural one to a more results-oriented and innovative one. Transformational leaders not

only provide direction and example, but also encourage participation, reward new ideas, and create a work climate that supports learning and experimentation.

Accountability is an important pillar in good governance. Local governments are required to implement the principles of transparency and accountability in the entire policy process. Without accountability, public trust will decline, resulting in low legitimacy of policies and resistance to their implementation. In recent years, the Luwu Regency Regional Government has faced various challenges in terms of the effectiveness of public policies, especially those related to responding to the evolving needs of the community. One of the striking problems is the low level of public policy innovation, which is characterized by policies that tend to be reactive, slow in responding to social dynamics, and lack of data-based and public aspirations. This is allegedly closely related to bureaucratic performance that has not been optimal.

There are still routine administrative bureaucratic practices, minimal cross-sector collaboration, and slow in the service process. Often, policy implementation does not run optimally due to weak coordination, low sense of responsibility for results, and lack of initiative by the apparatus. The phenomenon seen based on initial observations and findings from several local studies, the dominant leadership style at the OPD (Regional Apparatus Organization) level in Luwu Regency has not fully shown transformational characteristics that encourage vision, inspiration, and maximum employee empowerment. Visionary leadership and driving change has not fully become a culture in the regional bureaucracy.

Meanwhile, the competence of ASN is a basic capital that cannot be negotiated in supporting change and innovation. Civil servants who have technical, managerial, and socio-cultural competencies will be better able to respond to complex and dynamic policy challenges. Recent researches, such as those conducted by Arifianto & Wahyuni (2023), show that the competence of civil servants is directly proportional to the effectiveness of public policy implementation at the regional level.

The researcher considers it important to conduct an empirical study on the influence of transformational leadership, accountability, and competence on public policy innovation, with bureaucratic performance as to find a complete picture and provide input for improving governance in Luwu Regency. Within this framework, this study seeks to answer the fundamental question: to what extent can transformational leadership, accountability, and ASN competence affect public policy innovation, either directly or indirectly through bureaucratic performance? The findings of this study are expected not only to make a theoretical contribution to the development of public administration and government management science, but also to make a practical contribution to institutional capacity building in the Luwu Regency Regional Government.

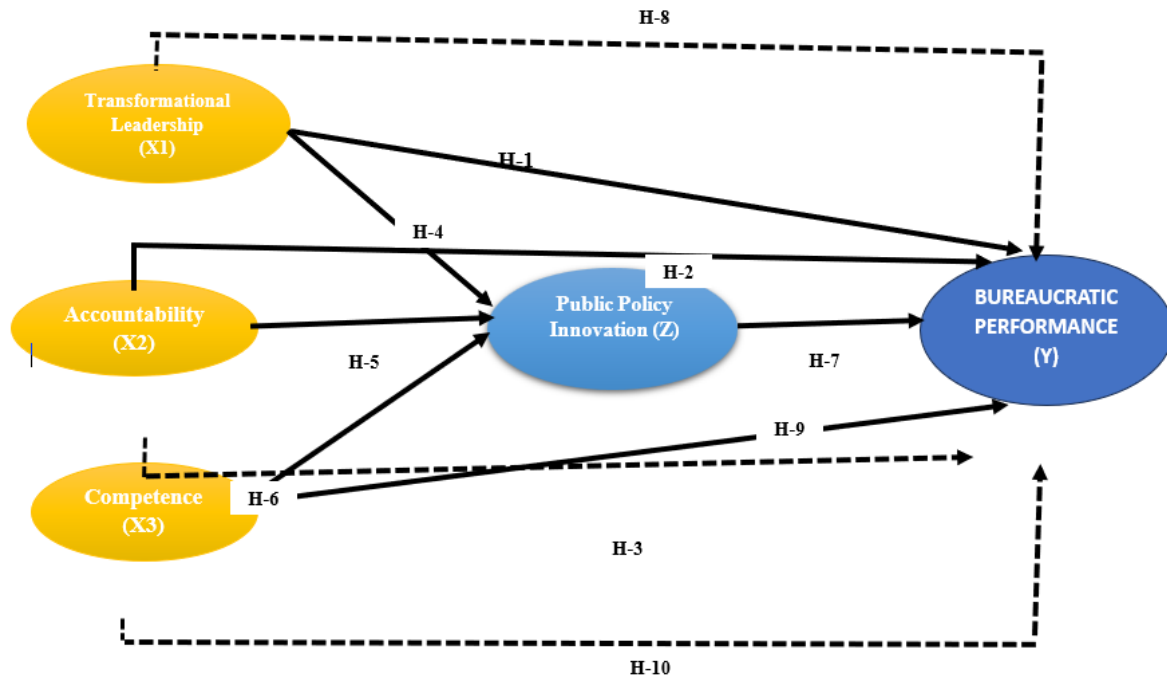


Figure 1. Conceptual Shells

## 2. Methodology

### 2.1. Types of Research

This study uses a quantitative approach with the type of explanatory research, which aims to explain the causal relationship between the variables studied, namely the Influence of Leadership, Transformational, Accountability and Competence on Public Policy Innovation in Dukcapil Kabipaten. The quantitative approach was chosen because it is able to systematically test hypotheses through numerical measurements and statistical analysis. This research is explanatory because it not only describes phenomena, but also seeks to explain the patterns of relationships between variables and their power of influence empirically (Creswell, J. W., & Creswell, J. D. (2022).

Primary data were collected using a questionnaire instrument based on the Likert scale, with respondents coming from the community of service users. The sampling technique uses the probability sampling method, especially stratified random sampling, to ensure the representativeness of the data (. Data analysis is carried out using inferential statistical methods, such as multiple linear regression or Structural Equation Modeling (SEM), to test the relationships between variables simultaneously. Quantitative research methods are approaches used to collect and analyze numerical or quantitative data with the aim of testing existing hypotheses or theories.

This research focuses on more objective measurements, data collection in the form of numbers, and statistical analysis to find significant patterns or relationships between the variables studied. (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021).

## 2.2. Research Approach

In this study, the approach used by the author is quantitative research and uses statistical formulas to analyze the data obtained.

According to John W. Creswell in his book *"Research Design: Qualitative, Quantitative, and Mixed Methods Approaches"* (5th edition, 2021), a quantitative approach is a research approach that uses numerical data to measure variables and test hypotheses through statistical analysis. This approach aims to identify relationships between variables, measure the prevalence of a phenomenon, or test theories in a broader context.

## 2.3. Population

According to the population, in this study are all employees of the Population and Civil Registration Office (Dukcapil) at the district/city level who are the object of the study. The employees in question include administrative staff, section heads, field heads, and other structural officials who are directly involved in the public service process, such as making ID cards, birth certificates, death certificates, and other population documents. (Neuman, W. L. (2023)). The population was chosen because Dukcapil employees have a strategic role in the implementation of transparent, accountable, and quality public services, which directly impacts the satisfaction of the service user community. According to Sugiyono (2022), a population is an object or subject that is set to be studied and drawn conclusions, which have certain characteristic qualities. The population in this study is 70 respondents of dukcapil workers, both ASN and Non-ASN.

## 2.4. Sample

The population in this study is all the population used as a sample in this study as well as an object of observation. Population suppression is expected to be able to present a larger population, so that the results of the research can be generalized well. The sample size is determined by considering the number of populations and using the Slovin formula or other sampling techniques when the population is known for certainty. If the population  $< 100$ , then it is recommended to use a total sampling (using all members of the population as respondents). The purpose of this sampling is to obtain representative data on employees' perceptions and experiences of transparency practices, accountability, and apparatus competence in public services.

## 2.5 Data Collection Techniques

The data collection technique in this study is carried out in several ways as follows:

1. Questionnaire (questionnaire) is a data collection technique by providing a series of questions that have been systematically prepared to be answered by respondents, which is a benchmark in obtaining valid and reliable data through google forms
2. Interview is a data collection technique that is carried out by distributing questionnaires through resource persons to dig deeper information about the problems in this study.

3. Documentation is one of the data collection techniques that is carried out directly by filling in questionnaire answers as one of the data used to complete this research.

## 2.6 Variable Operations

To explain the variables referred to in this study, so that the importance of the definition of each variable as an effort to understand in the research. Operational definition is an explanation that provides the limitations or meaning of a variable in research. Operational definitions are used to equalize the meaning between researchers and research readers. Consider equivalent variables, collect data correctly, avoid errors in the determination of research instruments, avoid inconsistent researcher questions.

Table 1. Operational Definition of Procedures

NO	VARIABEL	VARIABLE OPERATIONAL DEFINITION	INDICATOR	SCALE
1	<b>Transformational Leadership (X1)</b>  Wibowo (2023), Nugroho & Muslim (2024)	Transformational leadership is a leadership style that inspires, motivates, and empowers employees to achieve organizational goals through shared vision, idealized influence, and individual attention.	<ol style="list-style-type: none"> <li>1. Idealized influence</li> <li>2. Inspirational motivation</li> <li>3. Stimulasi intelektual (intellectual stimulation)</li> <li>4. Pertimbangan individual (individualized consideration)</li> </ol>	Likert
2	<b>Accountability (X-2)</b>  Journal of Bureaucracy (2024).	Accountability is the responsibility of employees in carrying out their duties openly, honestly, and accountably in front of the public or superiors.	<ol style="list-style-type: none"> <li>1. Openness in reporting work results</li> <li>2. Conformity of the implementation of duties with regulations</li> <li>3. Clarity of roles and responsibilities</li> <li>4. Performance evaluation and follow-up</li> </ol>	Likert
3	<b>Competence (X-3)</b>  Septilia Woro, Sigit Kurnianto & Sri	Competence is a set of knowledge, skills, and work attitudes that employees have in supporting the implementation of tasks and the	<ol style="list-style-type: none"> <li>1. Technical knowledge</li> <li>2. Job skills</li> <li>3. Professional</li> </ol>	Likert

	Ningsih (2024)	achievement of organizational targets.	attitude 4. Adaptability to change	
4	<b>Bureaucratic Performance (Y)</b>	Bureaucratic performance is the result of the work of government organizations that reflect the effectiveness, efficiency, and quality of services to the public.	1. Effectiveness of the achievement of the work program 2. Resource usage efficiency 3. Quality of public services 4. Responsiveness to community needs	Likert
5.	<b>Public Policy Innovation (Z)</b>	Public policy innovation is a bureaucratic effort to create, adopt, and implement new policies or creative solutions to public problems effectively.	1. Creativity in policy design 2. Implementation of new approaches in service 3. Stakeholder involvement in the policy process 4. Successful adoption and impact of new policies	Likert

## 2.7 Validity test

According to Sugiyono (2022), a validity test is a process to measure whether a questionnaire is valid or not. The validity test can also be interpreted as the level of accuracy between the data that occurs in the research object and the data reported by the researcher. to measure validity, Sugiyono (2019) uses the moment product correlation formula

( moment ) product correlation, Pearson correlation), the formula is:

- $R_{xy}$  = correlation coefficient of number of question items
- $n$  = number of samples
- $X$  = Score each question item
- $Y$  = Total score
- $\sum x$  = Total item score
- $\sum y$  = Total score sum (all items)

In the validity test, if the significant value is more than 0.05, the statement items of the variables are declared valid.

## 2.8 Reliability Test

A reliability test is a tool to measure the extent to which measurement results remain consistent if they are repeated using the same object. According to Sugiyono (2019), the reliability test is the extent to which the measurement results using the same object will produce data. The reliability test is carried out after the validity test and is tested as a valid question or question. Reliability testing uses *Cronbach's Alpha formula*. The high and low reliability is indicated by the value of the reliability coefficient. The reliability criterion is that if the  $\alpha > 0.7$ , it means that the reliability is sufficient. If the alpha is greater than 0.80 this suggests all items are reliable. If the alpha is between 0.70 to 0.90 then the reliability is high. If the alpha is 0.50 to 0.70 then the reliability is moderate. If the alpha is less than 0.50 then the reliability is low.

## 2.9 Analysis Techniques

Data analysis techniques used by researchers in managing data, In managing research data, there are various analysis techniques used to process, interpret, and infer information from the data that has been collected. This analysis technique depends on the type of data available (quantitative or qualitative) as well as the purpose of the research. In managing quantitative data, researchers use statistical descriptive analysis Used to describe or summarize data, such as calculating averages, medians, standard deviations, and frequency distributions (Latan 2021) in his book "Quantitative Research Methods and Statistical Applications", inferential analysis refers to the method used to make conclusions or generalizations about the population based on the sample data collected. Inferential analysis aims to test hypotheses, estimate population parameters, and predict relationships between variables. In other words, inferential analysis helps researchers to draw broader conclusions from the sample obtained to describe the characteristics of a larger population.

In this study, descriptive analysis was carried out using SmartPLS analysis

### 1. PLS (Partiel least Squares) Analysis Method

Partial least Square (PLS) method A data analysis method used to test the relationship between independent variables and dependent variables. PLS is an alternative approach to the Structural Equation Modeling (SEM) method based on covarin, and is more important in prediction models. PLS is an analysis model that is classified as Structural Equation Modeling (SEM) which is very effective because it can be used at various data scales, does not require certain assumptions, and does not require large samples. The SmartPLS statistical analysis method is a very useful tool for the analysis of complex structural models, both in scientific research and practical applications. By using the Partial Least Squares algorithm, SmartPLS can overcome various challenges in data analysis, such as unnormally distributed data and small sample sizes. A good understanding of the techniques in SmartPLS including measurement models, structural models, and model quality evaluation will greatly help researchers in obtaining valid and useful results, Jogiyanto (2022).

According to Ghozali (2022) in his book "Multivariate Analysis Applications with IBM SPSS 25 and SmartPLS 3.3 Programs", SmartPLS is software used for Structural Equation Modeling (SEM) analysis based on Partial Least Squares (PLS). SmartPLS is particularly useful for complex data analysis, especially when researchers are working with latent variables and interconnected indicator variables in models that do not necessarily meet the assumption of normality. Ghozali (2023) explained that SmartPLS is very popular among researchers because of its ability to handle data with smaller sample sizes, as well as the flexibility to build models involving latent variables and observed variables.

The advantages of PLS are as follows:

1. The SmartPLS Reflective and Formative Model allows researchers to build models that involve two types of latent variable measurements.
2. One of the main advantages of SmartPLS is its ability to work with data that is not normally distributed, which is often a problem with traditional *SEM* techniques .
3. The ability to Analyze complex models SmartPLS allows model analysis with many latent variables and many indicators.

In processing the data of this research, the PLS (Partial least Square) statistical tool software used to analyze the data, namely Smart PLS version 3.3.

a. Outer model analysis

In the outer analysis, this model is a model used to assess the validity and reliability of a data. The outer model test aims to specify the relationship between latent variables and their indicators. In general, the analysis of the outer model according to Hair, J. F., et.al (2023) is related to testing the extent to which the indicators in a measurement model can reflect or form latent variables.

Careful evaluation of convergent validity, discriminant validity, reliability, and indicator significance is essential to ensure model quality and reliability of analysis results in studies using PLS or SmartPLS 3.3. Kotler also emphasized that it is important to choose the right model, both reflective and formative, according to the objectives and characteristics of the research. (Ghozali, I., & Latan, H. (2023)

b. Model Structural (*Inner Model*)

In the research examination, it is completed by assessing each research variable. This inner model is used to predict the cause-and-effect relationship (causality) between latent variables. Latent variables are variables that cannot be measured directly. According to Ghozali, I., & Latan, H. (2023), the inner model is one of the components in the Structural Equation Modeling (SEM) approach that focuses on the relationship between latent variables (variables that cannot be directly measured). In the context of SEM, the inner model refers to the cause-and-effect relationship between latent variables present in the research model.

To explain that in the inner model, there are two types of relationships that are commonly analyzed, including Causal Relationship Latent variables where one affects other

latent variables. This relationship describes the cause and effect between the constructs in the model. While Correlational Relationship One latent variable is related or correlated with another latent variable, but there is no direct cause-and-effect relationship.

### 3. Result and Discussion

#### 3.1. Result

##### a. Respondent overview

This study involved 70 respondents who were employees of the Population and Civil Registration Office (Dukcapil) of the Luwu Regency Regional Government. The selection of respondents was carried out purposively, namely employees involved in population administration services. Respondents came from a variety of gender, age, education level, and length of employment. This information is important to understand the characteristics of respondents and assess whether their perceptions of transformational leadership, accountability, competence, policy innovation, and bureaucratic performance reflect actual conditions on the ground.

Table 2. Description of the respondent

Characteristics	Category	Frequency	Percentage (%)
<b>Gender</b>	Man	42	60%
	Woman	28	40%
<b>Age</b>	< 30 years old	12	17,1%
	31–40 years	32	45,7%
	41–50 years	18	25,7%
	≥ 51 years old	8	11,5%
<b>Education</b>	SMA/SMK	18	25,7%
	Diploma	8	11,5%
	S1	40	57,1%
	S2	4	5,7%
<b>Long TimeWorking</b>	< 5 years	14	20%
	6–10 years	28	40%
	11–15 years	18	25,7%
	> 15 years old	10	14,3%

### b. Uji Measurement Model / Outer Model

The results of the study using the PLS application for *the measurement model test (outer model)* were determined based on the *outer loading value* of each variable indicator. An indicator is declared valid if it has *an outer loading value* of more than 0.70. Based on the results of the analysis, all indicators from the variables of Transformational Leadership (X1), Accountability (X2), Competence (X3), Public Policy Innovation (Z), and Bureaucratic Performance (Y) have *an outer loading value* above 0.70, which is between 0.704 to 0.893, so that all indicators are declared valid. The model is said to be reliable if Cronbach's Alpha value is more than 0.60 and the Composite Reliability (CR) value is more than 0.70. The results showed that Cronbach's Alpha values ranged from 0.821 to 0.868, and CR values ranged from 0.875 to 0.905, which means the entire construct met the reliability criteria. The convergent validity is tested through the Average Variance Extracted (AVE) value with the criteria must be more than 0.50. The results of the analysis showed that the entire construct had an AVE value between 0.583 and 0.655, so that the convergent validity had been achieved (see Table 3).

Table. 3. Uji measurement Model/Outer Model

Variabel	Item	L	A	CR	AVE
<b>KP</b>	KP1	0.782	0.830	0.880	0.596
	KP2	0.704			
	KP3	0.739			
	KP4	0.812			
	KP5	0.817			
<b>OFF</b>	AB1	0.893	0.868	0.905	0.655
	AB2	0.792			
	AB3	0.779			
	AB4	0.763			
	AB5	0.814			
<b>KT</b>	KT1	0.840	0.840	0.886	0.610
	KT2	0.780			
	KT3	0.742			
	KT4	0.783			
	KT5	0.757			
<b>IKP</b>	IKP1	0.765	0.832	0.882	0.599
	IKP2	0.756			
	IKP3	0.740			
	IKP4	0.789			
	IKP5	0.818			
<b>KB</b>	KB1	0.761	0.821	0.875	0.583
	KB2	0.780			
	KB3	0.794			
	KB4	0.775			
	KB5	0.705			

Description: KP= Transformational Leadership, AB= Accountability, KT= Competence, IKP= Public Policy Innovation, KB= Bureaucratic Performance

Source: Author 2023

In addition, to test the validity of discriminants, the Fornell-Larcker criterion is used, which is by comparing the square root value of AVE with the correlation between constructs. Based on the results of the analysis in Table 4, the root value of AVE (shown diagonally) for each construct is higher than the correlation value with other constructs (off-diagonal). This shows that each construct has a higher ability to explain its own indicators compared to other constructs, so it can be concluded that the validity of the discriminant is met.

Table 4. Discriminant Validity

Construct	IKP	OFF	KP	KB	KT
IKP	0.774				
OFF	0.457	0.810			
KP	0.842	0.583	0.772		
KB	0.833	0.362	0.805	0.764	
KT	0.808	0.441	0.839	0.811	0.781

Description: KP= Transformational Leadership, AB= Accountability, KT= Competence, IKP= Public Policy Innovation, KB= Bureaucratic Performance

Source: Author 2023

### c. Uji Hypothesis

Hypothesis testing was carried out using the SEM-PLS method, as shown in Table 5. The value  $\beta$  indicates the direction of the relationship between variables, where most of the relationships are positive, except for the AB  $\rightarrow$  IKP and AB  $\rightarrow$  KB pathways which have negative values. The T-Statistic value indicates the strength of the relationship, while the P-Value determines the level of significance. A relationship is said to be significant if it has a T value of  $> 1.96$  and a P-Value of  $< 0.05$ .

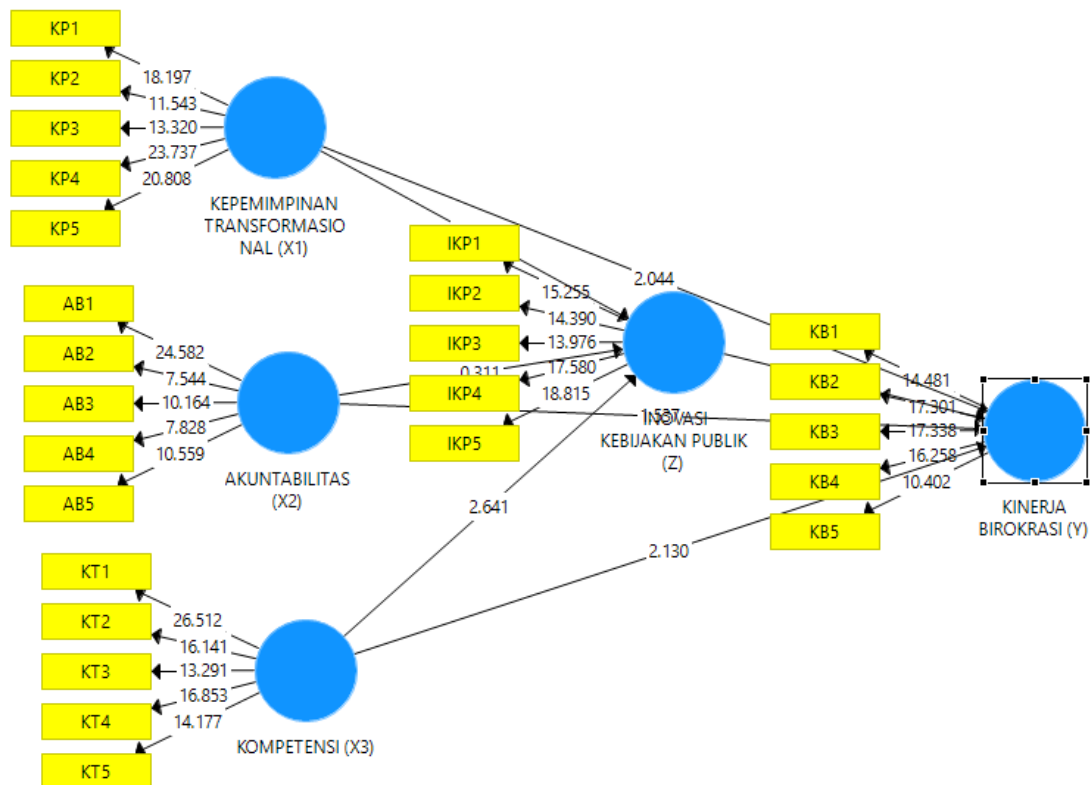
Based on the results of the analysis, there are two hypotheses that were rejected, namely the relationship between AB  $\rightarrow$  IKP with a P-Value of 0.756 and AB  $\rightarrow$  KB with a P-Value of 0.125, because it exceeded the limit of 0.05. Meanwhile, five other hypotheses were declared accepted because they had a P-Value of  $< 0.05$  and a T-Statistic  $> 1.96$ . These results show that Transformational Leadership (KP) and Competence (KT) play a significant role in improving Public Policy Innovation (IKP) and Bureaucratic Performance (KB), as well as Public Policy Innovation (IKP) itself has a significant influence on Bureaucratic Performance (KB).

Table 5. Uji Hypothesis

Hypothesis	Relationship	B	T-Statistic	P-Value	Information
H1	KP → KB	0,278	2,044	0,041	Accepted
H2	FROM → KB	-0,120	1,537	0,125	Rejected
H3	KT → KB	0,297	2,130	0,034	Accepted
H4	DG → IKP	0,575	4,568	0,000	Accepted
H5	FROM → IKP	-0,028	0,311	0,756	Rejected
H6	KT → IKP	0,340	2,641	0,009	Accepted
H7	IKP → KB	0,414	3,211	0,001	Accepted
H8	KP → IKP → KB	0,238	2,853	0,010	Accepted
H9	AB → IKP → KB	-0,012	0,310	0,756	Rejected
H10	KT → IKP → KB	0,141	2,047	0,041	Accepted

Description: KP= Transformational Leadership, AB= Accountability, KT= Competence, IKP= Public Policy Innovation, KB= Bureaucratic Performance

Source: Author 2023



Picture 2. SEM Analysis Results

### 3.2. Discussion

The results of this research analysis show that Transformational Leadership (KP), Accountability (AB), and Competence (KT) have different influences on Public Policy Innovation (IKP) and Bureaucratic Performance (KB). Statistically, some relationships are proven to be significant, while others are not, as shown by the P-Value and  $\beta$  (path coefficient) values resulting from the SEM-PLS processing. First, Transformational Leadership (KP) has been proven to have a positive and significant effect on Public Policy Innovation (IKP) with a value of  $\beta = 0.513$  and P-Value = 0.000, as well as on Bureaucratic Performance (KB) with a value of  $\beta = 0.278$  and P-Value = 0.041. This indicates that the better the transformational leadership style that is applied, the more the organization's ability to innovate in public policy and improve bureaucratic performance will increase. These findings are in line with previous research (Bass & Riggio, 2006; Fitriani et al., 2022) which states that transformational leaders are able to drive positive change through a clear vision, motivation, and employee empowerment.

Second, Competency (KT) also has a significant effect on Public Policy Innovation (IKP) ( $\beta = 0.340$ ; P-Value = 0.009) and Bureaucratic Performance (KB) ( $\beta = 0.297$ ; P-value = 0.034). These findings show that employees who have high competence are better able to produce innovative policies and improve the efficiency of bureaucratic performance. These results are strengthened by studies (Syahputra & Nugraha, 2020; Widodo, 2023) which emphasizes the importance of technical and managerial competence as the foundation for improving public services.

In contrast, Accountability (AB) had no significant effect on Public Policy Innovation (IKP) ( $\beta = -0.028$ ; P-Value = 0.756) and Bureaucratic Performance (KB) ( $\beta = -0.120$ ; P-value = 0.125). This insignificance suggests that accountability in the context of this study has not yet been a major driving factor in innovation and bureaucratic performance. Possible cause is that accountability is more administrative and formal so that it is less perceived as a driver of innovation by the apparatus. This is consistent with previous findings (Dwiyanto, 2018) which stated that accountability is often perceived only as a reporting obligation, not a performance improvement mechanism.

Furthermore, Public Policy Innovation (IKP) has been proven to have a positive and significant effect on Bureaucratic Performance (KB) ( $\beta = 0.414$ ; P-value = 0.001). This shows that the more innovative the policies formulated and implemented, the higher the bureaucratic performance. These results are in line with research by Osborne & Brown (2011) which states that policy innovation is an important element in creating an adaptive and responsive bureaucracy to public needs.

In terms of mediation, the test results showed that Transformational Leadership  $\rightarrow$  Public Policy Innovation  $\rightarrow$  Bureaucratic Performance (H8) and Competencies  $\rightarrow$  Public Policy Innovation  $\rightarrow$  Bureaucratic Performance (H10) had a significant effect, with a P-Value of  $< 0.05$ . In contrast, the Accountability  $\rightarrow$  Public Policy Innovation  $\rightarrow$  Bureaucratic Performance (H9) was not significant (P-Value = 0.830). These findings indicate that public policy innovation acts as a strong mediator on the influence of transformational leadership and competence on bureaucratic performance, but not on the influence of accountability. In

other words, the success of improving bureaucratic performance through innovation is determined more by the ability of leaders and the competence of the apparatus than simply the application of accountability principles.

Overall, this research model shows that efforts to improve bureaucratic performance in the Luwu Regency Regional Government are not enough to rely only on formal mechanisms such as accountability, but require strengthening transformational leadership, developing apparatus competencies, and implementing public policy innovations. These findings provide strategic implications, namely the need for vision-based leadership training, the development of technical and adaptive skills for employees, and policies that encourage cross-sector collaboration so that innovation can occur in a sustainable manner.

#### 4. Conclusion

Based on the results of data analysis and discussion, this study concludes that Transformational Leadership (X1) and Competence (X3) have a positive and significant effect on Public Policy Innovation (Z) and Bureaucratic Performance (Y), with a P-Value of  $< 0.05$ . This indicates that the better the implementation of transformational leadership and apparatus competence, the more public policy innovation and bureaucratic performance in the Luwu Regency Regional Government will increase. On the other hand, Accountability (X2) has no significant effect on both public policy innovation and bureaucratic performance, which shows that the existing accountability mechanism has not been optimally run as a driver of innovation and performance. In addition, the variable of Public Policy Innovation (Z) has been proven to have a positive and significant influence on Bureaucratic Performance (Y), so it can be concluded that public policy innovation is a strategic factor in strengthening bureaucratic performance. However, the results of the mediation test showed that not all mediation pathways were significant. The mediation pathway through public policy innovation was stronger on the variables of transformational leadership and competence, whereas accountability did not show a significant influence through these variables.

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