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### AFFECTIVE TRUST AND COGNITIVE TRUST MEDIATING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF ASN IN INDRAGIRI HULU DISTRICT

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#### *Abstract*

*This research was conducted in the Public Sector of the Indragiri Hulu Regency Government with objective testing the effect of transformational leadership on ASN performance mediated by affective trust and cognitive trust . Civil Servants of Indragiri Hulu Regency totaling 5,559 people. Using the N population table developed by Krejcie and Morgan (1970), namely with N (population) = 5,559, then (sample) = 361 samples. Because the population members do not have strata and are relatively homogeneous, the sampling method used in this study is the cluster random sampling method. This means 361 respondents distributed in organizational clusters For used in primary data collection using questionnaire . Research results show that (1) Model fit and quality indices in this model Already fulfilled; (2) Leadership transformational influential positive significant to trust ASN affective; (3) Leadership transformational influential positive significant to trust ASN cognitive; (4) Leadership transformational influential positive significant to ASN performance; (5) Trust affective influential positive significant to ASN performance; (6) Trust cognitive influential positive significant to ASN performance; (7) Trust affective mediate part (partial mediation) influence leadership transformational to performance apparatus civil state; (8) Trust cognitive mediate part (partial mediation) influence leadership transformational to performance apparatus civil state.*

**Keywords : Trust Affective , Trust Cognitive , Leadership Transformational , ASN Performance**

#### INTRODUCTION

In today's modern era, the role and quality of service of the state civil apparatus (ASN) are very important to achieve effective and efficient development goals (Amaliyah. Y and Sakir. AR, 2023). Civil servants interact directly with the community, and their service behavior directly affects public satisfaction and loyalty to the government (Fan. L, et al, 2021). Good and effective governance is an important factor in realizing the progress of a region. In this case, the state civil apparatus (ASN) has a very vital role in carrying out government duties and providing quality public services to the community. Therefore, quality performance is very much needed in serving the community in government agencies.

In general, performance is seen as the level of success or work results of an employee in carrying out his duties that can increase economic growth and foster public trust (Mangkunegara, 2001). Performance or work achievement is the work results achieved by each civil servant in an organizational unit in accordance with employee work targets and work behavior (Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Civil Servant Work Performance Assessment). Performance is a proxy for assessing

government performance and represents employee behavior to provide services and meet customer needs and interests (Liao and Chuang, 2004). Rivai and Basri (2005) define performance as the level of achievement achieved by an individual or group within a certain period of time against previously set benchmarks, standards, targets, or objectives (Sinambela, 2019 ). An employee's current or previous performance is compared to previously set performance benchmarks (Gary, 2017).

The performance of ASN as implementers of public policy greatly determines the success of the organization in achieving its strategic goals. In achieving strategic goals, the role of leaders as role models is needed. Leaders with various leadership styles show their own characteristics. Of the various leadership styles such as transactional, charismatic, ambidextrous, service, paternalistic leadership, transformational leadership has become one of the important topics in management and leadership studies (Fan, L et al., 2021).

Leader transformational Motivate followers to prioritize the needs of the organization above their own needs (Robbins et al., 2018), to go beyond their own expectations and interests in order to achieve common goals (Kese et al., 2021). Transformational leadership is defined as a solid and visionary leadership style (Usman, 2009). Transformational leaders also have high integrity, understand their subordinates well, and can build harmonious relationships (Y et al., 2021).

Transformational leadership has been the dominant leadership paradigm in the last three decades (Dinh et al., 2014). Transformational leaders go beyond the transactional elements of leadership relationships and, as a result, trigger higher performance among their subordinates. They do so by creating a charismatic image (idealistic influence), formulating an appealing vision (inspirational motivation), challenging common beliefs and encouraging creative thinking (intellectual stimulation), and recognizing and meeting the individual needs of subordinates (individualized consideration) (Bass, 1985).

Transformational leaders set ambitious goals, inspire followers, and implement effective long-term strategies. They also have high integrity, understand their subordinates well, and can build harmonious relationships. Transformational leadership plays a key role in government reform processes, which then enables governments to better adapt to changing environments and achieve higher levels of performance (Wang and Howell, 2012), especially engaging in behaviors that inspire and motivate employees to engage with change and innovate (Charbonnier-Voirin et al., 2010).

Research conducted by Jopanda, H. (2021) shows that transformational leadership has a positive and significant effect on employee performance. Likewise, the results of research conducted by Putri Ananti Bustomi et al, (2022) and Arif Nugroho et al (2022) stated that transformational leadership can produce positive behavior that can encourage employees to improve their performance. Furthermore, research conducted by Pambudi et al., (2016), Fheiren Rahim et al (2018) and Ala'adin, et al (2020) stated that transformational leadership style has a significant effect on employee performance variables. However, there are still several studies that show different results such as research conducted by Prabowo et al., (2018) and Hasib et. Al., (2020) that the application of transformational leadership alone is not enough to improve employee performance. Meanwhile, Lomanjaya et al., (2014), Ujang Tri Cahyono et.al (2017) and Sahidillah Nurdin & Acep Rohedi (2016) stated that transformational leadership style and transactional leadership style partially had no significant effect on employee performance.

The difference in the results of the study is suspected because there are other variables that play a role in influencing the relationship between transformational leadership and employee performance, so to overcome this, a mediating variable is needed that can indirectly connect the two variables so that the implementation in improving employee performance is better. Several studies have confirmed that there is a significant positive relationship between transformational leadership and followers' trust in their leaders (Wang et al., 2016). Civil

servants' trust in leaders, an important prerequisite for performing beyond expectations (Podsakoff et al., 1990), comes from long-term interactions between leaders and subordinates, which are characterized by caring and supportive relationships. Leaders are more willing to share organizational information with civil servants, making employees trust them more. Trust between leaders and subordinates is an equally important factor in determining leadership effectiveness. Trust, in the process of service-oriented government transformation, reflects the relationship between leaders and subordinates, and transformational leadership is an antecedent of followers' trust in leaders (Afsar and Umrani, 2020). While previous research has found that trust is a mediator in the relationship between transformational leadership and work performance (Jung and Avolio, 2000).

Dirks and Ferrin (2002) stated trust as a two-dimensional construct consisting of affective and cognitive trust. Affective trust emphasizes the level of reciprocal exchange in the leader-subordinate relationship (Fan, L et al., 2021). Affective trust is an emotional bond and interpersonal concern between employees that stimulates behavior to share knowledge. Affective trust can reduce concerns about the exploratory nature of the information shared, making both the giver and the recipient of knowledge feel less vulnerable (Casimir et al., 2012). Affective trust is based on the emotional connection between the leader and the subordinate, reflecting feelings of loyalty and empathy. While cognitive trust represents the followers' instrumental evaluation of the leader's significant personal characteristics (e.g. ability, integrity, reliability) (Fan L, et al 2021).

Cognitive trust is based on a rational assessment of the leader's competence, integrity, and ability to make good decisions (Johnson and Graysonb, 2005). Cognitive trust is an important indicator of work attitudes. Information related to work learning, work resources, work performance, intentions, innovation, and service atmosphere can be obtained to reflect the individual's desire to devote themselves to their work (Park & Kim, 2018). On the other hand, cognitive trust can encourage and promote employee knowledge sharing behavior by emphasizing the value of knowledge and creating an environment for knowledge exchange and accessibility (Imran et al., 2016; Son et al., 2020). Cognitive trust also affects interpersonal trust and organizational learning in research conducted by Kim & Park (2019). In particular, it can contribute to increasing the level of trust and help develop trust and relationships between teams and between team members. By encouraging organizational members to discuss their ideas and build collaborative relationships, cognitive trust can increase the learning capacity of the organization (Alsabbagh & Khalil, 2017; Antunes & Pinheiro, 2020)

Previous studies have examined the mediating role of trust in transformational leadership and follower outcomes at the individual level, typically using trust measures that combine affective and cognitive dimensions as one construct (Rubin et al., 2010). While Altunolu et al., (2019) asserted that affective trust mediates the relationship between transformational leadership and followers' task performance. Although studies have shown that affective or cognitive trust mediates the relationship between transformational leadership and job performance, there are still inconsistencies in previous results. For example, Hussain et al. (2018) found that affective trust and cognitive trust both negatively mediate the relationship between transformational leadership and task performance, because the development of high levels of cognitive trust in transformational leaders can lead to over-reliance on their leaders, social loafing or reduce personal enthusiasm and work motivation, and negatively affect their performance. However, both aspects of trust in leaders as mediators between transformational leadership and performance have not been widely studied. Previous research on the relationship between transformational leadership and trust has been inconsistent (Ugwu et al., 2016; Phong et al., 2018), and affective/cognitive trust has been less involved.

In a government, the relationship between leaders and civil servants is essentially a social exchange relationship built on the basis of power and authority as stated by Blau (1964). Leaders use reasonable and legitimate power given by the government to carry out orders and

order, and make civil servants follow and obey voluntarily. Some insiders often get trust and help from their leaders, in return, they are more willing to help leaders solve their problems, make extra efforts on the basis of completing their own work and show higher performance.

Civil servants in serving the community who have different backgrounds, must provide quality services. So the role of leaders who bring renewal, innovation and technological development is very much needed. Civil servants' dissatisfaction with their leaders tends to have an impact on their inability to provide optimal services according to the needs of the community in the era of globalization (Hussain et al., 2018). Social exchange theory can explain the mediation mechanism of trust in the influence leadership transformational to ASN performance. Ineffective leadership leading to lack of trust in leaders is a problem faced by civil servants, leading to poor performance.

## **REVIEW AND HYPOTHESIS**

Liao and Chuang (2004) in The study entitled "A Multilevel Investigation of Factors Influencing Employee Service Performance and Customer Outcomes" explores connection between performance service employees and related results with Customer. Performance or performance Work is results work achieved by each civil servant in the unit organization in accordance with target Work employees and behavior work (Regulation) Government Republic of Indonesia Number 46 of 2011 Concerning Evaluation Performance Work Government employees).

Leadership is important internal components others. Strong leader use style leadership transformational For Motivate his followers to prioritize need the organization above need they itself (Robbins et al., 2018). Leader transformational is paradigm dominant leadership in three decade recently (Dinh et al., 2014). According to Meildy Louisa Kese and Dylmoon Hidayat, leadership transformational that is motivate and encourage his followers For beyond hopes and interests they Alone use reach objective together (Kese et al., 2021). Usman (2009) defines leadership transformational as style solid and visionary leadership. Leader transformational set ambitious, inspiring goals followers, and implement long-term strategies effective length.

Trust affective according to Pravitasari & Raharso (2018) is trend For believe will sincerity and intention Good somebody Whereas understanding trust affective according to Jiang & Chen (2017) trust affective is trust refers to willingness For trust somebody based on attachment emotional with that person. Exchange emotional in interpersonal trust will deepen trust between second split parties, but trust the developed with method harmony and bond One each other who are not will appeared at the beginning interpersonal relationships. When it really understand intention good, reliability, and dependability other parties in Work same sustainable, dependency certain will appear in a way gradual. Dependence kind of That nature interactive; meaning, trust unilateral will challenge flexibility trust.

Trust cognitive according to (Zhang, 2014) is trust based on judgment guardianship on competence and dependability belief. belief based on relevant cognition with performance, such as competence, responsibility responsibility, reliability, and dependability, are called as belief cognitive. This is happen when level base trust cognition fulfilled, people are more easy to form type attachment emotional with colleague representative work beliefs that influence. (Erdem & Ozen, 2003). While understanding trust cognitive according to (Pravitasari & Raharso, 2018), namely trend For believe will ability and competence colleague work. Definition trust cognitive according to Jiang & Chen (2017) is trust that refers to intention For trust other party after understand evidence of the person can trusted.

## DISCUSSION

### OUTER MODEL EVALUATION (MEASUREMENT MODEL)

Outer model or measurement model that interprets How every block indicator relate with variable latent . Designing a measurement model with draw latent variables and fill them with indicator from each latent variable based on definition operational variables . Outer model assessment using three method namely convergent validity, discriminant validity, and composite reliability. The results of assessment of the outer model in the form of Validity and reliability test results for each variable .

#### Validity Convergent (Convergent Validity)

Initial steps taken is with method test in the model for meet convergent validity. Weight factor by 0.50 or more considered own sufficient validation strong For explain latent construct (Hair et al, 2010; Ghozali , 2008).

Following served *convergent validity* test results that can seen in Table 1 *output combined loading and cross loadings* :

Table 1 Output Combined Loading and Cross Loading Convergent Validity Test Results.

Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
TL1	0.712				Reflect	0.048	<0.001
TL2	0.650				Reflect	0.048	<0.001
TL3	0.751				Reflect	0.047	<0.001
TL4	0.712				Reflect	0.048	<0.001
TL5	0.736				Reflect	0.047	<0.001
TL6	0.791				Reflect	0.047	<0.001
TL7	0.775				Reflect	0.047	<0.001
TL8	0.714				Reflect	0.048	<0.001
TL9	0.775				Reflect	0.047	<0.001
TL10	0.642				Reflect	0.048	<0.001
TL11	0.744				Reflect	0.047	<0.001
TL12	0.847				Reflect	0.047	<0.001
TA1		0.767			Reflect	0.047	<0.001
TA2		0.694			Reflect	0.048	<0.001
TA3		0.802			Reflect	0.047	<0.001
TA4		0.823			Reflect	0.047	<0.001
TA5		0.821			Reflect	0.047	<0.001
TA6		0.814			Reflect	0.047	<0.001
TA7		0.868			Reflect	0.046	<0.001
TC1			0.785		Reflect	0.047	<0.001
TC2			0.733		Reflect	0.047	<0.001
TC3			0.762		Reflect	0.047	<0.001
TC4			0.773		Reflect	0.047	<0.001
TC5			0.814		Reflect	0.047	<0.001
TC6			0.814		Reflect	0.047	<0.001
TC7			0.761		Reflect	0.047	<0.001
TC8			0.812		Reflect	0.047	<0.001
TC9			0.584		Reflect	0.048	<0.001
TC10			0.691		Reflect	0.048	<0.001
TC11			0.674		Reflect	0.048	<0.001
TC12			0.635		Reflect	0.048	<0.001
P1				0.760	Formative	0.047	<0.001

Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
P2				0.777	Formative	0.047	<0.001
P3				0.806	Formative	0.047	<0.001
P4				0.642	Formative	0.048	<0.001
P5				0.787	Formative	0.047	<0.001
P6				0.496	Formative	0.049	<0.001
P7				0.724	Formative	0.047	<0.001
P8				0.415	Formative	0.050	<0.001
P9				0.717	Formative	0.047	<0.001
P10				0.751	Formative	0.047	<0.001
P11				0.680	Formative	0.048	<0.001
P12				0.695	Formative	0.048	<0.001
P13				0.708	Formative	0.048	<0.001
P14				0.572	Formative	0.048	<0.001
P15				0.755	Formative	0.047	<0.001
P16				0.704	Formative	0.048	<0.001
P17				0.662	Formative	0.048	<0.001
P18				0.695	Formative	0.048	<0.001
P19				0.773	Formative	0.047	<0.001
P20				0.480	Formative	0.049	<0.001

Source : WarpPLS data processing

Information :

TL : Transformational Leadership

TA : Trust Affective

TC : Trust Cognitive

P : Performance

Statement must removed / deleted

Based on Table 1 can known that There is three statement with loading value is less from 0.50 , namely Kin 6, Kin 8, and Kin 20 Pro.7 so that need removed / deleted .

### V a liditas Convergent (Convergent Validity) After A number of Statement Abolished

Following served Table 2 regarding the convergent validity that can be obtained seen in *the output of combined loadings and cross loadings* after a number of statement removed / deleted .

Table 2 *Output Combined Loadings and Cross Loadings Convergent Validity Test Results After A number of Statement Issued/ Abolished*

Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
TL1	0.712				Reflective	0.048	<0.001
TL2	0.650				Reflective	0.048	<0.001
TL3	0.751				Reflective	0.047	<0.001
TL4	0.712				Reflective	0.048	<0.001
TL5	0.736				Reflective	0.047	<0.001
TL6	0.791				Reflective	0.047	<0.001
TL7	0.775				Reflective	0.047	<0.001
TL8	0.714				Reflective	0.048	<0.001
TL9	0.775				Reflective	0.047	<0.001
TL10	0.642				Reflective	0.048	<0.001

Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
TL11	0.744				Reflective	0.047	<0.001
TL12	0.847				Reflective	0.047	<0.001
TA1		0.767			Reflective	0.047	<0.001
TA2		0.694			Reflective	0.048	<0.001
TA3		0.802			Reflective	0.047	<0.001
TA4		0.823			Reflective	0.047	<0.001
TA5		0.821			Reflective	0.047	<0.001
TA6		0.814			Reflective	0.047	<0.001
TA7		0.868			Reflective	0.046	<0.001
TC1			0.785		Reflective	0.047	<0.001
TC2			0.733		Reflective	0.047	<0.001
TC3			0.762		Reflective	0.047	<0.001
TC4			0.773		Reflective	0.047	<0.001
TC5			0.814		Reflective	0.047	<0.001
TC6			0.814		Reflective	0.047	<0.001
TC7			0.761		Reflective	0.047	<0.001
TC8			0.812		Reflective	0.047	<0.001
TC9			0.584		Reflective	0.048	<0.001
TC10			0.691		Reflective	0.048	<0.001
TC11			0.674		Reflective	0.048	<0.001
TC12			0.635		Reflective	0.048	<0.001
P1				0.754	Formative	0.047	<0.001
P2				0.773	Formative	0.047	<0.001
P3				0.808	Formative	0.047	<0.001
P4				0.642	Formative	0.048	<0.001
P5				0.791	Formative	0.047	<0.001
P7				0.726	Formative	0.047	<0.001
P9				0.731	Formative	0.047	<0.001
P10				0.755	Formative	0.047	<0.001
P11				0.691	Formative	0.048	<0.001
P12				0.709	Formative	0.048	<0.001
P13				0.704	Formative	0.048	<0.001
P14				0.575	Formative	0.048	<0.001
P15				0.766	Formative	0.047	<0.001
P16				0.710	Formative	0.048	<0.001
P17				0.664	Formative	0.048	<0.001
P18				0.704	Formative	0.048	<0.001
P19				0.758	Formative	0.047	<0.001

Source : WarpPLS data processing

Based on Table 2 can seen that Already No There is statement with less loading from 0.40 after deleted statements Kin 6, Kin8, and Kin 20, so based on table the the indicators listed can used . Next For more prove and convince again , can seen in Output value from AVE and *Composite Reliability* .

Following served results AVE and *composite reliability* values on the output latent variable coefficients after a number of statement deleted .

Table 3 Output Latent Variable Coefficients After A number of Statement Abolished

	(TL)	(TA)	(TC)	Performance
<i>R-Square</i>		0.618	0.597	0.560
<i>Adj R-Square</i>		0.617	0.596	0.557
<b><i>Composite Reliability</i></b>	0.935	0.925	0.935	0.949
<i>Cronbach's alpha</i>	0.924	0.905	0.923	0.942
<b><i>Avg.Var.extract</i></b>	0.547	0.640	0.547	0.523
<b><i>Full collin . VIF</i></b>	3.132	2,827	3.337	2.179
<i>Q-Square</i>		0.617	0.597	0.561

Source : WarpPLS data processing

Based on Table 3 can known that mark *average variance extracted* (AVE) variable performance , leadership transformational , trust affective , and trust cognitive Already above 0.50 and composite reliability is also above 0.70.

### Validity Discriminant Validity

Following served discriminant validity results that can be seen in Table 4 *output combined loadings and cross loadings* .

Table 4 Output Combined Loadings and Cross Loadings Discriminant Validity Test Results

Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
TL1	<b>0.712</b>	0.155	0.036	0.046	Reflective	0.048	<0.001
TL2	<b>0.650</b>	-0.211	-0.126	-0.232	Reflective	0.048	<0.001
TL3	<b>0.751</b>	-0.064	-0.070	-0.070	Reflective	0.047	<0.001
TL4	<b>0.712</b>	0.108	0.085	0.198	Reflective	0.048	<0.001
TL5	<b>0.736</b>	0.213	0.033	-0.122	Reflective	0.047	<0.001
TL6	<b>0.791</b>	0.315	-0.219	0.075	Reflective	0.047	<0.001
TL7	<b>0.775</b>	-0.156	0.359	0.097	Reflective	0.047	<0.001
TL8	<b>0.714</b>	-0.197	-0.136	-0.167	Reflective	0.048	<0.001
TL9	<b>0.775</b>	-0.049	-0.228	0.316	Reflective	0.047	<0.001
TL10	<b>0.642</b>	-0.342	0.400	0.053	Reflective	0.048	<0.001
TL11	<b>0.744</b>	0.173	-0.066	-0.157	Reflective	0.047	<0.001
TL12	<b>0.847</b>	-0.020	-0.017	-0.068	Reflective	0.047	<0.001
TA1	-0.297	<b>0.767</b>	0.417	0.043	Reflective	0.047	<0.001
TA2	0.240	<b>0.694</b>	0.108	-0.159	Reflective	0.048	<0.001
TA3	-0.166	<b>0.802</b>	0.227	0.125	Reflective	0.047	<0.001
TA4	-0.198	<b>0.823</b>	-0.001	0.113	Reflective	0.047	<0.001
TA5	0.131	<b>0.821</b>	-0.391	0.010	Reflective	0.047	<0.001
TA6	0.176	<b>0.814</b>	-0.281	-0.094	Reflective	0.047	<0.001
TA7	0.124	<b>0.868</b>	-0.030	-0.056	Reflective	0.046	<0.001
TC1	0.233	-0.171	<b>0.785</b>	-0.149	Reflective	0.047	<0.001
TC2	0.379	-0.260	<b>0.733</b>	0.069	Reflective	0.047	<0.001
TC3	0.262	-0.109	<b>0.762</b>	-0.057	Reflective	0.047	<0.001
TC4	0.390	-0.107	<b>0.773</b>	-0.277	Reflective	0.047	<0.001
TC5	-0.004	0.015	<b>0.814</b>	-0.148	Reflective	0.047	<0.001
TC6	-0.066	0.132	<b>0.814</b>	-0.155	Reflective	0.047	<0.001
TC7	-0.311	-0.196	<b>0.761</b>	0.158	Reflective	0.047	<0.001
TC8	-0.325	0.182	<b>0.812</b>	0.010	Reflective	0.047	<0.001
TC9	-0.144	0.137	<b>0.584</b>	0.125	Reflective	0.048	<0.001



Item	(TL)	(TA)	(TC)	Performance	Type (as defined)	SE	P Value
TC10	-0.041	0.043	<b>0.691</b>	-0.013	Reflective	0.048	<0.001
TC11	0.080	-0.002	<b>0.674</b>	0.272	Reflective	0.048	<0.001
TC12	-0.544	0.415	<b>0.635</b>	0.309	Reflective	0.048	<0.001
P1	0.024	-0.089	0.019	<b>0.754</b>	Formative	0.047	<0.001
P2	0.169	-0.054	-0.184	<b>0.773</b>	Formative	0.047	<0.001
P3	0.106	-0.071	-0.030	<b>0.808</b>	Formative	0.047	<0.001
P4	0.126	0.016	-0.166	<b>0.642</b>	Formative	0.048	<0.001
P5	-0.018	-0.048	0.175	<b>0.791</b>	Formative	0.047	<0.001
P7	-0.082	0.115	0.091	<b>0.726</b>	Formative	0.047	<0.001
P9	0.076	-0.216	0.237	<b>0.731</b>	Formative	0.047	<0.001
P10	0.018	-0.083	0.154	<b>0.755</b>	Formative	0.047	<0.001
P11	-0.151	-0.031	0.116	<b>0.691</b>	Formative	0.048	<0.001
P12	-0.169	-0.014	0.138	<b>0.709</b>	Formative	0.048	<0.001
P13	0.011	0.083	-0.066	<b>0.704</b>	Formative	0.048	<0.001
P14	0.235	-0.015	-0.202	<b>0.575</b>	Formative	0.048	<0.001
P15	-0.076	-0.083	-0.053	<b>0.766</b>	Formative	0.047	<0.001
P16	-0.142	-0.044	-0.078	<b>0.710</b>	Formative	0.048	<0.001
P17	-0.006	0.162	-0.181	<b>0.664</b>	Formative	0.048	<0.001
P18	-0.333	0.195	0.055	<b>0.704</b>	Formative	0.048	<0.001
P19	0.222	0.215	-0.097	<b>0.758</b>	Formative	0.047	<0.001

Source : WarpPLS data processing

Based on Table 4 it can be seen that Already No there is correlation with indicator whose value more small from correlation variable with indicator others . So that can interpreted that validity discriminant Already fulfilled .

### Reliability Test

Reliability Test For variable in study This indicated by the value *composite reliability* and *cronbach's alpha* . The parameters used For show variable the reliable is *composite reliability* and *Cronbach's alpha* must more from 0.70.

Following This presented data regarding composite reliability and Cronbach's alpha values in Table 5 below .

Table 5 Composite Reliability and Cronbach's Alpha

	(TL)	(TA)	(TC)	Performance
<b>Composite Reliability</b>	0.935	0.925	0.935	0.949
<b>Cronbach's alpha</b>	0.924	0.905	0.923	0.942

Source : WarpPLS data processing

Based on Table 5 can known that composite reliability and Cronbach's alpha for every variable Already more big from 0.70. This is show that all variable has reliable or can reliable as variable . Can concluded that all over variable construct fulfil condition reliability , and can analyzed more carry on .

### Structural Model Testing (Inner Model)

Testing the inner model or structural model in WarpPLS 7.0 which consists of from testing : coefficient determination (R-squared), model fit and quality indexes, and relevance predictive (Q-squared). Structural model testing done For see connection between variable in the research model .

### Coefficient Determination

The determination coefficient uses R-squared which shows what percentage of the variation of the endogenous construct/criterion can be explained by the construct that is hypothesized to influence it (exogenous/predictor). The following is a table of the R-squared values of each research variable that is influenced by other variables.

Table 6 Adjusted R-squared coefficients

	(TL)	(TA)	(TC)	Performance
R-squared		0.618	0.597	0.560

Source: WarpPLS 7.0 Data Processing

Based on the data in Table 6, it can be seen that the R-squared value of the affective trust variable is 0.618 , which means that the affective trust variable can be explained by the leadership variable. transformational by 61.8%, while the remaining 38.2 % is explained by other variables not discussed in this study or other factors outside the model.

Then R-squared value of cognitive trust variable of 0.597 , meaning that the cognitive trust variable can be explained by the leadership variable. transformational by 59.7%, while the remaining 40.7 % is explained by other variables not discussed in this study or other factors outside the model.

Furthermore R-squared value of performance variables apparatus civil servants of 0.560 , meaning that the performance variable apparatus civil can be explained by leadership variables transformational , trust affective and trust cognitive by 56%, while the remaining 44 % is explained by other variables not discussed in this study or other factors outside the model.

### Model Fit and Quality Indices

For evaluate the model fit and quality indices , can determined by the indicators whose results can seen in Table 7 below .

Table 7. Model Fit Values and Quality Indices

No	Model Fit and Quality Indices	Criteria	Test Results	Note
1	Average path coefficient (APC)	Accepted if $p < 0.05$	$P < 0.001$	Accepted
2	Average R-squared (ARS)	Accepted if $p < 0.05$	$P < 0.001$	Accepted
3	Average adjusted R-squared (AARS)	Accepted if $p < 0.05$	$P < 0.001$	Accepted
4	Average block VIF (AVIF)	Acceptable if $\leq 5$ , ideally $\leq 3.3$	2,981	Accepted
5	Average full collinearity VIF (AFVIF)	Acceptable if $\leq 5$ , ideally $\leq 3.3$	2,869	Accepted
6	Tenenhaus GoF ( GoF )	Small $\geq 0.1$ ; Medium $\geq 0.25$ ; Large $\geq 0.36$	0.578	Big
7	Sympson's paradox ratio (SPR)	Accepted If $\geq 0.7$ ; ideally = 1	1,000	Accepted
8	R-squared contribution ratio (RSCR)	Accepted If $\geq 0.9$ ; ideally = 1	1,000	Accepted
9	Statistical suppression ratio (SSR)	Accepted If $\geq 0.7$	1,000	Accepted

No	Model Fit and Quality Indices	Criteria	Test Results	Note
10	Nonlinear bivariate causality direction ratio (NLBCDR)	Accepted If $\geq 0.7$	1,000	Accepted

Source : WarpPLS 7.0 Data Processing

In Table 7 it can be seen that all mark standard model fit and quality indices in this model Already fulfilled from what has been required . This is show that the model in study This has good Goodness of Fit , and does not There is problem multicollinearity between indicators and inter variable exogenous .

### Relevance Predictive (Q-squared)

Q-squared or what is usually also called the Stoner-Geiser coefficients is size nonparametric used For evaluation validity predictive or relevance from a bunch latent variable predictor on variable criteria . Criteria for a good model is Q-squared value must be more big from zero. Here is results estimate for Q-squared in this model Where the result can seen in the output latent variable coefficients.

Table 8 Q-squared

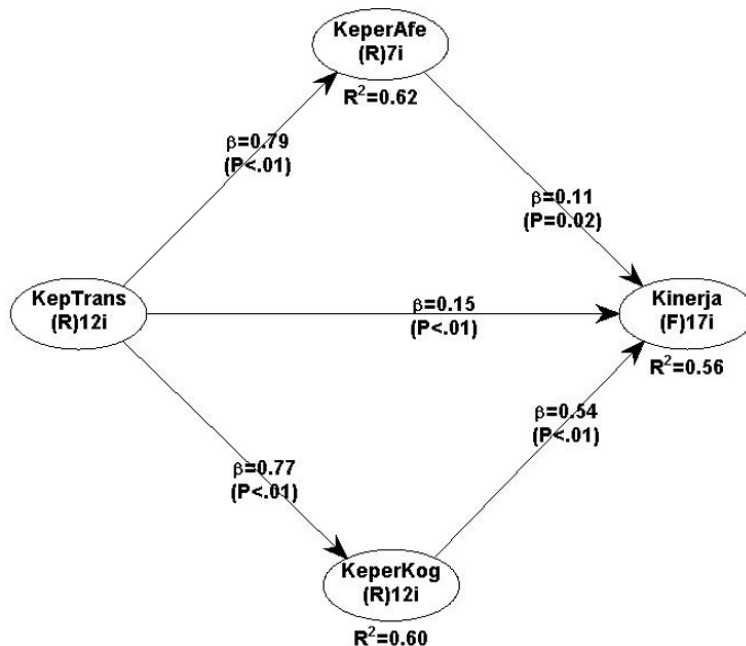
	(TL)	(TA)	(TC)	Performance
Q-squared		0.617	0.597	0.561

Source : WarpPLS 7.0 Data Processing

Based on results estimates in Table 8 can seen that Q-squared value is higher big from zero that is trust Affective AS MUCH AS 0.617, trust cognitive of 0.597 and performance of 0.561. So , it can be interpreted that the research model This own validity good predictive .

### Hypothesis Testing

Testing hypothesis using SEM-PLS will show nine hypothesis used For see level significance (P-value) and relationship between variable in the research model this and can seen from every track influence between variables . Here This is picture results testing with use WarpPLS 7.0.



Picture 1. Testing the Indirect Effect Research Model with WarpPLS 7.0  
Source : WarpPLS 7.0 Data Processing

All hypothesis in study This can known significant or No significant based on P- value . If the magnitude of the P-value is greater small The same with of 5% ( $\leq 0.05$ ) then  $H_0$  is rejected and  $H_a$  is accepted , meaning there is significant influence , whereas if the P-value is greater big from 5% ( $\geq 0.05$ ) then  $H_0$  is accepted and  $H_a$  is rejected It means there is influence that is not significant . While results path coefficient estimation is For test strength influence influence between variables and run firmness connection between variables . The results of the path coefficient estimation that have been tested researcher can seen in the table following .

### Testing Hypothesis 1 to 5

Table 9. Path Coefficient Estimation Results

No	Hypothesis	Path Coefficient	P-value	Information
1	TL $\rightarrow$ TA	0.79	$P < 0.01$	Positive and Significant
2	TT $\rightarrow$ TC	0.77	$P < 0.01$	Positive and Significant
3	TL $\rightarrow$ P	0.15	$P < 0.01$	Positive and Significant
4	TA $\rightarrow$ P	0.11	$P = 0.02$	Positive and Significant
5	TC $\rightarrow$ P	0.54	$P < 0.01$	Positive and Significant

Source : WarpPLS 7.0 Data Processing

Based on P- value in table 11, then test results each Hypothesis 1 to 5 as following :

#### **Hipotesis 1. Leadership transformational influential positive significant to trust ASN affective**

Based on path coefficient value of 0.79 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to trust ASN affective . It means the more Good leadership transformational implemented by leaders in every agency , then trust affective apparatus civil state will increase in a way significant with level 95% confidence (5% error ) .

#### **Hipotesis 2. Leadership transformational influential positive significant to trust ASN cognitive**

Based on path coefficient value of 0.77 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to trust ASN cognitive . It means the more Good leadership transformational implemented by leaders in every agency , then trust cognitive apparatus civil state will increase in a way significant with level 95% confidence (5% error ) .

#### **Hipotesis 3. Leadership transformational influential positive significant to ASN performance**

Based on path coefficient value of 0.15 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to ASN performance . It means the more Good leadership transformational implemented by leaders in every agency , then trust performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ) .

#### **Hipotesis 4. Trust affective influential positive significant to ASN performance**

Based on path coefficient value of 0.11 and P- value  $P = 0.02 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that trust affective influential positive significant to ASN performance . It means the more Good trust affective apparatus civil state, then trust

performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ).

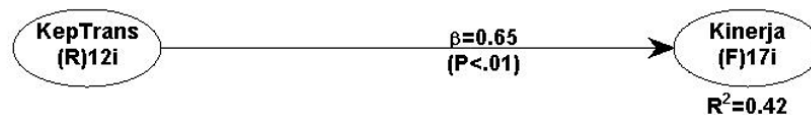
#### Hipotesis 5. trust cognitive influential positive significant to ASN performance

Based on path coefficient value of 0.54 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that trust cognitive influential positive significant to ASN performance . It means the more Good trust affective apparatus civil state, then trust performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ).

#### Testing Hypothesis 6 and 7 Effects Mediation

Testing hypothesis with effect mediation can done with steps ( Lumbanraja , 2018:101), namely :

- 1). Do direct effect estimation between variable independent and variable dependent . In study This do direct effect estimation , namely influence between performance and leadership transformational to performance apparatus civil state with picture as following :



Picture 2. Testing the Direct Effect Research Model with WarpPLS 7.0

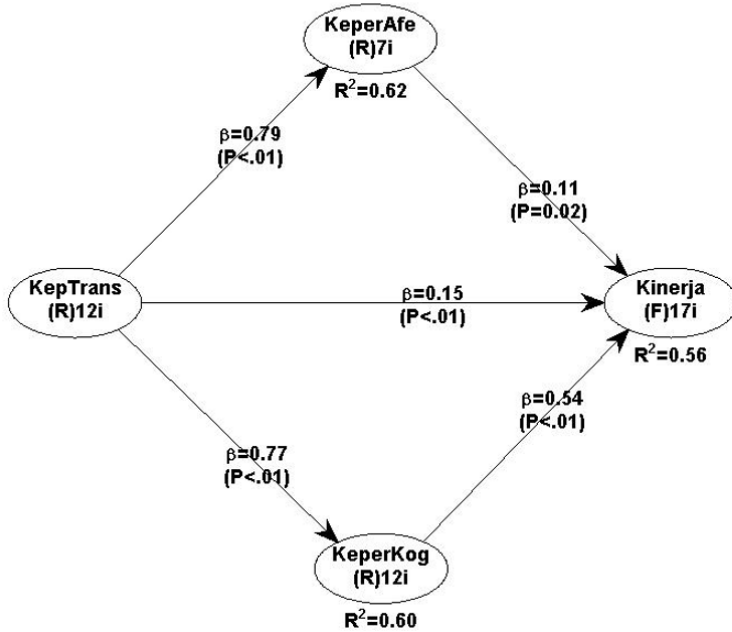
Source : WarpPLS 7.0 Data Processing

Table 10. Direct Effect Estimation Results

Hypothesis	Path Coefficient	P-value	Information
TL→ P	0.65	$P < 0.01$	Positive and Significant

Source : WarpPLS 7.0 Data Processing

- 2). Do indirect effect estimation simultaneous with add variable mediation in between variable independent and variable dependent . In study This is an estimate of the indirect effect that was carried out researcher that is role Trust Affective in mediate influence performance and leadership transformational to performance apparatus civil state with picture as following :



Picture 3. Testing the Indirect Effect Research Model with WarpPLS 7.0  
Source : WarpPLS 7.0 data processing

Table 11. Indirect Effect Estimation Results

Hypothesis	Path Coefficient	P-value	Information
TL→P	0.15	P<0.01	Positive and Significant

Source : WarpPLS 7.0 Data Processing

Table 12. Recapitulation of Direct Effect and Indirect Effect Estimation Results

Hypothesis	Direct effect		Indirect effect	
	Path Coefficient	P-value	Path Coefficient	P-value
TL→P	0.65	P<0.01	0.15	P<0.01

Source : WarpPLS 7.0 data processing

Basis of taking decision about mediation based on type mediation is as the following is based on Hair's opinion (2017); Kock (2011) quoted Sholihin and Ratmono (2021:113) :

- 1). If the coefficient track or path coefficient from direct effect to indirect effect no change and remain significant , then Ho is accepted and Ha is rejected, which means hypothesis mediation No supported .
- 2). If the coefficient track or path coefficient from direct effect to indirect effect value down but still significant , then Ho is rejected and Ha is accepted , the form mediation is mediation partial mediation.
- 3). If the coefficient track or path coefficient from direct effect to indirect effect the value increases but and becomes No significant , then Ho is rejected and Ha is accepted , the form mediation is mediation full (full mediation).

Table 13. Goodness of Fit Effect Mediation

No	Model Fit and Quality Indices	Criteria	Test Results	Note
1	APC	Accepted if $p < 0.05$	$P < 0.001$	Accepted
2	ARS	Accepted if $p < 0.05$	$P < 0.001$	Accepted
3	AFVIF	Acceptable if $\leq 5$ , ideally $\leq 3.3$	1,609	Accepted

Source : WarpPLS 7.0 data processing

Estimation results mark APC coefficient with P value  $< 0.001$  is accepted . Then results estimate mark ARS coefficient with P value  $< 0.001$  is accepted . Lastly AFVIF value with The value of 1.609 was accepted . The result was show that condition For mediation model testing accepted .

#### **Hipotesis 6. Trust Affective capable Mediating influence Leadership Transformational on Apparatus Performance Civil State.**

Coefficient track or path coefficient from direct effect with value 0.65 to indirect effect decreases become 0.15 but the P-value remains significant . Can interpreted that trust affective mediate part (partial mediation) influence leadership transformational to performance apparatus civil state. With Thus ,  $H_0$  is rejected and  $H_a$  is accepted . Form this partial mediation show that trust affective No the only one mediator influence leadership transformation to performance apparatus civil state, which means there is factor mediator other .

#### **Hipotesis 7. Trust Cognitive capable Mediating influence Leadership transformational on Apparatus Performance civil state.**

Coefficient track or path coefficient from direct effect with value 0.65 to indirect effect decreases become 0.15 but the P-value remains significant . Can interpreted that trust cognitive mediate part (partial mediation) influence leadership transformational to performance apparatus civil state. With Thus ,  $H_0$  is rejected and  $H_a$  is accepted . Form this partial mediation show that trust cognitive No the only one mediator influence leadership transformation to performance apparatus civil state, which means there is factor mediator other .

### **Discussion**

Discussion results study is summary from all over discussion findings study in frame answer truth hypothesis that has been formulated previously . In summary can seen in Table 14 below This :

Table 14. Test Results Hypothesis .

Hypothesis	Sound Hypothesis	Results	Reception Hypothesis
H <sub>1</sub>	Leadership transformational influential positive significant to trust ASN affective	Positive and Significant	Accepted
H <sub>2</sub>	Leadership transformational influential positive significant to trust ASN cognitive	Positive and Significant	Accepted

Hypothesis	Sound Hypothesis	Results	Reception Hypothesis
H <sub>3</sub>	Leadership transformational influential positive significant to ASN performance	Positive and Significant	Accepted
H <sub>4</sub>	Trust affective influential positive significant to ASN performance	Positive and Significant	Accepted
H <sub>5</sub>	Trust cognitive influential positive significant to ASN performance	Positive and Significant	Accepted
H <sub>6</sub>	Trust affective mediate influence leadership transformational to ASN performance	Mediation Partial	Accepted
H <sub>7</sub>	Trust cognitive mediate influence leadership transformational to ASN performance	Mediation Partial	Accepted

#### 4.6.1. Leadership transformational influential positive significant to trust ASN affective

Based on path coefficient value of 0.79 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to trust ASN affective . It means the more Good leadership transformational implemented by leaders in every agency , then trust affective apparatus civil state will increase in a way significant with level 95% confidence (5% error ) .

Leadership transformational can make a employee put aside interest personal for good groups and organizations in a way overall (Bass et al, 2003; Yukl, 2006). So that every organization that implements leadership transformational can increase ability employee in matter This as followers , and facilitate they For set and finish task in frame realize objective strategic organization (Fitzgerald and Schutte, 2010). Research by Nugroho et al (2010) concluded that leadership transformational influential to trust . This is show that style leadership specifically leadership transformational have role important in increase trust .

#### 4.6.2. Leadership transformational influential positive significant to trust ASN cognitive

Based on path coefficient value of 0.77 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to trust ASN cognitive . It means the more Good leadership transformational implemented by leaders in every agency , then trust cognitive apparatus civil state will increase in a way significant with level 95% confidence (5% error ) .

Leaders must also design and develop strategies for increase trust . Trust in leaders can called as hope positive individual to behavior leader ( Nohe & Hertel, 2017), so leader transformational build trust with do proper action exemplified , which is interpreted by his followers as actions involving sacrifice and care until Finally follower tend trust a leader . Leadership style in matter This leadership transformational is a very important factor , at the same time give big role for succeed whether or not a leader in operate his duties . Besides that , followers tend trust leader transformational they Because leader the support position they without selfish and showy concern to need his followers . In harmony with results research conducted Triyadi and Adhiatma (2023), concluded that influence positive and significant between leadership transformational to trust .

#### 4.6.3. Leadership transformational influential positive significant to ASN performance

Based on path coefficient value of 0.15 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that leadership transformational influential positive significant to ASN performance . It means the more Good leadership transformational implemented by



leaders in every agency , then trust performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ).

Civil servant performance is a proxy for the effectiveness of government services. Specifically, civil servant transformational leadership has an impact on the service performance of their subordinates based on the following arguments. Social exchange theory suggests that based on reciprocity, trust, and interdependence , a certain sense of obligation and reward will be created in the leadership relationship (Fan, L et al., 2021). Because transformational leaders care about their subordinates, give them opportunities to develop, and help them grow; their subordinates tend to feel obligated to their leaders by engaging in high levels of work engagement, meeting organizational role expectations, and maintaining good interpersonal relationships. Thus, mutual respect is created. This in turn is likely to increase their sense of identity and pride in their work, leading to higher levels of service performance. Transformational leaders engage in vision building, it is proposed that civil servants realize their importance to the government, their sense of responsibility will be enhanced, and they will have higher initiative and enthusiasm to serve the public.

Research conducted by Jopanda, H. (2021) shows that transformational leadership has a positive and significant effect on employee performance. Likewise, the results of research conducted by Putri Ananti Bustomi et al, (2022) and Arif Nugroho et al (2022) suggest that transformational leadership can produce positive behavior that can encourage employees to improve their performance. Furthermore, research conducted by Pambudi et al., (2016), Fheiren Rahim et al (2018) and Ala'adin, et al (2020) states that transformational leadership style has a significant effect on employee performance variables.

In this study, I argue that since transformational leadership emphasizes sharing vision and goals with employees, providing good support for employees, setting high performance standards, giving high expectations to employees and motivating employees to have good work morale and good working conditions, which are prerequisites for good performance, they should guide ASN to have greater trust in the leader's ability to guide and achieve task efforts. ASN face great challenges when interacting with various tasks and responsibilities, which indirectly cause heavy workloads and prolonged work stress, thereby reducing the quality of their performance. If ASN are not satisfied with their leaders, they tend to be dissatisfied with their jobs (Hussain et al., 2018). Ineffective leadership and lack of trust in leaders are problems faced by ASN, leading to poor performance. Transformational leadership can motivate ASN's work motivation, create a trustworthy climate, inspire their trust in leaders and make them have a sense of belonging and pride, thereby improving their performance.

#### **4.6.4. Trust affective influential positive significant to ASN performance**

Based on path coefficient value of 0.11 and P- value  $P=0.02 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that trust affective influential positive significant to ASN performance . It means the more Good trust affective apparatus civil state, then trust performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ).

According to Raharso (2011), if There is trust to One each other in team , then will easy to build Work The same between member team work . From the descriptive statistical data of the trust variable found Respondent confess can Work The same with Good from share it information important One each other, there is each other openness between colleague Work so that member team can finish work inside team with right . In harmony with study Fitria (2022) proves There is influence of trust ( trust ) towards performance employees of the Metro City Communication and Information Service .

#### **4.6.5. Trust cognitive influential positive significant to ASN performance**

Based on path coefficient value of 0.54 and P- value  $P < 0.01 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted . interpreted that trust cognitive influential positive significant to ASN performance . It means the more Good trust affective apparatus civil state, then trust performance apparatus civil state will increase in a way significant with level 95% confidence (5% error ).

This matter proven with results research by Nababan and Suharti (2022), concluded that trust , commitment , communication and cohesiveness influential positive to performance virtual teams and simultaneous testing influential positive on performance . In line with research by Hajar (2018), concluded that There is influence trust to performance .

#### **4.6.6. Trust Affective capable Mediating influence Leadership Transformational on Apparatus Performance Civil State.**

Coefficient track or path coefficient from direct effect with value 0.65 to indirect effect decreases become 0.15 but the P-value remains significant . Can interpreted that trust affective mediate part (partial mediation) influence leadership transformational to performance apparatus civil state. With Thus ,  $H_0$  is rejected and  $H_a$  is accepted . Form this partial mediation show that trust affective No the only one mediator influence leadership transformation to performance apparatus civil state, which means there is factor mediator other .

In organization public , leadership transformational expected No only impact direct to ASN performance , but also plays a role in build more interpersonal relationships strong , like improvement trust affective between leaders and subordinates . Trust affective referring to belief employee to leader those based on relationships emotional and belief that leader own interest best for employees . In matter this , leadership transformational , which is known with characteristic features like charisma , inspiration , attention individual , and stimulation intellectual , expected capable create more trust deep and emotional from ASN to leader they . This is important Because trust affective considered as one of the factors that can increase motivation , satisfaction work , and loyalty , which ultimately will influential to improvement performance individual in organization .

Leadership transformational influential positive to ASN performance through trust affective as variable mediation . Trust affective based on relationship emotional between leaders and subordinates , which reflects feeling loyalty and empathy (Fan L, et al 2021). In connection this , leadership transformational No only in a way direct increase ASN performance , but also strengthens trust ASN affective towards leader they . Trust This act as bridge that improves ASN motivation and dedication to his work , which resulted in an increase performance . So that leadership transformational create bond more emotional strong through trust affective , and bonding This is what allows ASN to more motivated and working with more effective . This is in line with study previously by Altunolu et al., (2019) confirmed that trust affective mediate connection between leadership transformational and performance the duties of the followers .

#### **4.6.7. Trust Cognitive capable Mediating influence Leadership transformational on Apparatus Performance civil state.**

Coefficient track or path coefficient from direct effect with value 0.65 to indirect effect decreases become 0.15 but the P-value remains significant . Can interpreted that trust cognitive mediate part (partial mediation) influence leadership transformational to performance apparatus civil state. With Thus ,  $H_0$  is rejected and  $H_a$  is accepted . Form this partial mediation show that trust cognitive No the only one mediator influence leadership transformational to performance apparatus civil state, which means there is factor mediator other .

Trust cognitive play role as a significant mediator between leadership transactional and performance Apparatus Civil Service (ASN). Leadership transactional , which is more

emphasizes on supervision , giving rewards and sanctions based on performance , no fully effective in increase ASN performance if No accompanied by with trust cognitive from subordinate to leader . Trust cognitive refers to belief rational individual to competence , integrity and reliability a leader . When ASN has trust high cognitive to leader they , they tend more moved For fulfil expectation performance Because they feel that leader they own ability For lead with fair and competent .

Trust cognitive represent instrumental evaluation of followers to characteristics personal significant leaders ( eg . ability , integrity , reliability ) (Fan L, et al 2021). Trust cognitive based on assessment rational to competence , integrity , and ability leader in make good decisions ( Jhonson and Graysonb , 2005 ) . Research previously has researching role mediation trust in leadership transformational and results followers at level individual , usually use size combining beliefs dimensions affective and cognitive as One construct (Rubin et al., 2010).

Study this also shows that leadership transactional , although often seen as a more approach structural and based rules , can increase ASN performance in general more significant If subordinate trust that action leader based on objective and accurate assessment . With existence trust cognitive , ASN feels more Certain that actions and decisions taken leader truly in the interest of together , not only For profit term short or interest personal . Trust cognitive become bridge important thing that connects action leadership transactional with results more performance good . Concluded that effort For increase ASN performance is not only must focus on implementation techniques transactional , but also on development and maintenance trust rational between leaders and subordinates .

## **CLOSING**

Conclusion from study This are : (1) Model fit and quality indicators in this model Already fulfilled ; (2) Leadership transformational influential positive significant to trust ASN affective ; (3) Leadership transformational influential positive significant to trust ASN cognitive ; (4) Leadership transformational influential positive significant to ASN performance ; (5) Trust affective influential positive significant to ASN performance ; (6) Trust cognitive influential positive significant to ASN performance ; (7) Trust affective mediate partial mediation influence leadership transformational to performance apparatus civil state; (8) Trust cognitive mediate partial mediation influence leadership transformational to performance apparatus civil state.

Based on results research , then writer provide suggestions that can useful for apparatus civil state and government area Indragiri Hulu Regency in improvement performance apparatus civil servant as service public as well as party others : (1) Quality results Work Apparatus Civil Servants (ASN) of Indragiri Hulu Regency need improved Again with method do evaluation routine apparatus to be able to evaluate self Alone or evaluate performance agency . (2) Awareness and responsibility answer apparatus civil State as State servant , who serves society in a way fair and equitable must be implanted , so that was created quality employee in accordance with achievement system work . (3) Apparatus State Civil Servants (ASN) must own awareness to importance discipline in operate tasks assigned Because matter the based on self Apparatus State Civil Servants (ASN ) myself , and to leader must always behave firm and do supervision about discipline employee Because matter the influential in implementation the tasks given .

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