

ABSTRAK

KEPEMIMPINAN TRANSFORMATIF DALAM MENINGKATKAN PENGEMBANGAN SUMBER DAYA MANUSIA

(Studi di Badan Pengembangan Sumber Daya Manusia Daerah
Provinsi Lampung)

Oleh

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Pengembangan sumber daya manusia aparatur menjadi tuntutan penting bagi BPSDM Provinsi Lampung dalam menghadapi perubahan kebijakan pusat, penerapan konsep corporate university, pemenuhan standar akreditasi lembaga diklat, serta perkembangan teknologi informasi. Urgensi tersebut didukung oleh data Indeks Profesionalitas ASN Provinsi Lampung pada dimensi kompetensi yang masih berada pada angka 26,53 dari skor maksimal 40, serta tingkat partisipasi pengembangan kompetensi ASN tahun 2024 yang mencapai 49,30% dari total 19.328 aparatur. Kondisi ini menunjukkan perlunya peran kepemimpinan yang mampu mendorong penguatan kapasitas dan pengembangan kompetensi aparatur secara berkelanjutan. Penelitian ini bertujuan untuk mengetahui kepemimpinan transformatif dalam meningkatkan pengembangan sumber daya manusia di BPSDM Provinsi Lampung. Penelitian ini menggunakan teori kepemimpinan transformatif Bernard M. Bass yang meliputi indikator pengaruh ideal, motivasi inspiratif, stimulasi intelektual, dan pertimbangan individual sebagai dasar analisis. Metode penelitian yang digunakan adalah penelitian kualitatif dengan tipe deskriptif. Teknik pengumpulan data dilakukan melalui observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa kepemimpinan transformatif di BPSDM Provinsi Lampung telah diterapkan melalui keteladanan pimpinan, penyampaian visi dan arah kebijakan, pemberian motivasi, pembukaan ruang diskusi dan pertukaran gagasan, serta pendampingan aparatur. Upaya tersebut berkontribusi terhadap peningkatan kompetensi ASN, inovasi pembelajaran, dan keterlibatan aparatur dalam program pengembangan SDM. Namun pelaksanaannya belum sepenuhnya optimal karena masih terdapat perbedaan kesiapan aparatur, keterbatasan literasi digital dasar, serta tuntutan penyesuaian kebijakan yang berlangsung cepat.

Kata Kunci: Kepemimpinan transformatif, Pengembangan sumber daya manusia, ASN, BPSDM Provinsi Lampung

ABSTRACT

TRANSFORMATIVE LEADERSHIP IN IMPROVING HUMAN RESOURCE DEVELOPMENT

*(Study at the Regional Human Resource Development Agency
of Lampung Province)*

By

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Human resource development for civil servants is an important requirement for the Lampung Provincial BPSDM in facing changes in central government policy, implementing the corporate university concept, meeting training institution accreditation standards, and developments in information technology. This urgency is supported by data from the Lampung Province ASN Professionalism Index in the competency dimension, which is still at 26.53 out of a maximum score of 40, as well as the level of participation in ASN competency development in 2024, which reached 49.30% of a total of 19,328 civil servants. This condition indicates the need for leadership that can encourage the strengthening of capacity and the development of civil servant competencies in a sustainable manner. This study aims to determine transformative leadership in improving human resource development at the Lampung Provincial BPSDM. This study uses Bernard M. Bass's transformative leadership theory, which includes indicators of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration as the basis for analysis. The research method used is qualitative research with a descriptive type. Data collection techniques were carried out through observation, interviews, and documentation. The results of the study show that transformative leadership at the Lampung Provincial BPSDM has been implemented through leadership by example, communication of vision and policy direction, provision of motivation, opening of space for discussion and exchange of ideas, and mentoring of officials. These efforts have contributed to improving the competence of civil servants, learning innovation, and official involvement in human resource development programs. However, its implementation has not been fully optimized due to differences in the readiness of officials, limitations in basic digital literacy, and the demands of rapid policy adjustments.

Keywords: *Transformative leadership, Human resource development, Civil servants, BPSDM Provinsi Lampung*