

The Influence of Transformational Leadership And Work Motivation on The Performance of Civil Servants in The Lldikti Region Xvi

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Abstract

BAMBANG PODUNGGE. 2025. *The Effect of Transformational Leadership and Work Motivation on ASN Performance at the LLDIKTI Region XVI Office. Master of Public Administration Study Program. Advisor I: Dr. H. Rosman Ilato, M.Pd. Supervisor II: Dr. Ismail Djakaria, M.Si.* The purpose of this study was to determine the effect of transformational leadership and work motivation on ASN performance in the LLDIKTI region XVI office. Respondents in this study were 30 people, who were employees at the LLDIKTI XVI office. The main framework in this study is an explanatory survey. The results showed that Transformational Leadership (X1) and Work Motivation (X2) which are independent variables in this study simultaneously influence ASN Performance (Y). If these two independent variables (X1 & X2) are used simultaneously, it will affect the dependent variable (Y). Based on the t test that has been carried out, it is known that the X2 variable cannot affect the Y variable / ASN Performance variable. However, on the other hand, variable X1 has an influence on variable Y / ASN Performance variable. In addition, when researchers conducted the F test, it was seen that the value of $F_{count} > F_{table}$ With a confidence level of < 0.05 , which is $27.507 > 2.74$. This means that all independent variables (Transformational Leadership / X1 and Work Motivation / X2) simultaneously (together) affect the dependent variable (ASN / Y Performance). As for the results of the R^2 test / Coefficient of Determination on the ASN Performance variable (Y) using SPSS version 25, a value of 0.646 was obtained. This illustrates that the Transformational Leadership (X1) and Work Motivation (X2) variables have an influence of 64.6% on ASN Performance (Y), while other variables that influence but are not used as test material in this study are 35.4%.

Keywords: Transformational Leadership, Work Motivation, ASN Performance, LLDIKTI Region XVI.

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I. INTRODUCTION

Public administration is related to a science to learn about how to manage a public / government organization. Success in public administration can be achieved if it is carried out through management activities that are needed in every organization. Management is both a process and a policy. One dimension of public administration is public management as a process is a tool or method to achieve organizational goals. Public management as a policy is used to effectively manage existing resources within the organization in achieving organizational goals. One of the resources that exist in the internal organization is human resources, which in this case if it is related to management is Human Resource Management [1].

In accordance with the mandate of Law No. 5 of 2014 concerning the State Civil Apparatus and in order to implement the provisions of Article 36 of Government Regulation No. 49 of 2018 concerning Management of Government Employees with Work Agreements and the provisions of Article 61 paragraph (1) of Government Regulation No. 30 of 2019 concerning Performance Appraisal of Civil Servants, the Minister of Administrative Reform and Bureaucratic Reform stipulates Permenpan RB No. 6 of 2022 concerning Performance Management of State Civil Apparatus Employees which aims to clarify the roles, results, and responsibilities of employees in achieving organizational performance goals and objectives.

ASN performance in organizations can be influenced by various factors including transformational leadership and work motivation. ASN's success is influenced by transformational leadership where ASN performance will increase under transformational leaders who demonstrate strong guidance. A transformational leader increases ASN participation in goal setting, fosters two-way communication, rewards employees and

becomes a role model for their ASN. Likewise, the factors that motivate ASN, ASN who is motivated to work towards achieving organizational goals. [2]

Several studies on the effect of transformational leadership and work motivation on performance have been conducted. Transformational leadership has a significant effect on ASN performance. Transformational leadership factors that hinder in improving ASN performance include organizational leaders being less assertive towards subordinate ASNs, leaders lacking creative thinking, not being innovative and not being open to new ideas. [Meanwhile, work motivation has a significant effect on ASN performance. Motivational factors that hinder in improving ASN performance include ASN lack of enthusiasm in completing its work and also easily despair when experiencing failure [3].

Another issue in ASN performance at the LLDIKTI Region XVI Office relates to the fact that ASN work efficiency has not been maximized, especially in terms of task speed. The hope is that work efficiency can be realized where when starting a task with the speed of completing the task must be considered using the available work methods. However, according to initial observations, it shows that the completion of tasks by ASN at the LLDIKTI Region XVI Office is still slow, and even tends to procrastinate work. This is because SOPs that regulate standardized quality standards regarding officer specifications, the length of time required for task completion and the equipment needed are not yet available to guide work methods at the LLDIKTI Region XV Office. Based on an initial interview with one of the leaders of a private university in the Gorontalo region, it is known that often the university must fully coordinate in the follow-up of licensing the establishment of a new study program, while the ASN at the LLDIKTI Region XVI Office in charge of handling new study program permits is still slow to respond to their duties on the grounds that they still have to review the regulations regarding the new study program.

Various issues related to ASN performance at the LLDIKTI Region XVI Office have not met the expectations as expressed above, it is suspected that this has been influenced by the application of organizational leadership so far that it has not fully reflected the values of transformational leadership. It is hoped that these transformational leadership values are actualized, among others, in organizational leaders giving full attention to each employee, and reacting appropriately to the needs of each employee at a personal level. However, according to initial interviews with several ASNs, leaders have not fully shown concern for the welfare of ASN, such as incentives and bonuses.

If you look at the various problems of ASN performance in the LLDIKTI Region XVI Office which are supported by the views of experts and previous research, the researcher wants to develop a further study with the title: **"The Effect of Transformational Leadership and Motivation"**.

II. LITERATURE REVIEW

2.1 Definition of Perfomance

Performance is seen as the result of the relationship between employee effort, ability and opinion on rules or tasks [5] performance is translated from the word "performance" which means a performance, or means the work of a worker, who manages the process or organization as a whole, where the results of the work must be proven and measured in accordance with the specified standards [6].

Performance is an action not an event. The action consists of several elements and not results that can be seen at that time. In general, performance is an individual thing where each employee has a different level of expertise in completing their duties. Performance depends on a mixture of skills, effort, and opportunities obtained. Thus it can be interpreted that performance is a person's ability to complete tasks and have a clear understanding of the work. [7]

Employee performance is the ability of an employee to achieve the objectives of each program that has been designed according to the expected goals, and it is determined to be a habit and rule that is mandatory and aimed at productivity capabilities. Thus it can be interpreted that employee performance is a responsible management habit and is focused on productivity capabilities, the capacity of each employee to achieve the planned program results according to the desired goals [5].

2.2 Transformational Leadership

The definition of leadership is a person's capacity to exert influence over the behavior of others, especially subordinates, so that they think and act in ways that will help the organization achieve its goals. [8] leadership is the ability to organize, inspire, and persuade people to be ready to take actions aimed at achieving goals through the courage to make decisions about activities that must be carried out. Implemented [9]

The purpose of transformational leadership is to raise the value level of people, so that they can be invited to focus on long-term goals, which are more important than serving their immediate interests [10].

Based on concepts above, it can be Based on the above concepts, it can be stated that transformational leadership in this study is the capacity or ability of a leader to exert influence over the behavior of others, especially subordinates, so that they think and act in ways that will help to bring about profound changes to individuals and

organizations in achieving their goals.

2.3 Work Motivation

Work motivation is a psychological process called motivation formation is what gives rise to attitudes and determines the direction and persistence of recreational activities aimed at specific goals. Thus it can be interpreted that motivation plays a major role in achieving goals [11] work motivation persuades individuals to participate in work activities that will enable them to achieve organizational goals and perform their duties more successfully [12].

Characteristics and indicators of work motivation [13] can be divided into several categories as follows:

- 1) Internal driving force.
- 2) Responsible for the tasks that have been completed.
- 3) Working on tasks with a specific purpose.
- 4) Setting specific and difficult goals.
- 5) They receive feedback on the results of their work.
- 6) They enjoy their work.
- 7) They constantly strive to outperform others.
- 8) Prioritize the completion of what they do.

III. METHODS

The approach of this research is quantitative, which is one type of research whose specifications are systematic, planned, and structured, which requires the use of many numbers starting from data collection, interpretation of data, and the appearance of the results accompanied by pictures, tables, graphs, and other displays. Quantitative approach is a process of discovering knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know [14] This *explanatory* research is applied with a survey method (*explanatory survey*) is a method that collects information using questionnaires, opinion polls, or surveys in data collection [15].

The design (design) and process of this research consists of six steps, namely: 1) problem statement and research questions; 2) research methods; 3) data collection; 4) data analysis; 5) data interpretation, and 6) report writing. The main framework in this research is an *explanatory survey* in the form of a research population and sample, including sampling techniques; data collection instruments that refer to the variables studied by determining data collection tools that are relevant to the focus of the problem. The data collected is the result of distributing instruments to a number of samples determined using a questionnaire (questionnaire). Data processing methods and data analysis obtained from questionnaire results, data processing using statistical techniques. The *explanatory survey* method uses a quantitative approach through causal relationships with correlation analysis techniques by testing the magnitude of the influence indicated by the correlation coefficient between variables (variable X1 and variable X2 on variable Y).

IV. RESULT AND DISCUSSION

3.1 History of LLDIKTI Region XVI

The Higher Education Service Institution (LLDIKTI) is an institution under and responsible to the Minister of Education, Culture, Research and Technology. LLDIKTI was formed in 2018 through Permenristekdikti Number 15 of 2018 as an implementation of Article 57 of Law Number 12 of 2012 concerning Higher Education, which emphasizes LLDIKTI as a Government work unit in the region that functions to help improve the quality of Higher Education implementation. LLDIKTI is a transformation of the Coordination of Private Universities (KOPERTIS). LLDIKTI Region XVI was formed through Permendikbud Number 34 of 2020 which divided the working area of LLDIKTI Region IX which initially covered six provinces on the island of Sulawesi. LLDIKTI Region IX currently serves the provinces of South Sulawesi, Southeast Sulawesi and West Sulawesi. Meanwhile, LLDIKTI Region XVI serves the provinces of North Sulawesi, Central Sulawesi and Gorontalo. At the beginning of its establishment, LLDIKTI Region XVI was led by Prof. Dr. Ir. Mahludin H. Baruwadi, MP who was inaugurated on October 22, 2020. On June 7, 2022, the leadership of LLDIKTI Region XVI was continued by Munawir Razak.

This study aims to determine the effect of leadership and work motivation on ASN performance in the LLDIKTI Region XVI office. By using a questionnaire through google form and manual questionnaire, it is known that of the 30 respondents who are all employees in LLDIKTI Region XVI. To find out whether the questionnaire results are valid or not from the 30 respondents, the results were tested using SPSS version 25, this initial test is a validity test and reliability test for all variables, namely the independent variable (Transformational Leadership / X1 and Work Motivation / X2) and the dependent variable (ASN Performance / Y).

In the output of the correlation value results, it is known that the correlation X1.1 to X1.20 has a correlation value above the r table value of 0.3610, it can be concluded that all Transformational Leadership questionnaires (X1) are declared valid. In the output of the results of the correlation value, it is known that the correlation X2.1 to X2.20 has a correlation value above the r table value of 0.3610, it can be concluded that all questionnaires / questionnaires of Work Motivation (X2) are declared valid. In the output of the results of the correlation value, it is known that the correlation Y1 to Y20 has a correlation value above the r table value of 0.3610, it can be concluded that all questionnaires / questionnaires of ASN Performance (Y) are declared valid.

In the reliability test, it is known that all variables have an Alpha value > r table, it can be concluded that all variables in this study are declared reliable. The r table value can be obtained from the r table, which is known that the r table for N = 30 is $df = N - 2$ ($30 - 2$) = 28 with a two-way test significance distribution of 5% is 0.3610. In addition, the Work Motivation (X2) and ASN Performance (Y) variables have a high level of reliability based on Guiford's benchmark. While the Transformational Leadership (X1) variable is in the very high category with an r Alpha value of 0.900.

Based on the results of research that has been carried out with several tests using SPSS version 25, it is known that there are variables that can affect ASN Performance in the LLDIKTI XVI region and there are also variables that do not have a significant influence.

3.2 The Effect of Transformational Leadership on ASN Performance at the LLDIKTI Region XVI Office

After conducting several tests using SPSS version 25 software, it is known that Transformational Leadership has a significant influence on ASN Performance in the LLDIKTI Region XVI Office.

The normality test with the *Kolmogorov-Smirnov Test* shows that the Transformational Leadership Variable (X1) in this study fulfills the assumption of normality. This is because the value obtained is greater than 0.05, namely 0.200. In addition, in the multicollinearity test, the VIF value of X1 (Transformational Leadership) has a value of 1.416. This assumes that there is no multicollinearity in the data because the VIF value of 1.416 is a value less than 10.

Based on the results of the t test / partial test that has been carried out, it is known that the t value of the Transformational Leadership variable (X1) is 6.120 with a t table of 2.05553. By referring to table B.1, it is known that the t value is greater than the t table, namely $6.120 > 2.05553$ so that the hypothesis that arises is $H_1: \beta_1 > 0$ (there is an effect of transformational leadership on ASN performance). From the F test it is also known that the value of $F_{count} > F_{table}$ with a confidence level of < 0.05 , which is $27.507 > 2.74$. This means that Transformational Leadership (X1) affects the ASN Performance variable (Y). In addition, from the results of the R^2 / Coefficient of Determination test on the Transformational Leadership (X1) variable on ASN Performance (Y) using SPSS version 25, a value of 0.659 was obtained. This illustrates that the Transformational Leadership (X1) variable has an influence of 65.9% on ASN Performance (Y). Referring to all the tests above, the researcher concludes that Transformational Leadership which is used as one of the independent variables in this study has an influence on ASN Performance. So this assumption can be used as a basis that the Transformational Leadership shown by the Head of LLDIKTI Region XVI directly affects ASN Performance at the LLDIKTI Region XVI Office.

3.3 The Effect of Work Motivation on ASN Performance at the LLDIKTI Office Region XVI

After conducting several tests using SPSS version 25 software, it is known that Work Motivation has a significant influence on ASN Performance at the LLDIKTI Region XVI Office. The normality test with the *Kolmogorov-Smirnov Test* shows that the Work Motivation Variable (X2) in this study fulfills the assumption of normality. This is because the value obtained is greater than 0.05, namely 0.200. In addition, in the multicollinearity test, the VIF value of X2 (Work Motivation) has a value of 1.416. This assumes that there is no multicollinearity in the data because the VIF value of 1.416 is a value less than 10.

Based on the results of the t test / partial test that has been carried out, it is known that the t value of the Work Motivation variable (X2) is 0.204. with a t table of 2.05553. By referring to table B.2, it is known that the t value is smaller than the t table, namely $0.204 < 2.05553$ so that the hypothesis that arises is $H_0: \beta_2 \leq 0$ (there is no effect of work motivation on ASN performance).

From the results of the R^2 test / Coefficient of Determination on the Work Motivation variable (X2) on ASN Performance (Y) using SPSS version 25, a value of 0.186 was obtained. This illustrates that the Work Motivation variable (X2) has an influence of only 18.6% on ASN Performance (Y).

Referring to all the tests above, the researcher concludes that Work Motivation (X2) which is used as one of the independent variables in this study has no influence on ASN Performance. So this assumption can be used as a basis that the Work Motivation shown by employees in the LLDIKTI Region XVI office does not affect their ASN Performance at work.

3.4 Effect of Transformational Leadership and Work Motivation on ASN performance at the LLDIKTI Region XVI Office

The normality test with the *Kolmogorov-Smirnov Test* shows that the three variables (X1, X2 and Y) in this study fulfill the assumption of normality. This is because the value obtained is greater than 0.05, namely 0.200. In addition, the VIF value of X1 (Transformational Leadership) and the VIF value of X2 (Work motivation) have the same value, namely 1.416. Referring to the picture and the previous explanation, it can be concluded that there is no multicollinearity in the data because the VIF value of 1.416 is a value less than 10.

Based on the t test that has been carried out, it is known that the X2 variable cannot affect the Y variable / ASN Performance variable. However, on the other hand the variable X1 variable has an influence on the Y variable / ASN Performance variable. In addition, when researchers conducted the F test, it was seen that the value of $F_{count} > F_{table}$ with a confidence level of < 0.05 , which is $27.507 > 2.74$. This means that all independent variables (Transformational Leadership / X1 and Work Motivation / X2) simultaneously (together) affect the dependent variable (ASN / Y Performance).

As for the results of the R^2 test / Coefficient of Determination on the ASN Performance variable (Y) using SPSS version 25, a value of 0.646 was obtained. This illustrates that the Transformational Leadership (X1) and Work Motivation (X2) variables have an influence of 64.6% on ASN Performance (Y), while other variables that influence but are not used as test material in this study are 35.4%.

Referring to all the tests that have been carried out, the researcher concludes that Transformational Leadership (X1) and Work Motivation (X2) which are independent variables in this study simultaneously influence ASN Performance (Y). Researchers can draw the conclusion that, if these two independent variables (X1 & X2) are used simultaneously, it will affect the dependent variable (Y). So this assumption can be used as a basis that the Transformational Leadership used by the head of LLDIKTI Region XVI and the Work Motivation shown by employees in the LLDIKTI Region XVI office can affect ASN Performance in the LLDIKTI XVI office.

The study by Abdussamad [15] provides an important perspective that organizational communication serves as a key channel bridging leadership and motivation with performance. In your research, transformational leadership and work motivation are understood not merely as standalone factors, but as elements that interact through effective communication channels in shaping the behavior and performance of civil servants (ASN) within the LLDIKTI environment. The study by Mozin & Imbaruddin [16] provides an empirical framework on the importance of administrative function changes that align with public demands. In your research, such changes do not occur automatically but are mediated by transformational leadership and reinforced by the work motivation of civil servants (ASN). By adapting the principles from that study, it can be concluded that the role of leadership and work motivation is crucial in transforming the structure of public service delivery, both in the health sector and higher education.

V. CONCLUSIONS

Based on the results of the research that has been conducted, the researcher concludes that:

1. Transformational leadership shown by the Head of LLDIKTI Region XVI directly affects ASN Performance at the LLDIKTI Region XVI Office, this can be seen from the results of the t test which shows that the t value is greater than the t table, namely $6.120 > 2.05553$ so that the hypothesis that arises is $H_1: \beta_1 > 0$ (there is an effect of transformational leadership on ASN performance). From the F test it is also known that the value of $F_{count} > F_{table}$ with a confidence level of < 0.05 , which is $27.507 > 2.74$. This means that Transformational Leadership (X1) affects the ASN Performance variable (Y). In addition, from the results of the R^2 / Coefficient of Determination test on the Transformational Leadership (X1) variable on ASN Performance (Y) using SPSS version 25, a value of 0.659 was obtained. This illustrates that the Transformational Leadership (X1) variable has an influence of 65.9% on ASN Performance (Y).
2. Transformational Leadership (X1) and Work Motivation (X2) which are independent variables in this study simultaneously influence ASN Performance (Y). If these two independent variables (X1 & X2) are used simultaneously, it will affect the dependent variable (Y). Based on the t test that has been carried out, it is known that the X2 variable cannot affect the Y variable / ASN Performance variable. However, on the other hand, variable X1 has an influence on variable Y / ASN Performance variable. In addition, when researchers conducted the F test, it was seen that the value of $F_{count} > F_{table}$ with a confidence level of < 0.05 , which is $27.507 > 2.74$. This means that all independent variables (Transformational Leadership / X1 and Work Motivation / X2) simultaneously (together) affect the dependent variable (ASN / Y Performance). As for the results of the R^2 test / Coefficient of Determination on the ASN Performance variable (Y) using SPSS version 25, a value of 0.646 was obtained. This illustrates that the Transformational Leadership (X1) and Work Motivation (X2) variables have an influence of 64.6% on ASN Performance (Y), while other variables that influence but are not used as test material in this study are 35.4%.

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