

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON ASN PERFORMANCE IN GOVERNMENT AGENCIES

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Received : 20 April 2025

Revised : 29 April 2025

Accepted : 18 May 2025

Published : 07 June 2025

DOI : <https://doi.org/10.54443/morfai.v5i4.3130>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/3130>

Abstract

This study aims to examine the influence of transformational leadership and work motivation on the performance of State Civil Apparatus (ASN) in government agencies. Data were collected quantitatively by distributing questionnaires to 120 ASN from various divisions. Multiple linear regression analysis was used to see the relationship between variables. The results showed that transformational leadership significantly improved ASN performance, marked by increased initiative, responsibility, and service orientation. Work motivation also had a strong influence on increasing ASN productivity and work quality. The conclusion of this study is that leadership style and internal motivation are two main factors that influence ASN performance. These findings imply that government agencies need to invest in leadership development and motivation enhancement strategies to strengthen the quality of public services.

Keywords: *ASN, government agency, civil servant performance, workplace motivation, and transformational leadership*

INTRODUCTION

In an era of ongoing bureaucratic reform, increasing State Civil Apparatus (ASN) productivity is a top priority in effective and efficient government reform. ASN performance is not only a measure of the success of government institutions; it also assesses the quality of public services that the general public provides. Because of this, many management and leadership strategies are implemented to create professionals with integrity and high productivity. Transformative leadership is one of the most effective leadership strategies for increasing employee productivity. Transformational leadership focuses on individual inspiration, motivation, and collaboration to address personal needs as well as organizational needs (Bass & Avolio, 1994). Transformational leaders demonstrate positive change, foster employee loyalty, and create a supportive and innovative work environment. Numerous studies indicate that this type of leadership has a positive correlation with increased productivity, organizational commitment, and work satisfaction (Tunjungsari & Nugroho, 2020; Susanti et al., 2021).

In addition to the leadership factor, work motivation also plays a crucial role in encouraging ASN to achieve optimal productivity. Workplace motivation refers to internal or external factors that affect an individual's performance and commitment to completing tasks. Herzberg (1959) distinguished between intrinsic (motivator) and extrinsic (hygiene) aspects, both of which are essential for creating a productive work environment. According to research by Sihombing & Harahap (2019), employees who are intrinsically motivated exhibit more zeal and dedication toward their work. The context of government institutions is a complex and dynamic environment, where ASN must be able to adjust to changing laws, digitalization, and increasingly stringent public regulations. Because of this, understanding the relationship between transformational leadership and employee motivation with regard to ASN work is crucial, especially in the context of Indonesian government institutions. The purpose of this study is to analyze the effects of transformational leadership and work motivation on ASN performance in government institutions and to identify the dominant factors that have the most impact on ASN performance growth.

LITERATURE REVIEW

Research on transformational leadership and work motivation has been widely conducted in the context of public and private sector organizations. Transformational leadership, as explained by Bass and Avolio (1994), is a leadership style that focuses on inspiration, motivation, and individual attention that has a positive impact on

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employee loyalty, innovation, and work productivity. Several studies support this finding, including Tunjungsari & Nugroho (2020) and Susanti et al. (2021), who found that transformational leadership is positively correlated with job satisfaction and organizational commitment. On the other hand, work motivation also plays an important role in improving ASN performance. Herzberg (1959) distinguishes two motivational factors, namely motivators (intrinsic) and hygiene (extrinsic), both of which contribute to the creation of a productive work environment. Research by Sihombing & Harahap (2019) shows that intrinsic motivation, such as self-actualization and recognition, can increase employee dedication and work enthusiasm.

Recent research by Agazu et al. (2025) and Hidayah (2025) emphasized the importance of the role of transformational leadership in improving organizational performance in various sectors. In the education sector, Mardalena et al. (2024) and Sianipar & Putri (2025) also found that transformational leadership can improve teacher performance by increasing job satisfaction. Similar findings were also obtained in the context of hospitals (Daud et al., 2024; Kartika, 2024) and government agencies (Zikri et al., 2025), where inspirational leadership can drive employee performance through stronger organizational commitment. By referring to the various literatures, it can be concluded that both transformational leadership and work motivation are important factors that synergistically influence the improvement of ASN performance, especially in facing the dynamics of bureaucracy, digitalization, and increasing demands for public services.

METHOD

This type of research aims to quantify the effects of the transformational leadership and work motivation variables on ASN's work performance. The method used is a survey, with information obtained by questionnaires sent to respondents who are ASNs at government agencies. The population in this study is all ASNs working in the Kediri Province. Approximately 150 people constituted the population, and 109 respondents were sampled based on the Slovin formula with a 5% error threshold.

The data primer is obtained by means of :

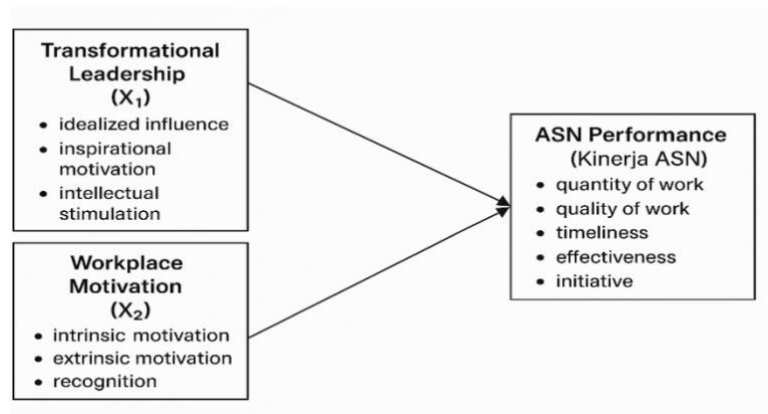
1. The questionnaire is based on the Likert scale (1 being very unsatisfactory and 5 being very satisfied).
2. The transformational leadership variable is based on indicators of idealized influence, intellectual stimulation, inspirational drive, and individual consideration (Bass, 1990).
3. Workplace motivation variables include physical, emotional, social, financial, and self-actualization indicators (Maslow or Herzberg theory).
4. The ASN performance variable is determined by indicators of work quality, quantity, efficiency, and commitment to tasks (Perka BKN No. 1 of 2013).

Techniques for Data Analysis Data analysis employs:

1. Validity and Reliability Test
2. Classic Assumption Test (heteroscedasticity, multicollinearity, and normality)
3. Multiple Linear Regression Analysis to understand the impact of each independent variable on the dependent variable.
4. T test and F test are used to simultaneously and partially evaluate the significance of the variable.
5. The instrument uses a questionnaire that has been validated and its reliability is measured by Cronbach's Alpha coefficient of ≥ 0.7

RESULTS AND DISCUSSION

Figure 1. Conceptual Framework



1. Variables of the Research

a. Independent variable (X) :

X₁: Transformational Leadership (features: intellectual stimulation, idealistic influence, inspirational motivation, and personalized attention)

X₂: Motivation at Work (Aspects: success, job security, recognition, extrinsic and intrinsic motivation)

b. Variabel Depend (Y):

Y: ASN Performance (Aspects: quantity, quality, timeliness, effectiveness, initiative) is the variable dependent on Y.

Table 1. Respondents' descriptive statistics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	55	50.5%
	Female	54	49.5%
Age	21–30	25	22.9%
	31–40	38	34.9%
	41–50	30	27.5%
	>50	16	14.7%
Work Duration	<5 years	22	20.2%
	5–10 years	37	33.9%
	>10 years	50	45.9%

Source: researcher data processing 2025

Table 2: Variable Descriptive Statistics

Variable	Mean	Std. Deviation	Category
Transformational Leadership	4.12	0.56	Very Good
Workplace Motivation	3.89	0.61	Good
ASN Performance	4.05	0.52	Very Good

Source: processed by researchers, 2025

Table 3. Normality Test (Kolmogorov-Smirnov)

Variable	Sig. (2-tailed)	Conclusion
Residual (Y - \hat{Y})	0.200	Normal distribution

Source: processed by researchers, 2025

Table 4. Multicollinearity Test

Independent Variable	Tolerance	VIF	Conclusion
Transformational Leadership	0.642	1.558	No multicollinearity
Workplace Motivation	0.642	1.558	No multicollinearity

Source: processed by researchers, 2025

Table 5. Multiple Linear Regression Result

R	R Square	Adjusted R ²	Std. Error
0.735	0.540	0.530	0.358

Model	F	Sig.
Regression	61.40	0.000

Variable	B	t	Sig. (p)
Constant	1.120	3.102	0.002
Transformational Leadership	0.462	5.879	0.000
Workplace Motivation	0.338	4.320	0.000

Source: processed by researchers, 2025

The results of the regression show that both transformational and partial work motivation have a significant impact on ASN employees' performance. The adjusted R² value of 0.530 indicates that two independent variables can explain 53% of the variation in ASN's work performance. The rest is affected by additional factors beyond the model. Transformational leadership has the strongest effect ($\beta = 0.462$), indicating that as leadership gets better, the caliber of employee's work also increases. Workplace motivation also has a significant impact ($\beta = 0.338$), meaning that both intrinsic and extrinsic motivation contribute to increased productivity.

CONCLUSION

Based on the results of the data analysis and discussion that has been carried out, the following conclusions can be drawn :

1. The following conclusions can be made in light of the outcomes of the data analysis and discussion that have been conducted: ASN performance is positively and significantly impacted by transformational leadership. Employee performance increases with the degree of transformative leadership used. This demonstrates how crucial an inspiring, visionary, and empowering leadership style is to boosting ASN work's efficacy.
2. ASN performance is positively and significantly impacted by work motivation as well. Workers that are highly motivated at work, both internally and externally, typically do better when it comes to finishing their assignments and duties.
3. Work motivation and transformative leadership both simultaneously accounted for 53% of the variance in ASN performance, indicating that both are important determinants of the caliber of ASN performance in government organizations.
4. The study's findings validate earlier theories about the significance of motivation and leadership in public sector organizations. They also offer useful advice for government agency leaders on how to foster an environment that inspires workers and cultivate a participatory leadership style.

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