

The Role of Transformational Leadership, Intrinsic Motivation, and Job Satisfaction in Enhancing Employee Performance at the Regional Financial and Asset Management Agency Ternate City

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ABSTRACT

Objective: This study aims to analyze the influence of transformational leadership, intrinsic motivation, and job satisfaction on employee performance in the public sector.

Methodology: This research employs a survey design with a quantitative approach to analyze the effects of transformational leadership, intrinsic motivation, and job satisfaction on employee performance. Data were collected through a structured questionnaire from 88 civil servants at the Regional Financial Management and Asset Agency of Ternate City. Analysis was conducted using multiple linear regression with SPSS after conducting validity, reliability, linearity, multicollinearity, and heteroscedasticity tests. Hypotheses were tested using statistical *t* and *F* criteria.

Findings: The analysis results indicate that transformational leadership has a significant impact on employee performance. Intrinsic motivation shows a regression coefficient of 0.550 with a *t*-statistic value of 4.986 and a significance level of 0.000. Job satisfaction also has a significant effect with a regression coefficient of 0.336, a *t*-statistic of 6.295, and a significance level of 0.000. The *R* Square value of 0.518 indicates that 51.8% of the variability in employee performance can be explained by these three variables.

Conclusion: Transformational leadership, intrinsic motivation, and job satisfaction collectively contribute significantly to enhancing employee performance. This study suggests a need for greater attention to these factors to improve employee performance in the public sector. Further research is needed to explore other factors that may have an impact.

Keyword : Transformational Leadership, Intrinsic Motivation, Job Satisfaction, and Employee Performance.

INTRODUCTION

The optimal performance of employees at the Regional Financial Management Agency (RFMA) in Ternate City is crucial for supporting regional stability and economic development (Miftah et al., 2023). This research emphasizes the importance of factors such as transformational leadership, intrinsic motivation, and job satisfaction in influencing employee performance at RFMA, highlighting the necessity of understanding these dynamics to enhance the efficiency and effectiveness of public sector management (Hayes et al., 2023). Furthermore, the implementation of performance-based budgeting in the public sector has shown positive impacts on quality improvement, indicating that performance incentives

through a centralized budgeting process can enhance organizational outcomes (Decker, 2020). Additionally, ensuring that the data used for decision-making within public sector organizations meets specific criteria—such as being high-quality, comprehensive, and user-friendly—is essential for improving development outcomes and accountability (Jolliffe et al., 2023). By integrating insights from these studies, a comprehensive understanding of how leadership, motivation, and job satisfaction affect employee performance at RFMA can significantly contribute to enhancing regional financial management practices and overall efficiency.

In a study focused on the Regional Financial Management Agency (RFMA) of Ternate City, internal factors such as effective leadership, employee intrinsic motivation, and job satisfaction levels play vital roles in influencing employee performance. The challenges faced by RFMA—including low operational efficiency, a lack of transparency in financial management, and inadequate public satisfaction with the services provided—underscore the need to delve deeper into these internal factors. Insights from research on employee performance (Plimmer et al., 2023) indicate that job demands, such as unclear objectives and inter-agency collaboration, can hinder performance, emphasizing the importance of addressing these issues within BPKAD to improve employee performance. Additionally, the impact of performance-based budgeting (PBB) on quality enhancement within organizational settings (Decker, 2020) underscores the importance of internal incentive mechanisms in driving performance improvements, which could be relevant for optimizing operational efficiency and service quality at RFMA. The primary objective of this study is to analyze the influence of transformational leadership, intrinsic motivation, and job satisfaction on employee performance at the Regional Financial Management Agency (RFMA) of Ternate City. Moreover, this research will specifically explore how these variables interact and contribute to employee performance, thereby aiding in regional financial management. In other words, it will elaborate on transformational leadership and intrinsic motivation of employees, their relationship with job satisfaction, and their impact on employee performance. The influence of transformational leadership, intrinsic motivation, and job satisfaction on employee performance in the public sector, particularly in the context of RFMA in Ternate City, remains a significant area for exploration. Previous research often focused more on the technical aspects of financial management than on the human factors affecting individual performance at the local level, such as at FFMA.

Transformational leadership has consistently been associated with positive outcomes such as job satisfaction in various studies (Berger et al., 2023; Donnelly et al., 2023). However, a study by Jeyong Jung, Byung-Jik Kim, and Min-Jik Kim highlights the importance of intrinsic motivation in influencing job satisfaction, demonstrating that the meaningfulness of work mediates the relationship between job insecurity and turnover intentions, with supportive leadership playing a buffering role in reducing the negative impact of job insecurity on work meaningfulness (Jung et al., 2023). Furthermore, sustainable leadership styles and HRM practices have been found to positively affect the job satisfaction of consultants, with job satisfaction further enhancing the performance of consultants in HRM consulting firms (Cahyadi et al., 2022). These findings collectively emphasize the multifaceted nature of the factors influencing job satisfaction, ranging from leadership styles to intrinsic motivation and work meaningfulness. Research has shown that transformational leadership and intrinsic motivation significantly impact employee performance (Ha & Moon, 2023). Additionally, job satisfaction plays a crucial role in influencing performance and acts as a mediator between transformational leadership, intrinsic motivation, and employee

performance (Xu & Zhang, 2024; Ha & Moon, 2023). However, the mediating effect of job satisfaction on intrinsic motivation, particularly in prior research, has mostly focused on the private sector, leaving an opportunity to analyze it in the public sector, including research in Ternate City. Understanding how job satisfaction, transformational leadership, and intrinsic motivation influence employee performance in the public sector is essential for effectively planning and developing leadership practices at various levels to enhance organizational performance (Ha & Moon, 2023; Xu & Zhang, 2024). Certainly, improving public sector performance is through enhancing employee performance. Job satisfaction positively affects employee performance (Jamaludin & Kamal, 2023; Ateeq et al., 2023). Job satisfaction reflects how well an individual can accept the outcomes of their work over a certain period (Widyaputra & Dewi, 2018). Conversely, a study in Yemen and Oman highlights that job satisfaction impacts employee performance, showcasing the role of job satisfaction in influencing employee performance according to various researchers (Al-Ansi et al., 2023). Therefore, there is an urgent need for more in-depth and contextual research on how leadership variables, intrinsic motivation, and job satisfaction interact to influence employee performance at BPKAD in Ternate City. By deepening this understanding, this research is expected not only to fill existing knowledge gaps but also to make significant contributions to the development of more efficient and effective public management practices at the local level.

This research offers significant added value in the context of regional financial management, particularly in exploring the deeper relationships between transformational leadership, intrinsic motivation, and job satisfaction with employee performance at the Regional Financial Management Agency (RFMA) in Ternate City. Specifically, this study expands insights into organizational dynamics in the local public sector, which are often overlooked in more general literature. By considering this specific context, this research provides important contributions to the development of more contextual and outcome-oriented theories and practices in regional financial management that are measurable at the local level. Through this approach, the research has the potential to offer new insights into how internal organizational dynamics can affect the efficiency and effectiveness of regional financial management, as well as provide concrete recommendations for improving human resource management in the public sector. Theoretically, this research will also complement existing literature by developing an understanding of the application of management and motivation concepts in this specific context. Thus, this research is not only practically beneficial for the management of RFMA in Ternate City but also has the potential to enrich academic discussions on sustainable and effective strategies for regional financial management.

REVIEW LITERATUR

Employee Performance

Addressing the challenges of employee performance in the public sector is crucial for delivering efficient services that meet public expectations. Employee performance, as defined by Wibowo, is a reflection of employees' work that directly impacts the achievement of organizational goals and is influenced by factors such as motivation, competence, and work environment (Maulana et al., 2020). Conversely, Demerouti describes employee performance as a complex phenomenon influenced by various job-related and non-job-related factors, where motivation and health disruptions play a significant role in the processes leading to performance (Demerouti, 2011). Additionally, factors such as

knowledge sharing and competence are highlighted in other studies as significant contributors to employee performance, with competence alone influencing performance by 65.6% and knowledge sharing by 32.1%. Together, these two factors have a substantial impact of 55.1% on employee performance (Naseh et al., 2023). This collective definition emphasizes the multifaceted nature of employee performance, indicating that it does not solely depend on individual factors but is the result of a combination of motivation, health, environment, and competence.

Employee performance is influenced by various indicators such as attendance, punctuality, workload, and quality of work. Research has shown that work discipline significantly affects employee performance, underscoring the importance of adherence to organizational tasks and standards (Aulia & Resawati, 2023). Furthermore, emotional intelligence and workload have been identified as factors influencing employee performance, highlighting the importance of managing workload and maintaining emotional stability (Maghfiroh et al., 2023). In addition, compensation and work environment have been found to positively impact employee performance, demonstrating the significance of a conducive workplace and fair remuneration (Habiburahman & Nur'aini, 2023). Moreover, employee performance is measured by aspects such as work output, discipline, and responsibility, with discipline being the most dominant aspect reflecting the performance variable (Rokim & Tentama, 2020). These findings underline the crucial role of various factors in enhancing employee performance, ranging from maintaining discipline and managing workload to ensuring a supportive work environment and fair compensation.

Transformational Leadership

Transformational leadership refers to leaders who can inspire their followers to set aside personal interests in favor of prioritizing the interests of the organization or company, having a remarkable influence on their followers (Robbins & Judge, 2013). Transformational leadership is a leadership style focused on inspiring and motivating followers to prioritize organizational interests over personal interests, ultimately influencing them to work towards common goals (Sulton et al., 2023; Sueb & Sopiha, 2023; Kareem et al., 2023). This leadership approach encourages employees to be innovative, take risks, and engage in meaningful work, leading to enhanced performance and commitment within the organization (Kareem et al., 2023; Karyono et al., 2023). By fostering a culture of collaboration, empowerment, and a vision for the future, transformational leaders play a crucial role in driving organizational success and growth, especially in educational settings (Karyono et al., 2023; Alainati et al., 2023).

According to Robbins and Judge (2013), transformational leadership encompasses four key indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These indicators play an essential role in driving change management within organizations, enhancing leadership skills, promoting innovative behaviors, and increasing employee engagement.

Intrinsic Motivation

Intrinsic motivation, originating from within the individual, plays a significant role in determining one's enthusiasm and performance level. Research findings support the idea that higher levels of intrinsic motivation lead to improved academic performance among students in various fields, such as Management and Education (Dubayová & Haficová, 2023; Uriguen Aguirre & Avolio Alecchi, 2023). Additionally, intrinsic motivation has been

associated with resilience, highlighting its importance in overcoming obstacles and adapting to challenging situations in educational settings (Dubayová & Haficová, 2023). In the realm of higher education institutions, intrinsic motivation has been identified as a significant mediator between intellectual capital and organizational performance, demonstrating its role in enhancing organizational outcomes through employee motivation (Urighuen Aguirre & Avolio Alecchi, 2023). Therefore, understanding and nurturing intrinsic motivation can positively impact individual drive, enthusiasm, and task completion, ultimately influencing their performance and overall success.

Indicators of employees' intrinsic motivation include the desire to succeed, indicating an aspiration for excellence in task execution (Ndudi et al., 2023). Furthermore, the presence of drives and needs in the workplace reflects the urge to avoid failure based on past experiences, rather than solely striving for success (Pradhani, 2021). These intrinsic motivators, which include the desire for success, the drive to avoid failure, and the hope for rewards, significantly contribute to employee engagement and performance within organizations.

Job Satisfaction

Job satisfaction is a complex construct influenced by various factors such as salary, career development opportunities, workplace relationships, job placement, organizational structure, and the quality of supervision (Grmanova & Bartek, 2023). Additionally, personal factors such as health conditions, age, education, and abilities play a role in shaping job satisfaction (Grmanova & Bartek, 2023). Research indicates that individuals with high aspirations may struggle to find satisfaction in their work, while those with lower aspirations may experience job satisfaction more easily (Ali, 2016). Ultimately, job satisfaction is defined as a state of feeling happy and content with one's work, reflecting a balance between what individuals desire from their work activities and what they actually receive from them (Kumari et al., 2020).

According to Luthans (2008), employee job satisfaction can be analyzed based on five aspects: (1) Salary: The amount of compensation received, which can be considered appropriate compared to others in the organization; (2) The job itself: The job provides engaging tasks and responsibilities, opportunities to learn, and chances to take on responsibilities; (3) Colleagues: Co-workers in the workplace with whom employees interact regularly; employees can feel that their colleagues are suitable partners for work and can be either pleasant or unpleasant; (4) Supervision: The ability to provide technical assistance and behavioral support; and (5) Promotion: The possibility for employees to perceive opportunities for advancement; a promotion process that is less open or not transparent can influence an individual's level of job satisfaction.

Research Framework and Hypotheses

The Relationship Between Transformational Leadership and Employee Performance

Transformational leadership, characterized by its ability to inspire and motivate employees, has been extensively studied in the literature on management and organizational psychology (Katou et al., 2023; Corti et al., 2023; Donnelly et al., 2023). This leadership style is positively associated with employee performance as it enhances intrinsic motivation, engagement, and overall team performance (Katou et al., 2023). Transformational leaders are known to foster innovation, support personal development, and create a positive work environment, all of which contribute to improved employee performance (Katou et al., 2023).

Studies have shown that the various behaviors of transformational leaders positively impact individuals' experiences within programs, particularly through competence and relatedness, further emphasizing the importance of this leadership style in enhancing employee performance (Donnelly et al., 2023). Based on this explanation, the following hypothesis is proposed:

H1: Transformational Leadership Style can positively contribute to Employee Performance.

The Relationship Between Intrinsic Motivation and Employee Performance

Intrinsic motivation plays a crucial role in influencing employee performance by fostering personal satisfaction and interest in work, leading to higher dedication, creativity, and commitment to tasks (Kuratomi et al., 2023). Research indicates that intrinsic motivation significantly contributes to improvements in work quality, productivity, and the long-term sustainability of employee performance (Kuratomi et al., 2023). Additionally, factors such as ego depletion and relational energy can also affect job performance, with obligatory citizenship behavior negatively impacting performance through the mediating role of ego depletion (Song et al., 2023). Furthermore, in the context of vocational education, intrinsic motivation to teach as a second career has been highlighted as a key factor among hybrid teachers, underscoring the importance of personal drive in enhancing teaching quality and addressing deficiencies in the education sector (Mičiulienė & Kovalčikienė, 2023). Based on this explanation, the following hypothesis is proposed:

H2: Employees' intrinsic motivation can enhance Employee Performance.

The Relationship Between Job Satisfaction and Employee Performance

Job satisfaction plays a significant role in enhancing employee performance in the public sector, as evidenced by various studies (Putra et al., 2023; Shaikh et al., 2023; Chen et al., 2023). Factors such as compensation, promotion opportunities, work environment, training opportunities, relationships with supervisors, and job characteristics significantly impact individual performance, highlighting the importance of job satisfaction in public sector universities (Shaikh et al., 2023). Moreover, job satisfaction acts as a mediator between electronic human resource management, employee performance, and organizational commitment in small and medium family-owned enterprises in China, emphasizing its critical role in organizational success (Chen et al., 2023). Additionally, the positive effects of remuneration and work environment on job satisfaction, and subsequently on performance, underscore the necessity of ensuring high levels of job satisfaction among employees in public institutions to effectively achieve organizational goals (Chen et al., 2023). This means that remuneration and a positive work environment contribute to job satisfaction, which in turn enhances employee performance. Employees who are satisfied with their rewards and good working conditions are more motivated to contribute maximally. Therefore, it is essential for public institutions to ensure high levels of job satisfaction to effectively achieve organizational goals. Based on this explanation, the following hypothesis is proposed:

H3: Employees' job satisfaction can significantly influence Employee Performance.

The descriptions of the relationships among the above variables can be illustrated in the figure below:

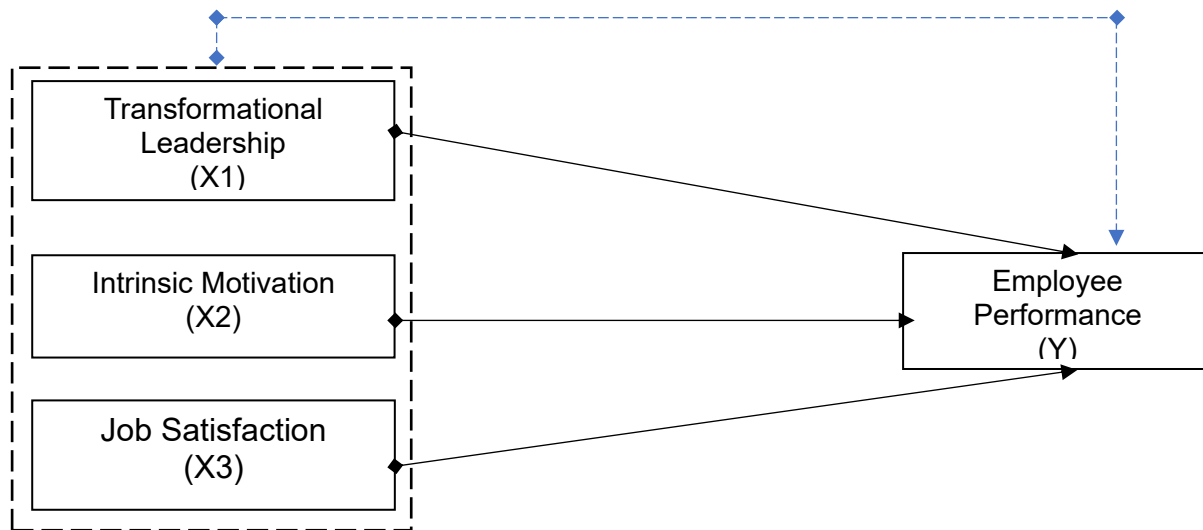


Figure 1. Research Framework

RESEARCH METHODOLOGY

Measurement Development

Employee Performance (Y): The output of an individual measured in terms of both quality and quantity while executing assigned tasks and responsibilities (Mangkunegara, 2005). Furthermore, performance is also a reflection of employees' work that directly impacts the achievement of organizational goals, influenced by factors such as motivation, competence, work results, discipline, and responsibility, with discipline being the most dominant aspect reflecting employee performance variables (Rokim & Tentama, 2020).

Transformational Leadership (X1): A leadership style focused entirely on inspiring and motivating followers to prioritize the organization's interests over their own, ultimately influencing employees to work toward common goals (Sulton et al., 2023; Sueb & Sopiah, 2023). Transformational leadership can be measured using indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Robbins & Judge, 2013).

Intrinsic Motivation (X2): The drive or force originating from within the individual, playing a crucial role in determining enthusiasm and enhancing employee performance (Dubayová & Haficová, 2023). The indicators for intrinsic motivation include the presence of a desire to succeed, internal drive and needs in the workplace, and the existence of hopes and aspirations (Ndudi et al., 2023).

Job Satisfaction (X3): A state of positive emotions or feelings derived from an individual's job assessment or work experience (Luthans, 2008). According to Luthans (2008), employee job satisfaction can be analyzed based on salary, the job itself, colleagues, supervision, and promotion.

The scale used in this research is the Likert scale, which is based on a weighting system from 1 to 5. The weighted numbers have the following meanings: 1 (strongly disagree); 2 (disagree); 3 (neutral); 4 (agree); and 5 (strongly agree).

Analytical Methodology

This study employs a survey design with a quantitative approach. The survey design entails collecting data from a number of employees using a structured questionnaire. The

quantitative approach focuses on objective measurement and statistical analysis of the collected data, particularly examining the relationships among transformational leadership, intrinsic employee motivation, job satisfaction, and employee performance variables. In this research, the influence among these variables is analyzed using multiple linear regression, aided by the Statistical Package for Social Sciences (SPSS) software. The analytical model applied is multiple linear regression with the formula: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$. Before analyzing the data using multiple regression, various prerequisite tests are conducted, including validity and reliability tests, linearity tests, multicollinearity tests, and heteroscedasticity tests. Hypotheses are tested using t-test and F-test statistical criteria. The population for this study consists of all civil servants at the Financial and Asset Management Agency of Ternate City, totaling 88 individuals.

RESEARCH RESULTS AND DISCUSSION

Description of Respondents

Table 1 summarizes the respondents' profiles based on survey results obtained through questionnaires. The collected data includes gender, age, education, and length of service. According to Table 1, female respondents dominate this study, comprising 60 individuals or 68.18% of the total 88 respondents, while male respondents account for 28 individuals or 31.82%. This indicates that the majority of respondents are female. In terms of age, most respondents fall within the range of 20 to 45 years, totaling 45 individuals or 51.13%, followed by respondents aged 46 to 50 years, numbering 30 individuals or 34.1%, while those over 50 years old comprise 13 individuals or 14.77%.

Table 1. Demographic Description of the Respondents

No.	Gender	Number	Percentage
1	Female	60	68.18
2	Male	28	31.82
	Total	88	100
1	Age 20 – 45	45	51.13
2	Age 46 – 50	30	34.1
3	Age > 50	13	14.77
	Total	88	100
1	High School (SMA)	48	54.55
2	Bachelor's Degree (S1)	36	40.91
3	Master's Degree (S2)	4	4.55
	Total	88	100
1	0-5 Years	37	42.05
2	6-10 Years	43	48.86
3	11-15 Years	8	9.09
4	16-20 Years	-	-
5	> 20 Years	-	-
	Total	88	100

In terms of education, the majority of respondents hold a high school diploma, with 48 individuals or 54.55%, followed by 36 individuals or 40.91% who have a bachelor's degree (S1), and only 4 individuals or 4.55% who have a master's degree (S2). This data indicates that most respondents have a background in secondary education. Regarding work experience, the majority of respondents have worked for 6 to 10 years, totaling 43 individuals or 48.86%, followed by 37 individuals or 42.05% with 0 to 5 years of experience. Only a few respondents, amounting to 8 individuals or 9.09%, have work experience of 11 to 15 years, and none have worked for more than 15 years. This suggests that most respondents have less than 10 years of work experience.

Validity and Reliability Testing of the Instrument

The validity and reliability tests are crucial steps in ensuring that the research instruments used (such as questionnaires) can measure accurately and consistently. Table 2 illustrates the results of the validity and reliability tests for the variables in this study, namely Employee Performance, Transformational Leadership, Intrinsic Motivation, and Job Satisfaction.

Validity is determined by the calculated R value. If this value exceeds 0.03, the indicator is considered valid. Table 2 shows that all indicators for Employee Performance, Transformational Leadership, Intrinsic Motivation, and Job Satisfaction have R values between 0.613 and 0.894, confirming their validity. Reliability is assessed using Cronbach's Alpha, with a minimum threshold of 0.6. All variables have Alpha values ranging from 0.631 to 0.888, exceeding the threshold.

Table 2. Validity and Reliability Testing

Variable	Indicator	R	Validity	Status	Alpha Cronbach	Level of Reliability
Employee Performance (Y)	P1	0,767**	0.03	Valid	0,810	0.6
	P2	0,811**	0.03	Valid	0,810	0.6
	P3	0,864**	0.03	Valid	0,810	0.6
	P4	0,753**	0.03	Valid	0,810	0.6
Transformational Leadership (X1)	P1.1	0,613**	0.03	Valid	0,665	0.6
	P1.2	0,682**	0.03	Valid	0,665	0.6
	P1.3	0,768**	0.03	Valid	0,665	0.6
	P1.4	0,779**	0.03	Valid	0,665	0.6
Intrinsic Motivation (X2)	P2.1	0,646**	0.03	Valid	0,631	0.6
	P2.2	0,806**	0.03	Valid	0,631	0.6
	P2.3	0,829**	0.03	Valid	0,631	0.6
Job Satisfaction (X3)	P3.1	0,788**	0.03	Valid	0,888	0.6
	P3.2	0,894**	0.03	Valid	0,888	0.6
	P3.3	0,731**	0.03	Valid	0,888	0.6
	P3.4	0,864**	0.03	Valid	0,888	0.6
	P3.5	0,841**	0.03	Valid	0,888	0.6

This indicates that the instruments used to measure these variables are reliable, meaning that the instrument consistently measures the same concepts across different occasions. Overall, based on the results of the validity and reliability tests, all indicators used in this study are deemed valid and reliable. This signifies that the research instruments employed are adequate for measuring the variables of Employee Performance, Transformational Leadership, Intrinsic Motivation, and Job Satisfaction.

Multicollinearity, Normality, and Heteroscedasticity Testing

Table 3 presents the results of the multicollinearity test for the variables of Transformational Leadership, Intrinsic Motivation, and Job Satisfaction, assessed through the Tolerance value and Variance Inflation Factor (VIF).

Table 3. Multicollinearity Test

Variable	Tolerance	VIF
Transformational Leadership	0.985	1.015
Intrinsic Motivation	0.959	1.043
Job Satisfaction	0.955	1.047

This test was conducted to ensure that there is no high correlation among the independent variables that could affect the results of the regression analysis. Based on the Tolerance values, which range from 0.955 to 0.985, all variables indicate no significant multicollinearity, as these values are above the minimum threshold of 0.1. Additionally, the VIF values for all variables are below 10, ranging from 1.015 to 1.047, indicating that there are no serious multicollinearity issues. Therefore, it can be concluded that the variables of Transformational Leadership, Intrinsic Motivation, and Job Satisfaction do not excessively influence one another in the regression model, and the model used can be considered free from multicollinearity issues.

Table 4 presents the results of the One-Sample Kolmogorov-Smirnov test to check whether the residuals from the regression model are normally distributed. This test uses the unstandardized residuals from a dataset of 88 observations (N=88). The following is an explanation: (1) **Normal Parameters**: The mean of the residuals is 0.000, indicating that the residual distribution is balanced around the value of zero. The standard deviation of 187.079 shows the extent of the spread of the residual data from the mean value; (2) **Most Extreme Differences**: The greatest difference between the empirical distribution of the residuals and the theoretical normal distribution is measured in three aspects: absolute (0.090), positive (0.059), and negative (-0.090). These values indicate how far the residual distribution deviates from the normal distribution.

Table 4. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		88
Normal Parameters ^{a,b}	Mean	0.000
	Std. Deviation	187.079.597
Most Extreme Differences	Absolute	0.090

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Positive	0.059
Negative	-0.090
Test Statistic	0.090
Asymp. Sig. (2-tailed)	.074 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

(3) **Test Statistic:** The Kolmogorov-Smirnov test statistic is 0.090. This represents the degree of deviation between the data distribution and the normal distribution; and (4) **Asymp. Sig. (2-tailed):** The asymptotic significance (sig.) value is 0.074. In normality testing, if the significance value is greater than 0.05, the residual distribution is considered normal. Since the sig. value of 0.074 is greater than 0.05, we can conclude that the residual distribution in this model does not significantly differ from the normal distribution. Therefore, overall, based on the results of the One-Sample Kolmogorov-Smirnov test, the residual distribution of this model does not significantly deviate from the normal distribution, indicating that the normality assumption for the residuals has been met.

The scatterplot displayed (Figure 2) shows the relationship between the Regression Standardized Predicted Value and the Regression Studentized Residual, which serves to detect the presence of heteroskedasticity in the regression model.

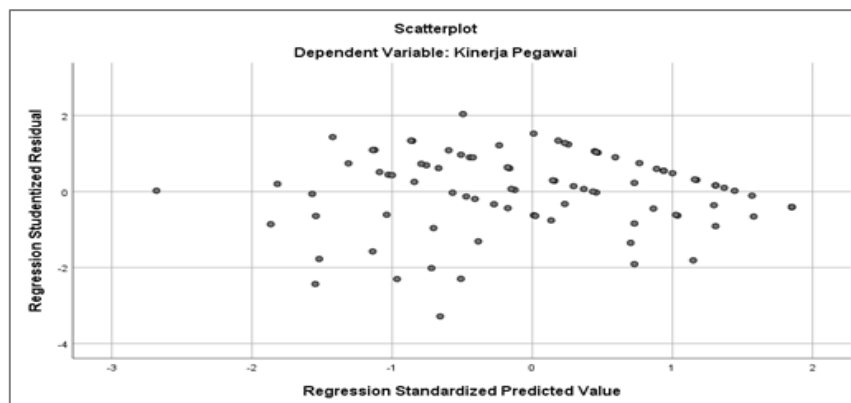


Figure 2. Scatterplot for Normality Test

From the pattern of point dispersion in this scatterplot, it is evident that the points do not form a distinct pattern but are scattered randomly around the horizontal line at the residual value of zero. This indicates that there are no issues with heteroscedasticity, as the variability of the residuals appears relatively constant across the range of predicted values. Additionally, the distribution of points appears symmetrical, with an even spread on both sides of the horizontal line, suggesting that the variance of the residuals does not systematically change with the predicted values. Therefore, based on this pattern of dispersion, it can be concluded that this regression model meets the assumption of

homoscedasticity, where the variance of the residuals is considered constant. However, to further validate this, formal tests such as the Breusch-Pagan test or the Glejser test can be conducted to statistically detect any heteroscedasticity.

Hypothesis Testing

Based on the results of the statistical tests, it can be concluded that the variables of Transformational Leadership, Intrinsic Motivation, and Job Satisfaction have a significant effect on Employee Performance. The regression coefficient (B) for the Transformational Leadership variable is 0.264, indicating that for every one-unit increase in this variable, Employee Performance will increase by 0.264 units. The t-statistic value of 3.029 with a significance level of 0.003 (which is less than 0.05) indicates that the effect of this variable is statistically significant. Furthermore, the results of the F-statistic test show a value of 30.096, which also confirms that this regression model is significant.

Table 5. Summary of Statistical Test Results

Variable	B	t statistics	F statistics	Sig	R Square
Transformational Leadership	0,264	3,029		0,003	
Intrinsic Motivation	0,550	4,986	30.096	0,000	0.518
Job Satisfaction	0,336	6,295		0,000	

Intrinsic Motivation also has a significant effect on Employee Performance, with a regression coefficient of 0.550. This means that for every one-unit increase in Intrinsic Motivation, Employee Performance will increase by 0.550 units. The t-statistic value of 4.986 and a significance level of 0.000 (which is less than 0.05) indicate that the effect of Intrinsic Motivation is highly significant. Job Satisfaction, as the third variable, also has a significant effect, with a regression coefficient of 0.336. Every one-unit increase in this variable will enhance Employee Performance by 0.336 units. The t-statistic value of 6.295 with a significance level of 0.000 further strengthens the conclusion that the effect of Job Satisfaction on Employee Performance is significant. Overall, the R Square value of 0.518 indicates that 51.8% of the variability in Employee Performance can be explained by these three variables, while the remaining 48.2% is explained by other factors not included in the model. This underscores that Transformational Leadership, Intrinsic Motivation, and Job Satisfaction together contribute significantly to enhancing Employee Performance.

Discussion

The Impact of Transformational Leadership on Employee Performance

Transformational leadership has been shown to have a significant impact on employee performance. Leaders who adopt this style are able to inspire and motivate employees to prioritize organizational interests over personal interests. According to Robbins and Judge (2013), transformational leadership involves idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, all of which contribute to enhancing employee performance. Research indicates that transformational leadership can create a positive work environment that fosters innovation and employee engagement (Katou et al., 2023). In this context, leaders not only provide direction but also empower employees to

actively contribute to achieving organizational goals. Therefore, it can be hypothesized that transformational leadership style positively contributes to employee performance.

The Impact of Intrinsic Motivation on Employee Performance

Intrinsic motivation, originating from within the individual, plays a crucial role in determining employee performance levels. Employees who are intrinsically motivated tend to demonstrate higher dedication to their tasks and greater creativity in completing their work. Studies have shown that intrinsic motivation significantly enhances work quality and productivity (Kuratomi et al., 2023). Factors such as the desire to succeed and the drive to avoid failure also serve as strong performance motivators (Ndudi et al., 2023; Pradhani, 2021). With high intrinsic motivation, employees are more likely to be committed and engaged in their work, which in turn positively impacts their performance. Therefore, it can be formulated that employees' intrinsic motivation can significantly enhance employee performance.

The Impact of Job Satisfaction on Employee Performance

Job satisfaction is a key element influencing employee performance, particularly in the public sector. Various studies have shown that factors such as salary, opportunities for growth, and workplace relationships significantly impact job satisfaction and, concurrently, employee performance (Grmanova & Bartek, 2023; Putra et al., 2023). When employees feel satisfied with their working conditions, they tend to work more effectively and efficiently. Research also indicates that job satisfaction acts as a mediator between various management factors and employee performance, highlighting the importance of ensuring high job satisfaction among employees to effectively achieve organizational goals (Chen et al., 2023). Thus, it can be hypothesized that employee job satisfaction significantly influences employee performance.

Conclusion

The findings of this study underscore the significance of transformational leadership, intrinsic motivation, and job satisfaction in influencing employee performance within the public sector. The results indicate that transformational leadership not only inspires employees to enhance their performance but also facilitates the development of intrinsic motivation and job satisfaction. Therefore, organizations should prioritize the implementation of transformational leadership principles and create a supportive work environment that fosters employee motivation and satisfaction. All these factors are interconnected and significantly contribute to the achievement of organizational goals.

However, this study also presents several limitations. Firstly, the sample size utilized, which includes only one institution, may affect the generalizability of the results. Additionally, the cross-sectional design of the study limits its ability to capture dynamic changes in the variables over time. The research did not account for other external or internal factors that could influence employee performance, and the use of surveys as a data collection method may introduce respondent bias that could affect data accuracy. Lastly, variability in measuring performance may influence the interpretation of the study's results.

Recommendations

For future research, it is recommended that researchers expand the sample size to include a more diverse participant pool from various institutions to enhance the

generalizability of the findings. Furthermore, employing a longitudinal research design would greatly assist in understanding the dynamic relationships between the studied variables. Researchers are also encouraged to consider additional factors that may influence employee performance, such as organizational culture or external environments. Utilizing a combination of qualitative and quantitative data collection methods could yield more accurate and comprehensive data. Lastly, developing more standardized indicators for measuring employee performance is expected to improve the reliability of future research outcomes. By considering these recommendations, future studies are anticipated to provide deeper insights into the factors influencing employee performance and support the implementation of more effective human resource management policies.

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