

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON CIVIL SERVANT EMPLOYEE PERFORMANCE: THE MEDIATION ROLE OF INTRINSIC MOTIVATION (CASE STUDY AT THE REGIONAL SECRETARIAT, MANOKWARI REGENCY)

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Volume: 7  
Number: 1  
Page: 114 - 129

### Article History:

Received: 2025-11-09

Revised: 2025-12-12

Accepted: 2026-01-20

### Abstract:

Civil servants play a crucial role in government administration and public service delivery. Their performance is influenced not only by competence and work systems but also by psychological and organizational factors, such as transformational leadership, job satisfaction, and intrinsic motivation. Transformational leadership is expected to create an inspiring work environment, enhance job satisfaction, and foster intrinsic motivation, which in turn improves employee performance. This study aims to analyze the effects of transformational leadership and job satisfaction on employee performance, with intrinsic motivation as a mediating variable, at the Regional Secretariat of Manokwari Regency. This research adopts a quantitative approach using a survey method. The population comprises all 125 civil servants across nine sections of the Regional Secretariat of Manokwari Regency. Using Slovin's formula with a 5% margin of error, a sample of 95 respondents was obtained through proportionate stratified random sampling to ensure adequate representation from each section. Data were collected through closed-ended questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results show that transformational leadership and job satisfaction have a positive and significant effect on intrinsic motivation and employee performance. Intrinsic motivation also has a positive and significant influence on civil servant performance. Furthermore, intrinsic motivation partially mediates the relationship between transformational leadership and employee performance and fully mediates the relationship between job satisfaction and employee performance. These findings highlight the importance of effective transformational leadership and job satisfaction in fostering intrinsic motivation to enhance employee performance.

**Keywords:** Transformational Leadership, Job Satisfaction, Intrinsic Motivation, and Employee Performance

## INTRODUCTION

Indonesia's ongoing bureaucratic reform has positioned civil servants under increasing pressure to continuously improve their performance in delivering public services. As of December 31, 2024, the total number of civil servants reached 4,734,041 employees, reflecting the magnitude of responsibility carried by the public sector workforce. This large number makes employee performance a decisive factor in determining bureaucratic effectiveness and efficiency. Nevertheless, performance outcomes across government institutions remain uneven and often fall short of established targets. These conditions indicate that structural and behavioral problems persist within public organizations. Therefore, improving employee performance has become a strategic and urgent national agenda (Negara, 2025).



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Employee performance is a key indicator used to evaluate the success of public sector organizations. In practice, many institutions face challenges such as low motivation, inadequate job satisfaction, and leadership styles that fail to adapt to organizational change. These problems are not limited to the central government but are also widely observed in local governments. Such conditions hinder the achievement of organizational goals and weaken public service delivery. If left unresolved, they risk reducing public trust in government institutions. This situation underscores the urgency of identifying determinants of employee performance (Darmayanti, 2024).

Employee performance can be understood as the level of achievement in both quality and quantity of work carried out according to assigned responsibilities. Performance also reflects the extent to which employees contribute to organizational objectives through productivity, timeliness, attendance, and cooperative behavior. Contemporary perspectives emphasize that performance is not merely about final outputs but also about work processes and positive organizational behavior. These behaviors are shaped by contextual factors within the organization. Leadership plays a particularly important role in guiding and directing employee behavior. As such, leadership is central to efforts aimed at improving performance (Mangkunegara, 2005).

Transformational leadership has been widely discussed as an effective approach to enhancing employee performance in both public and private organizations. This leadership style emphasizes vision, inspiration, intellectual stimulation, and individualized consideration. Empirical studies generally indicate that transformational leadership has a positive influence on employee performance. However, its application in public sector organizations often encounters obstacles related to rigid bureaucratic structures. These structural constraints can limit the effectiveness of transformational leadership practices. Consequently, further empirical investigation is required to understand its impact in specific public sector contexts (Sakir, 2023).

In addition to leadership, job satisfaction is a crucial factor influencing employee performance. Job satisfaction reflects employees' perceptions of their work environment, rewards, supervision, and opportunities for career development. High levels of job satisfaction are associated with better attendance, lower turnover, and improved performance. In the public sector, job satisfaction is particularly important because it directly affects the quality of services delivered to citizens. Herzberg's two-factor theory explains job satisfaction through motivational and hygiene factors that shape employee attitudes. When these factors are inadequately managed, dissatisfaction can negatively affect performance (Belias, 2014).

Intrinsic motivation refers to internal drives that encourage individuals to engage in work for personal fulfillment and meaning rather than external rewards. Employees with strong intrinsic motivation tend to demonstrate higher commitment, persistence, and performance. Transformational leadership is believed to enhance intrinsic motivation by fostering autonomy, competence, and a sense of purpose. However, many previous studies focus mainly on the direct relationship between leadership and performance. This approach often overlooks the mediating role of intrinsic motivation. Addressing this gap is essential for a more comprehensive understanding of performance mechanisms (Al Yahyae, 2021).

Empirical conditions in Manokwari Regency illustrate the relevance of these issues at the local level. Performance evaluation results place the regency near the bottom of national rankings, indicating serious challenges in achieving development targets. Several key government programs have shown low or very low performance outcomes. In addition, job satisfaction among civil servants remains below the national average. These findings suggest weaknesses in leadership effectiveness, motivation, and satisfaction systems. Without targeted interventions, performance improvement is unlikely to be sustainable (BKN, 2023).



This study introduces novelty by integrating transformational leadership and job satisfaction with employee performance through intrinsic motivation as a mediating variable. It focuses on civil servants at the Regional Secretariat of Manokwari Regency, a context that has received limited scholarly attention. The study aims to examine both direct and indirect relationships among these variables in a single analytical framework. By doing so, it seeks to provide empirical evidence tailored to the unique bureaucratic conditions of Eastern Indonesia. The research also aims to contribute to theoretical development by clarifying causal mechanisms in public sector performance. Ultimately, the findings are expected to support evidence-based policy formulation and bureaucratic reform efforts.

**Leader-Member Exchange (LMX) Theory.** Leader-Member Exchange (LMX) Theory explains leadership as a differentiated relationship between leaders and individual subordinates rather than a uniform approach applied to all employees. The theory was first introduced to criticize traditional leadership assumptions that leaders treat all subordinates equally, showing instead that leaders form varying-quality relationships that shape employee attitudes and behavior (Graen, 1975). High-quality leader-member relationships foster trust, emotional support, and empowerment, which positively influence motivation, job satisfaction, and work outcomes (Anam, 2023). LMX is conceptually aligned with transformational leadership because both emphasize individual consideration, inspiration, and personal development in leader-follower interactions (Hui, 2024). When leader-member relationships are strong, employees tend to experience higher job satisfaction due to feeling valued, supported, and given opportunities to grow (Zahriana, 2024). Furthermore, high-quality LMX relationships enhance intrinsic motivation by increasing autonomy, trust, and a sense of meaning at work (Xue, 2022). Through this mechanism, intrinsic motivation mediates the relationship between transformational leadership and employee performance, reinforcing the link between high-quality leadership relationships and improved performance outcomes (Deci, 2000; Santalla-Banderali, 2022).

**Employee Performance.** Employee performance refers to the value of a set of employee behaviors that contribute positively or negatively to organizational goals through the transformation of organizational resources into outputs (Colquitt, 2014). Performance is not only the result of individual effort but also a function of motivation, ability, experience, and organizational systems that support productivity (Wagner, 2010). It reflects employees' effectiveness and efficiency in carrying out formal job responsibilities aligned with organizational vision and targets (Aguilar-Quintana, 2021). Performance serves as a strategic indicator for evaluating achievement gaps between actual results and predetermined standards, while also functioning as an ethical and professional benchmark in assessing how work outcomes are achieved (Firjatullah, 2023). Commonly used performance indicators include quality of work, quantity of output, timeliness, effectiveness, and independence, which together capture both results and work processes (Nugraha, 2024). Employee performance is influenced by multiple factors such as work environment support, clarity of performance expectations, feedback mechanisms, reward and sanction systems, and individual knowledge and skills (Adamy, 2016).

**Transformational Leadership.** Transformational leadership is defined as a leadership process in which leaders motivate followers to exceed expected performance levels and transcend personal interests to achieve collective organizational goals (Hui, 2024). This leadership style emphasizes inspiration, vision articulation, and dynamic interaction between leaders and followers to foster mutual growth and development (Dewi, 2024). Transformational leaders encourage followers to prioritize group objectives, align shared values, and enhance collective performance through motivation and inspiration rather than coercion (Bui, 2021). The core function of transformational



leadership lies in driving strategic change by developing individuals, teams, and organizational culture in a sustainable manner (Alessa, 2021). Its key indicators include idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, empowerment, and personal recognition, which collectively shape follower attitudes and behaviors (Hui, 2024). The emergence of transformational leadership is influenced by factors such as personality traits, education and life experience, intrinsic and extrinsic motivation, and subjective non-cognitive attributes that enable leaders to act as agents of meaningful organizational change (Toufaily, 2018).

**Job Satisfaction.** Job satisfaction is defined as an individual’s positive emotional and evaluative response toward their job, arising from the alignment between work expectations and actual work experiences (Chachar, 2022). It reflects how employees perceive various aspects of their work, including responsibilities, interpersonal relationships, career prospects, work environment, and compensation (Hui, 2024). Job satisfaction represents a combination of positive or negative feelings that influence motivation, productivity, and psychological well-being in the workplace (Veacesav, 2022). From a motivational perspective, job satisfaction functions as a key driver of intrinsic motivation, encouraging higher engagement and improved work performance (Abdulkhamidova, 2021). It also serves as an indicator of employee welfare and organizational health, affecting retention, productivity, and work behavior (Spector, 2022). Therefore, job satisfaction plays a strategic role in creating a healthy, meaningful, and sustainable work environment (Marcus, 2017).

**Intrinsic Motivation.** Intrinsic Motivation refers to an internal drive that encourages individuals to engage in work activities because they find them enjoyable, satisfying, and meaningful, rather than due to external rewards or pressures (Deci & Ryan in Gaesser et al., 2020). Rooted in Self-Determination Theory, intrinsic motivation arises when basic psychological needs such as autonomy, competence, and relatedness are fulfilled, leading employees to become more engaged, creative, and committed to their work (Day, 2019; Zhang et al., 2023). Intrinsically motivated employees tend to show higher levels of self-efficacy, job satisfaction, and persistence, which positively influence their performance and willingness to continuously develop their skills and contribute to organizational goals (Gagné & Deci in Udin, 2023; Ramírez-Ruiz et al., 2024).

**The Effect of Transformational Leadership on Intrinsic Motivation.** According to Sari et al. (2024), transformational leadership is a leadership style that inspires and motivates employees through visionary communication, emotional support, and exemplary behavior, thereby encouraging the emergence of internal work motivation. This leadership approach positions leaders not merely as administrative supervisors but as agents of change who create a work environment that supports employee autonomy and personal development. Research by Khan et al. (2020) demonstrates that transformational leadership has a positive relationship with intrinsic motivation because it enhances employees’ sense of meaning and work engagement. Similar findings are reported by Chen et al. (2022), who state that transformational leadership behaviors significantly contribute to the development of employees’ intrinsic motivation. Furthermore, Raza et al. (2023) confirm that transformational leaders are effective in fostering intrinsic motivation through empowerment and psychological support. Therefore, the more effectively transformational leadership is implemented within an organization, the higher the level of intrinsic motivation among employees.

H<sub>1</sub>: Transformational leadership has a positive and significant effect on intrinsic motivation.

**The Effect of Transformational Leadership on Employee Performance.** Transformational leadership is defined as a leadership style that emphasizes active leader behaviors and strong emotional relationships with employees to enhance performance and achieve organizational goals



(Santya & Dewi, 2022). This leadership approach is characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, all of which encourage employees to perform beyond standard expectations. Empirical evidence shows that transformational leadership has a direct and positive impact on employee performance, as leaders who inspire and intellectually stimulate employees are able to improve work effectiveness and productivity (Lasiny et al., 2021). Similar findings indicate that transformational leadership significantly enhances employee performance by fostering motivation, commitment, and innovative work behavior (Jiatong et al., 2022). Recent studies further confirm that transformational leadership positively and significantly influences employee performance across various organizational contexts (Gawali et al., 2024).

H<sub>2</sub>: Transformational leadership has a positive and significant effect on employee performance.

**The Effect of Job Satisfaction on Intrinsic Motivation.** Job satisfaction is a crucial factor in shaping employees' internal drive and work quality within an organization, as it reflects positive emotional responses and enjoyment derived from one's job (Ayalew et al., 2021). When employees feel satisfied, particularly through intrinsic aspects such as achievement and recognition, they are more likely to develop stronger intrinsic motivation and personal engagement in their work. Empirical evidence shows that job satisfaction has a positive and significant effect on intrinsic motivation because satisfied employees tend to experience greater psychological fulfillment and self-determination in performing their tasks (Wuryanti & Rismawan, 2020). This relationship is further supported by findings that demonstrate job satisfaction as a key antecedent of intrinsic motivation, especially in fostering enthusiasm, commitment, and internal willingness to perform well (Qingnan, 2022). Recent studies also confirm that higher levels of job satisfaction consistently lead to stronger intrinsic motivation across various organizational contexts (Dagher et al., 2024).

H<sub>3</sub>: Job satisfaction has a positive and significant effect on intrinsic motivation.

**The Effect of Job Satisfaction on Employee Performance.** Job satisfaction plays an important role in enhancing employees' enthusiasm, discipline, and productivity in carrying out their work, as it reflects positive feelings toward the job that encourage better performance (Triastuti et al., 2024). Employees who are satisfied with their jobs tend to demonstrate higher commitment, loyalty, and willingness to achieve organizational goals effectively, especially when they feel valued, recognized, and provided with opportunities for professional growth. A supportive work environment and harmonious relationships between supervisors and subordinates further strengthen job satisfaction and reinforce its positive impact on performance. Empirical studies show that job satisfaction has a positive and significant effect on employee performance, as satisfied employees are more motivated to perform efficiently and contribute optimally to organizational outcomes (Adi et al., 2022). Recent findings consistently confirm that higher levels of job satisfaction lead to improved employee performance across different organizational settings (Cao et al., 2024).

H<sub>4</sub>: Job satisfaction has a positive and significant effect on employee performance.

**The Effect of Intrinsic Motivation on Employee Performance.** Intrinsic motivation refers to an internal drive that encourages individuals to perform their work because it provides personal satisfaction, fulfillment, and a sense of achievement rather than being driven by external rewards (Raphani, 2021). Intrinsically motivated employees tend to demonstrate higher responsibility, persistence, and willingness to improve their capabilities, which positively influences their performance continuously. In the context of public sector organizations, intrinsic motivation is especially important because it encourages employees to work optimally based on internal commitment and personal values (Yusuf, 2021). Empirical studies indicate that intrinsic motivation has a positive and significant effect on employee performance, as motivated employees are more

engaged and productive in carrying out their duties (Ndudi et al., 2023). Recent findings further confirm that intrinsic motivation directly contributes to improved employee performance and overall organizational effectiveness (Maulana et al., 2024).

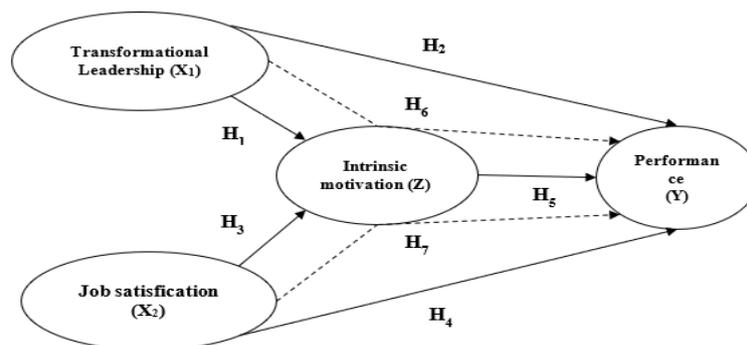
H<sub>5</sub>: Intrinsic motivation has a positive and significant effect on employee performance.

**The Effect of Transformational Leadership on Employee Performance with Intrinsic Motivation as a Mediating Variable.** Transformational leadership, which emphasizes inspiration, encouragement, and individualized attention, is able to enhance employees' internal drive and commitment to achieving organizational goals, ultimately leading to improved performance (Kurnianingsih et al., 2024). Leaders who apply transformational behaviors tend to foster intrinsic motivation by empowering employees to work with greater responsibility, initiative, and personal commitment rather than external pressure. Intrinsic motivation then functions as a psychological mechanism that translates leadership influence into higher performance outcomes, as employees who feel internally motivated are more engaged and willing to exert extra effort (Wardana & Anisah, 2023). Empirical evidence supports this mediating role, showing that transformational leadership indirectly improves employee performance through the enhancement of intrinsic motivation (Nurfaizi & Muafi, 2022). Recent studies further confirm that intrinsic motivation significantly mediates the relationship between transformational leadership and employee performance across organizational contexts (Oroh et al., 2024).

H<sub>6</sub>: Transformational leadership has a positive and significant effect on employee performance with intrinsic motivation as a mediating variable.

**The Effect of Job Satisfaction on Employee Performance with Intrinsic Motivation as a Mediating Variable.** Job satisfaction reflects employees' positive attitudes and pleasant feelings toward their work, which are shaped by factors such as the work environment, interpersonal relationships, compensation systems, and opportunities for career development (Mamahit & Pangaribuan, 2024). When employees experience high job satisfaction, they tend to feel valued and supported by the organization, which fosters stronger intrinsic motivation and encourages them to perform their tasks with greater enthusiasm and discipline (Pratama et al., 2023). Intrinsic motivation acts as an internal mechanism that translates job satisfaction into higher performance, as satisfied employees are more likely to develop personal commitment and enjoyment in their work (Uysal, 2023). Empirical studies confirm that intrinsic motivation significantly mediates the relationship between job satisfaction and employee performance, indicating that satisfaction enhances performance outcomes primarily through strengthening employees' internal drive (Pandya, 2024).

H<sub>7</sub>: Job satisfaction has a positive and significant effect on employee performance with intrinsic motivation as a mediating variable.



**Figure 1.** Research Framework



## METHODS

This study employs an explanatory quantitative research design aimed at examining both direct and indirect causal relationships among transformational leadership, job satisfaction, intrinsic motivation, and employee performance within the Regional Secretariat of Manokwari Regency. The research adopts a survey method using structured closed-ended questionnaires as the primary data collection instrument to ensure objective and measurable assessment of variables (Paramita, 2021). The population consists of 125 civil servants, from whom 95 respondents were selected using proportionate stratified random sampling to ensure representative coverage across organizational units (Sugiyono, 2017). Data analysis is conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is appropriate for models involving mediation and relatively limited sample sizes (Hair, 2019). Transformational leadership and job satisfaction function as exogenous variables, employee performance as the endogenous variable, and intrinsic motivation as a mediating variable, with each construct operationalized through validated and reliable indicators grounded in established theories such as transformational leadership theory, job satisfaction theory, and self-determination theory (Marcus, 2017). Both primary data from questionnaires and secondary data from official institutional reports are analyzed using descriptive and inferential statistics to ensure robustness, validity, and empirical rigor of the findings (Machali, 2018).

## RESULT AND DISCUSSION

**Respondent Characteristics.** Data collection in this study was conducted by distributing questionnaires to civil servants in the Manokwari Regency Regional Secretariat. The number of respondents was determined using the Slovin formula from a population of 125 employees, then a sample was taken using the probability sampling technique through the Proportional Stratified Random Sampling method. Based on these calculations, a sample of 95 employees was obtained, the distribution of which was adjusted proportionally to the number of employees in each work unit. The characteristics of respondents in this study were grouped according to work unit, education level, gender, class, space, and length of service. The grouping can be further explained as follows:

**Table 1.** Respondent Characteristics Based on Work Unit

| No.          | Work unit                                   | Number of Respondents | Presentation |
|--------------|---|-----------------------|--------------|
| 1.           | General Affair                              | 18                    | 18.9%        |
| 2.           | Government Section                          | 11                    | 11.6%        |
| 3.           | Public Welfare Section                      | 10                    | 10.5%        |
| 4.           | Organization & Administration Section       | 11                    | 11.6%        |
| 5.           | Protocol & Leadership Communication Section | 5                     | 5.3%         |
| 6.           | Legal Department                            | 11                    | 11.6%        |
| 7.           | Regional Economic Section                   | 8                     | 8.4%         |
| 8.           | Treasury of Goods & Services Section        | 15                    | 15.8%        |
| 9.           | Development Administration Section          | 6                     | 6.3%         |
| <b>Total</b> |   | <b>95</b>             | <b>100%</b>  |

Source: Processed Data 2025

Based on Table 1, it shows that of the 95 respondents determined based on sample calculations, the General Section consists of 18 people or 18.9%, the Government Section has 11 people or 11.6%, the Public Welfare Section has 10 people or 10.5%, and the Organization & Governance Section has 11 people or 11.6%. Furthermore, the Protocol & Leadership Communication Section consists of 5



people or 5.3%, the Legal Section as many as 11 people or 11.6%, the Regional Economic Section as many as 8 people or 8.4%, the Treasury of Goods & Services as many as 15 people or 16.8%, and the Development Administration Section as many as 6 people or 6.3%. It reflects the proportional distribution of respondents from various work units of the Manokwari Regency Regional Secretariat according to the research sample calculation.

**Table 2.** Respondent Characteristics Based on Education Level

| No.          | Educational level                         | Number of Respondents | Presentation |
|--------------|---|-----------------------|--------------|
| 1.           | Senior High School/Vocational High School | 19                    | 20%          |
| 2.           | D-III                                     | 6                     | 6.3%         |
| 3.           | D-IV/S-1                                  | 57                    | 60%          |
| 4.           | S-2                                       | 13                    | 13.7%        |
| <b>TOTAL</b> |   | <b>95</b>             | <b>100%</b>  |

Source: Processed Data 2025

Based on Table 2, it shows that of the 95 respondents, the education level of Senior High School/SMA/SMK consisted of 19 people or 20%, D-III as many as 6 people or 6.3%, D-IV/S-1 as many as 57 people or 60%, and S-2 as many as 13 people or 13.7%. It shows that the study respondents were dominated by employees with D-IV/S-1 education who worked at the Manokwari Regency Regional Secretariat.

**Table 3.** Respondent Characteristics Based on Gender

| No.          | Gender | Number of Respondents | Presentation |
|--------------|--------|-----------------------|--------------|
| 1.           | Man    | 54                    | 56.8%        |
| 2.           | Woman  | 41                    | 43.2%        |
| <b>TOTAL</b> |        | <b>95</b>             | <b>100%</b>  |

Source: Processed Data 2025

Table 3 shows that of the 95 respondents, 54 were male, representing 56.8%, while 41 were female, representing 43.2%. It indicates that the study's respondents were predominantly male employees working at the Manokwari Regency Regional Secretariat.

**Table 4.** Respondent Characteristics Based on Rank, Group & Space

| No.          | Group and Space     | Number of Respondents | Presentation |
|--------------|---------------------|-----------------------|--------------|
| 1.           | Group II (a/b/c/d)  | 21                    | 22.1%        |
| 2.           | Group III (a/b/c/d) | 68                    | 71.6%        |
| 3.           | Group IV (a/b/c/d)  | 6                     | 6.3%         |
| <b>Total</b> |                     | <b>95</b>             | <b>100%</b>  |

Source: Processed Data 2025

Table 4 shows that of the 95 respondents determined based on sample calculations, employees with Class II numbered 21 people or 22.1%, Class III numbered 68 people or 71.6%, and Class IV numbered 6 people or 6.3%. It shows that the majority of respondents were in Class III, while a small portion were in Class II and Class IV within the Manokwari Regency Regional Secretariat.



**Table 5.** Respondent Characteristics Based on Length of Service

| No.          | Years of service  | Number of Respondents | Presentation |
|--------------|-------------------|-----------------------|--------------|
| 1.           | 14 years          | 6                     | 6.3%         |
| 2.           | More Than 4 Years | 89                    | 93.7%        |
| <b>Total</b> |                   | <b>95</b>             | <b>100%</b>  |

Source: Processed Data 2025

Based on Table 5, of the 95 respondents determined through sample calculation, 6 respondents (6.3%) had worked for 1-4 years, while 89 respondents (93.7%) had worked for more than 4 years. This finding indicates that most respondents were very familiar with the Regional Secretary's leadership style, including how he directed, made decisions, and built communication within the organization. This condition suggests that the research sample was dominated by experienced employees, so that the data obtained can reflect organizational dynamics more stably and reliably.

**Research Instrument Validity Test.** Validity testing is carried out by correlating each indicator score with the total construct score through Bivariate Correlation. This validity test was applied to 45 respondents, and this number is considered sufficient to meet the validity testing requirements. To determine whether each questionnaire item is valid or not, it is necessary to compare the calculated *r* with the table *r*. A questionnaire is declared valid if the calculated *r* value is greater than the table *r* (0.294) with  $df = n-2 = 43$  and  $\alpha = 0.05$  and is statistically significant (Sugiyono, 2017:128). The test results can be seen in the following table:

**Table 6.** Validity Test Results

| No | Variables                            | Item | r count | r table | Sig.  | Information |
|----|--------------------------------------|------|---------|---------|-------|-------------|
| 1  | <i>(Transformational Leadership)</i> | TL1  | 0,672   | 0,294   | 0,000 | Valid       |
|    |                                      | TL2  | 0,743   | 0,294   | 0,000 | Valid       |
|    |                                      | TL3  | 0,725   | 0,294   | 0,000 | Valid       |
|    |                                      | TL4  | 0,567   | 0,294   | 0,000 | Valid       |
|    |                                      | TL5  | 0,667   | 0,294   | 0,000 | Valid       |
|    |                                      | TL6  | 0,630   | 0,294   | 0,000 | Valid       |
| 2  | <i>(Job Satisfaction)</i>            | JS1  | 0,747   | 0,294   | 0,000 | Valid       |
|    |                                      | JS2  | 0,762   | 0,294   | 0,000 | Valid       |
|    |                                      | JS3  | 0,778   | 0,294   | 0,000 | Valid       |
|    |                                      | JS4  | 0,680   | 0,294   | 0,000 | Valid       |
|    |                                      | JS5  | 0,726   | 0,294   | 0,000 | Valid       |
|    |                                      | JS6  | 0,817   | 0,294   | 0,000 | Valid       |
| 3  | <i>(Intrinsic Motivation)</i>        | IM1  | 0,762   | 0,294   | 0,000 | Valid       |
|    |                                      | IM2  | 0,525   | 0,294   | 0,000 | Valid       |
|    |                                      | IM3  | 0,653   | 0,294   | 0,000 | Valid       |
|    |                                      | IM4  | 0,650   | 0,294   | 0,000 | Valid       |
|    |                                      | IM5  | 0,597   | 0,294   | 0,000 | Valid       |
|    |                                      | IM6  | 0,709   | 0,294   | 0,000 | Valid       |
| 4  | <i>(Employee Performance)</i>        | EP1  | 0,753   | 0,294   | 0,000 | Valid       |
|    |                                      | EP2  | 0,773   | 0,294   | 0,000 | Valid       |
|    |                                      | EP3  | 0,722   | 0,294   | 0,000 | Valid       |
|    |                                      | EP4  | 0,757   | 0,294   | 0,000 | Valid       |
|    |                                      | EP5  | 0,777   | 0,294   | 0,000 | Valid       |

Source: Data Processed by IBM SPSS Statistics 22



Based on Table 6, all instruments from the research variables have met the validity criteria, as indicated by the Pearson Correlation  $r$  value above 0.294 and a significance value below 5% (0.05). Thus, the instrument is suitable for use as a measurement tool for the variables studied.

**Research Instrument Reliability Test.** Reliability testing is conducted to ensure that the research instrument is truly consistent and reliable when used to measure the variables being studied. In determining whether data is reliable or not, the Cronbach's Alpha coefficient value is used as a reference. Generally, data is considered reliable if the Cronbach's Alpha value is  $> 0.70$ . In other words, the higher the value above the 0.70 limit, the more reliable the data used (Amrudin et al., 2022:88). The results of the reliability test can be seen in Table 6 as follows:

**Table 7. Reliability Test Results**

| Variables                   | Cronbach's Alpha | Information |
|-----------------------------|------------------|-------------|
| Transformational Leadership | 0.741            | Reliable    |
| Job satisfaction            | 0.842            | Reliable    |
| Intrinsic Motivation        | 0.725            | Reliable    |
| Employee Performance        | 0.812            | Reliable    |

Source: Data Processed by IBM SPSS Statistics 22

Based on Table 7, all Cronbach's Alpha values are  $> 0.7$ ; it can be concluded that all instruments or sets of question items for each variable have met reliability requirements. In other words, these instruments are consistent and reliable in measuring the intended construct.

**Descriptive Analysis of Research Variables.** Descriptive analysis in this study was used to provide an overview of respondents' perceptions of each research variable based on questionnaire responses that had been coded and tabulated with a rating scale of 1-7. The results of the analysis showed that employee performance was in the good category with an average score of 5.943, although the aspects of timeliness and effectiveness were still relatively lower due to limited flexibility in workflow, supporting facilities, and equal distribution of tasks. Transformational leadership obtained an average score of 4.965 with a fairly good category, which indicates that leadership practices already reflect transformational characteristics, but still need to be strengthened in the aspects of exemplary behavior and delegation of authority. The job satisfaction variable was also in the fairly good category with an average score of 5.018, where the indicator of pleasure in work was the lowest due to the work that tends to be monotonous and the formal work atmosphere. Meanwhile, intrinsic motivation showed an average score of 5.181 with a fairly good category, which indicates that interest, meaning of work, and social connectedness have been formed, but the perception of competence and work benefits still needs to be improved through capacity development and strengthening the meaning of work contributions.

**Evaluation of the Measurement Model (Measurement Model/Outer Model).** Evaluation of the measurement model in this study refers to the applicable standards for latent constructs with reflective indicators.

**Table 8. Outer Loading Estimation Results**

| OUTER LOADING-BOOTSTRAPPING        |                     |                 |                            |                          |          |
|------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
|                                    | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
| X11 <- Transformational Leadership | 0.915               | 0.912           | 0.027                      | 34,294                   | 0.000    |



|                                    |       |       |       |        |       |
|------------------------------------|-------|-------|-------|--------|-------|
| X12 <- Transformational Leadership | 0.919 | 0.918 | 0.021 | 42,983 | 0.000 |
| X13 <- Transformational Leadership | 0.935 | 0.936 | 0.018 | 53,081 | 0.000 |
| X14 <- Transformational Leadership | 0.904 | 0.900 | 0.031 | 28,880 | 0.000 |
| X15 <- Transformational Leadership | 0.932 | 0.933 | 0.021 | 44,741 | 0.000 |
| X16 <- Transformational Leadership | 0.896 | 0.891 | 0.036 | 25,108 | 0.000 |
| X21 <- Job Satisfaction            | 0.889 | 0.885 | 0.036 | 24,538 | 0.000 |
| X22 <- Job Satisfaction            | 0.880 | 0.875 | 0.038 | 22,909 | 0.000 |
| X23 <- Job Satisfaction            | 0.915 | 0.914 | 0.023 | 39,417 | 0.000 |
| X24 <- Job Satisfaction            | 0.881 | 0.880 | 0.030 | 29,279 | 0.000 |
| X25 <- Job Satisfaction            | 0.922 | 0.921 | 0.024 | 38,330 | 0.000 |
| X26 <- Job Satisfaction            | 0.887 | 0.883 | 0.037 | 24,045 | 0.000 |
| Y1 <- Employee Performance         | 0.870 | 0.868 | 0.031 | 28,433 | 0.000 |
| Y2 <- Employee Performance         | 0.906 | 0.905 | 0.021 | 42,561 | 0.000 |
| Y3 <- Employee Performance         | 0.903 | 0.902 | 0.023 | 39,420 | 0.000 |
| Y4 <- Employee Performance         | 0.886 | 0.885 | 0.030 | 29,476 | 0.000 |
| Y5 <- Employee Performance         | 0.893 | 0.892 | 0.025 | 35,388 | 0.000 |
| Z1 <- Intrinsic Motivation         | 0.866 | 0.867 | 0.031 | 27,840 | 0.000 |
| Z2 <- Intrinsic Motivation         | 0.836 | 0.836 | 0.039 | 21,579 | 0.000 |
| Z3 <- Intrinsic Motivation         | 0.819 | 0.818 | 0.044 | 18,749 | 0.000 |
| Z4 <- Intrinsic Motivation         | 0.796 | 0.795 | 0.045 | 17,511 | 0.000 |
| Z5 <- Intrinsic Motivation         | 0.830 | 0.829 | 0.041 | 20,210 | 0.000 |
| Z6 <- Intrinsic Motivation         | 0.818 | 0.816 | 0.048 | 16,950 | 0.000 |

Source: Data Processed with SmartPLS 3

The outer loadings for all indicators are above the recommended threshold of  $\geq 0.70$  and consistently rated "Valid." Thus, all indicators and constructs in the model strongly and consistently meet the assumptions of convergent validity. These results can be seen in Figure 2.

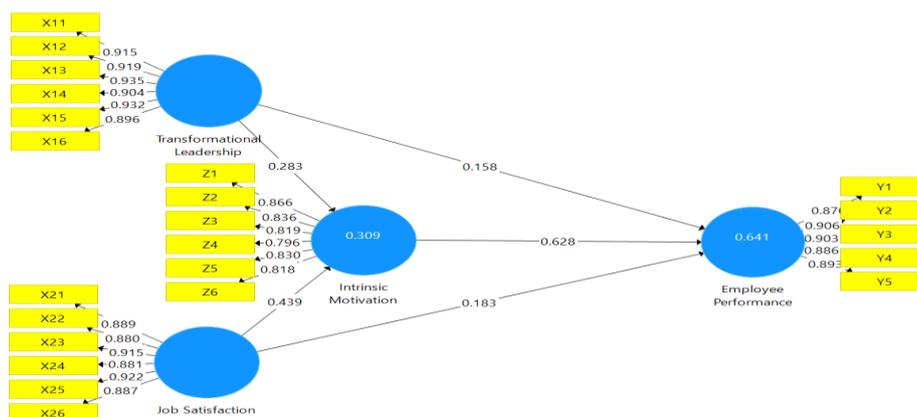


Figure 2. Outer Loading Estimation Results

Measurement model testing indicates that all constructs in this study have met the criteria for discriminant validity and internal reliability. Discriminant validity is met because each indicator has the highest cross-loading value on its original construct, the square root of the AVE value for each construct is greater than its correlation with other constructs (Fornell-Larcker criteria), and all

HTMT values are below the 0.90 limit, which confirms that each construct is empirically different and measures a unique concept. Furthermore, reliability testing shows that all constructs have Composite Reliability and Cronbach's Alpha values above 0.70 and AVE values  $\geq 0.50$ , which indicates strong internal consistency and the ability of indicators to represent latent variables reliably, so that the measurement model is worthy to proceed to the structural testing stage.

**Structural Model Evaluation (Structural Model/Inner Model).** Structural model evaluation is conducted to assess how well the relationships between variables in the study can explain the phenomenon being studied. The goal is to ensure that the model is not only theoretically correct but also has good predictive ability. According to Hair et al. (2019), this assessment is carried out through several main measures, namely R-Square, Q-Square, and Goodness of Fit (GoF). In PLS-SEM research, this evaluation is usually complemented by examining the path coefficient (Path-Coefficient), F-Square (Effect Size), and Prediction through PLSpredict, so that researchers can ensure that the model used is feasible and reliable. The structural model evaluation demonstrates that the proposed PLS-SEM model has adequate explanatory and predictive power. The R-square results indicate that the model explains 64.1% of the variance in employee performance, reflecting a strong level of explanatory capability, while 30.9% of the variance in intrinsic motivation is explained, indicating a moderate level of explanation. Predictive relevance testing using Q-square shows values greater than zero for both intrinsic motivation (0.204) and employee performance (0.496), confirming that the model possesses acceptable to strong predictive relevance.

Furthermore, the F-square analysis reveals that transformational leadership and job satisfaction have a moderate effect on intrinsic motivation, whereas job satisfaction exerts a small effect on employee performance, suggesting differential contributions of predictors across endogenous constructs. The overall model fit assessment using the Goodness of Fit index yields a value of 0.609, which falls into the high category, indicating that the combined measurement and structural model well represents the observed data. Finally, hypothesis testing is conducted using path analysis, where relationships are considered statistically significant when the t-statistic exceeds 1.96 or the p-value is below 0.05, thereby providing a robust basis for evaluating the proposed causal relationships (Hair, 2019).

**Table 9.** Path Analysis and Hypothesis Testing

| Hypothesis | Effect Type      | Relationship between variables                      | Original Sample (O) | T Statistics ( O/STDEV ) | P Values | Significance |
|------------|------------------|---|---------------------|--------------------------|----------|--------------|
| H1         | Immediate Effect | Transformational Leadership -> Intrinsic Motivation | 0.283               | 3,320                    | 0.001    | GIS          |
| H2         |                  | Transformational Leadership -> Employee Performance | 0.158               | 2,075                    | 0.041    | GIS          |
| H3         |                  | Job Satisfaction -> Intrinsic Motivation            | 0.439               | 5,672                    | 0.000    | GIS          |
| H4         |                  | Job Satisfaction -> Employee Performance            | 0.183               | 2,608                    | 0.009    | GIS          |



|    |   |       |       |       |     |
|----|---|-------|-------|-------|-----|
| H5 | Intrinsic Motivation<br>-> Employee Performance                                   | 0.628 | 9,783 | 0.000 | GIS |
| H6 | Transformational Leadership -><br>Intrinsic Motivation<br>-> Employee Performance | 0.178 | 3,141 | 0.002 | GIS |
| H7 | Job Satisfaction -><br>Intrinsic Motivation<br>-> Employee Performance            | 0.276 | 5,047 | 0.000 | GIS |

**Indirect Effects**

Source: Data Processed with SmartPLS 3

- The transformational leadership variable has a positive influence with a value of 0.283 on the intrinsic motivation variable, and this influence is proven to be significant with a p-value of  $0.001 < 0.05$  and a t-statistic value of  $3.320 > 1.96$ .
- Then the job satisfaction variable shows a positive influence of 0.158 on employee performance, with a significance level of p-value  $0.041 < 0.05$  and t-statistic  $2.075 > 1.96$ .
- Job satisfaction shows a positive influence of 0.439 on intrinsic motivation, and the relationship is significant as shown by a p-value of  $0.000 < 0.05$  and a t-statistic of  $5.672 > 1.96$ .
- Job satisfaction has a positive effect of 0.183 on employee performance, with strong significance because the p-value is  $0.009 < 0.05$  and the t-statistic is  $9.783 > 1.96$ .
- Intrinsic motivation provides a positive contribution of 0.628 to employee performance variables, and this relationship is significant with a p-value of  $0.000 < 0.05$  and a t-statistic of  $9.783 > 1.96$ .
- Transformational leadership has an indirect effect of 0.178 on employee performance through intrinsic motivation, and this mediation relationship is significant because the p-value is  $0.002 < 0.05$  and the t-statistic is  $3.141 > 1.96$ .
- Job satisfaction has an indirect effect of 0.276 on employee performance through the intrinsic motivation variable, and this effect is significant with a p-value of  $0.000 < 0.05$  and a t-statistic of  $5.047 > 1.96$ .

The SEM-PLS results show that transformational leadership has a positive and significant effect on intrinsic motivation; H1 is accepted. This finding indicates that leaders who inspire, provide vision, empower subordinates, and show individual consideration are able to strengthen employees' internal drive to work with commitment and self-awareness. This result is consistent with prior studies demonstrating that transformational leadership enhances intrinsic motivation by fostering meaning and psychological engagement at work (Sari, 2024).

The analysis also confirms that transformational leadership positively and significantly influences employee performance, meaning H2 is accepted. Leaders who act as role models, motivate employees, and stimulate innovative thinking can improve discipline, responsibility, and results orientation among employees. This finding aligns with empirical evidence showing that transformational leadership directly contributes to higher performance outcomes (Gawali, 2024).

Job satisfaction is found to have a positive and significant effect on intrinsic motivation, leading to the acceptance of H3. Employees who feel satisfied with their jobs, rewards, career opportunities, and work relationships tend to develop stronger internal motivation to perform their



duties. It supports previous research highlighting job satisfaction as a key antecedent of intrinsic motivation (Dagher, 2024).

The results further indicate that job satisfaction has a positive and significant impact on employee performance, thus H4 is accepted. When employees perceive fairness, recognition, and supportive working conditions, they are more likely to demonstrate better quality, quantity, and timeliness of work. This finding is in line with earlier studies that consistently report a strong link between job satisfaction and employee performance (Triastutik, 2024).

Intrinsic motivation is proven to have a strong, positive, and significant effect on employee performance, so H5 is accepted. Employees who experience enjoyment, meaning, and personal fulfillment in their work tend to perform better, work more independently, and show higher effectiveness. This result corroborates prior research emphasizing intrinsic motivation as a critical determinant of performance (Maulana, 2024).

The mediation analysis reveals that intrinsic motivation fully mediates the relationship between transformational leadership and employee performance, indicating that H6 is accepted with full mediation. While transformational leadership initially shows a direct effect on performance, this effect becomes insignificant when intrinsic motivation is included, suggesting that leadership improves performance primarily by enhancing employees' intrinsic motivation. Similar conclusions have been reported in previous studies on transformational leadership and mediated performance outcomes (Oroh, 2024).

Finally, the results demonstrate that intrinsic motivation partially mediates the effect of job satisfaction on employee performance, meaning H7 is accepted with partial mediation. Job satisfaction directly improves performance and simultaneously strengthens intrinsic motivation, which further enhances performance. This finding confirms that job satisfaction and intrinsic motivation jointly play a complementary role in shaping employee performance, as supported by earlier empirical evidence (Pandya, 2024).

## CONCLUSION

Based on the results obtained, it is concluded that transformational leadership and job satisfaction have a positive and significant effect on the intrinsic motivation and performance of Civil Servants at the Manokwari Regency Regional Secretariat, both directly and indirectly, with intrinsic motivation acting as a perfect mediator in the transformational leadership-performance relationship and a partial mediator in the job satisfaction-performance relationship. This finding confirms that improving employee performance is not only determined by external factors, but is highly dependent on strengthening employees' internal drive through inspirational leadership and a satisfying work environment. Therefore, it is recommended that the Manokwari Regency Regional Secretariat strengthen transformational leadership practices, increase job satisfaction through workload management and a more supportive work environment, and develop programs to strengthen competency and work meaning to foster employee intrinsic motivation. Meanwhile, further research is expected to develop the model by adding other relevant variables and using more diverse approaches and research loci to obtain a more comprehensive understanding of civil servant performance.

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