

The Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Civil Servant Performance: An Empirical Study in Indonesian Local Government

Hairun Zainuddin

Institut Teknologi dan Bisnis Nobel Indonesia

Email: hairunzainuddin8@gmail.com

Keywords: *transformational leadership, work motivation, organizational culture, civil servant performance, Indonesian local government*

Abstract

This study analyzes the influence of transformational leadership, work motivation, and organizational culture on Civil Servant (ASN) performance at the Department of Youth and Sports, Luwu Regency, Indonesia. Four hypotheses were tested: transformational leadership, work motivation, and organizational culture each positively affect ASN performance, and all three variables simultaneously affect performance. A quantitative explanatory approach with cross-sectional survey design was employed. Using a census technique, all 31 ASN at the agency served as respondents. Data were collected via a structured 48-item Likert-scale questionnaire adapted from established instruments, including the Multifactor Leadership Questionnaire, Perry public service motivation scale, Denison Organizational Culture Survey, and Pradhan and Jena performance scale. Multiple linear regression with SPSS was used for analysis, preceded by classical assumption tests. Results show that transformational leadership, work motivation, and organizational culture each have a positive and significant effect on ASN performance, and all three variables jointly explain a substantial proportion of performance variance, confirming all four hypotheses. Transformational leadership emerged as the strongest predictor, underscoring the critical role of inspirational and individually considerate leadership in public sector performance. These findings suggest that agency leaders should prioritize transformational leadership development, strengthen intrinsic and public service motivation, and foster an organizational culture centered on involvement, adaptability, and clear mission. Future research should explore mediating variables such as employee engagement or job satisfaction, and apply structural equation modeling for deeper causal analysis.

INTRODUCTION

Civil servant performance is a critical determinant of public service quality and the effectiveness of local governance in Indonesia. As frontline executors of public policy, the Aparatur Sipil Negara (ASN) are expected to deliver responsive, accountable, and high-quality services to the community. However, empirical evidence suggests that ASN performance in many regional government agencies remains suboptimal, constrained by weak leadership, low motivation, and an organizational culture that does not fully support excellence in public service (Haerani et al., 2020; Paaïs & Pattiruhu, 2020). This challenge is particularly pronounced in smaller regional agencies, where limited resources and institutional capacity create additional barriers to optimal performance.

The Department of Youth and Sports (Dinas Pemuda dan Olahraga) of Luwu Regency exemplifies this challenge. As an agency responsible for youth development and sports promotion two strategic pillars of human capital investment its ASN are required to perform at a consistently high level. Yet preliminary observations suggest that performance gaps persist, driven by insufficient leadership inspiration, limited motivational reinforcement, and an organizational

culture that has not been systematically cultivated to align with the agency's strategic mission. Addressing these gaps is therefore both urgent and practically significant for improving public services in the region.

The relationship between transformational leadership and employee performance has been extensively documented in the literature. Lai et al. (2020) demonstrated that transformational leadership significantly enhances job performance through the mediating role of work engagement among nurses in Taiwan. Khan et al. (2020) confirmed similar findings in the telecommunication sector, showing that transformational leadership improves work performance via intrinsic motivation as a mediating mechanism. In the public sector specifically, Jensen & Bro (2018) found that transformational leadership supports intrinsic motivation and public service motivation through the satisfaction of basic psychological needs, while Hameduddin & Engbers (2022) concluded through systematic synthesis that transformational leadership holds the strongest and most consistent empirical evidence for enhancing motivation and performance among government employees.

Work motivation has equally been recognized as a powerful driver of performance. In the Indonesian context, Paais & Pattiruhu (2020) found that work motivation positively and significantly affects employee performance, while Pancasila et al. (2020) confirmed that motivation and leadership jointly influence job satisfaction and employee performance. Public Service Motivation (PSM) a dimension of motivation unique to public employees has received growing attention: Bellé (2013) provided causal experimental evidence that PSM enhances performance when employees perceive high social impact in their work, and Vandenabeele (2009) identified that PSM influences self-reported performance through job satisfaction and organizational commitment as mediators.

Organizational culture has similarly been linked to performance outcomes across various contexts. Hartnell et al. (2011) confirmed through meta-analysis that organizational culture types within the Competing Values Framework significantly affect organizational effectiveness. Denison et al. (2004) demonstrated that the four dimensions of organizational culture involvement, consistency, adaptability, and mission are universally relevant to organizational effectiveness, including in Asian contexts. In Indonesia and Southeast Asia, Suong et al. (2019) and Paais & Pattiruhu (2020) confirmed that organizational culture directly influences employee and organizational performance.

Despite this growing body of evidence, significant research gaps remain. Most existing studies have been conducted in the private sector or in large public institutions in developed countries, leaving the Indonesian local government context—particularly at the district level—relatively underexplored (Haerani et al., 2020). Furthermore, while individual studies have examined the effects of leadership, motivation, or organizational culture in isolation, integrated empirical investigations that simultaneously test all three variables within a single comprehensive model applicable to Indonesian ASN remain scarce. This limitation constrains the ability of local policymakers to design evidence-based, multi-faceted interventions for performance improvement.

Additionally, most prior studies have relied on large, heterogeneous samples that obscure the dynamics specific to small, functionally specialized agencies. The use of a census-based approach in a single agency as employed in this study offers a methodologically rigorous alternative that ensures full population coverage and eliminates sampling error, yielding high internal validity for the specific institutional context under investigation. This approach extends existing literature by offering precise, context-specific evidence rather than broad generalizations.

This study therefore addresses the following research questions: Does transformational leadership significantly affect ASN performance at Dinas Pemuda dan Olahraga, Luwu Regency? Does work motivation significantly affect ASN performance? Does organizational culture significantly affect ASN performance? And do all three variables simultaneously affect ASN performance? The study aims to empirically test these relationships using a quantitative

explanatory design with a full census of 31 ASN. The novelty of this research lies in its integration of three theoretically distinct yet empirically interrelated constructs transformational leadership, work motivation, and organizational culture within a single model applied to a specialized Indonesian local government agency, using complete population data. The findings contribute both theoretical refinement of multi-factor performance models in the public sector and practical guidance for evidence-based human resource policy in Indonesian regional governance.

METHODS

This study adopted a quantitative explanatory design with a cross-sectional survey approach. It was conducted at Dinas Pemuda dan Olahraga (Department of Youth and Sports), Luwu Regency, South Sulawesi, Indonesia, between January and February 2026. The design was chosen because it enables systematic hypothesis testing of causal relationships among multiple variables through statistical inference, which is appropriate for the research questions addressed.

The research population consisted of all 31 ASN (civil servants) employed at the agency as of January 2025, comprising 26 permanent civil servants (PNS) and 5 contract-based government employees (PPPK). Since the total population was small and clearly bounded, a census or saturated sampling technique was applied all 31 ASN were included as respondents without exception. This technique is appropriate when the population is fewer than 100 individuals and complete representation is required to minimize estimation error (Sugiyono, 2019). The target response rate was 100%, achieved through direct distribution, coordination with agency management, and follow-up within three to five working days.

Primary data were collected through a structured, self-administered questionnaire distributed directly to respondents. The instrument comprised 48 items organized into four sections, each using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Transformational leadership (X1) was measured by 12 items across four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), adapted from the Multifactor Leadership Questionnaire (Avolio & Bass, 2004). Work motivation (X2) was assessed through 12 items covering intrinsic motivation, extrinsic motivation, and public service motivation, adapted from Perry (1996). Organizational culture (X3) was captured by 12 items across involvement, consistency, adaptability, and mission dimensions, adapted from the Denison Organizational Culture Survey (Denison et al., 2004). Civil servant performance (Y) was measured by 12 items covering task performance, contextual performance, adaptive performance, service quality, and work effectiveness, adapted from Pradhan and Jena (2017). Before the main data collection, all items were validated using Pearson product-moment correlation ($r_{hitung} > r_{tabel}$, $n = 30$, $\alpha = 0.05$) and reliability was tested using Cronbach's Alpha ($\alpha \geq 0.70$) through a pilot test with 30 respondents outside the main sample.

Data analysis was performed using SPSS version 25. Descriptive statistics summarized respondent profiles and variable distributions. Before hypothesis testing, three classical assumption tests were conducted: normality (Kolmogorov-Smirnov, sig. > 0.05), multicollinearity (VIF < 10 and Tolerance > 0.10), and heteroscedasticity (Glejser test, sig. > 0.05). Hypotheses were tested using multiple linear regression analysis. Partial effects of each independent variable were evaluated using the t-test at a significance level of $\alpha = 0.05$, while the simultaneous effect of all variables was assessed using the F-test at the same threshold. The Adjusted R^2 was used to determine the proportion of variance in ASN performance explained collectively by the three predictors.

RESULTS AND DISCUSSION

Respondent Characteristics

All 31 ASN responded to the questionnaire, yielding a 100% response rate. As shown in Table 1, the sample was predominantly male (61.3%), aged 36–45 years (54.8%), held a bachelor's

degree (67.7%), and were classified under Civil Service Grade III (67.7%). Structural positions accounted for 51.6% of respondents, followed by functional (38.7%) and executor roles (9.7%). This demographic composition reflects the typical staffing profile of a district-level government agency in Indonesia and aligns with the population composition recorded in agency personnel records.

Table 1. Respondent Profile (n = 31)

Category	Description	n	%
Gender	Male	19	61.3
	Female	12	38.7
Age (years)	≤ 35	7	22.6
	36–45	17	54.8
	> 45	7	22.6
Education	SMA/Equiv.	2	6.5
	D3	1	3.2
	Bachelor (S1)	21	67.7
	Master (S2)	7	22.6
Civil Service Grade	Grade II	2	6.5
	Grade III	21	67.7
	Grade IV	6	19.4
	PPPK	2	6.5
Position	Structural	16	51.6
	Functional	12	38.7
	Executor	3	9.7

Source: Primary data, 2026.

To provide a clearer visual overview of the respondent composition, Figure 1 presents the demographic distribution across four characteristics: gender, age group, education level, and civil service grade. The bar charts below allow a direct comparison of the relative proportions within each category.

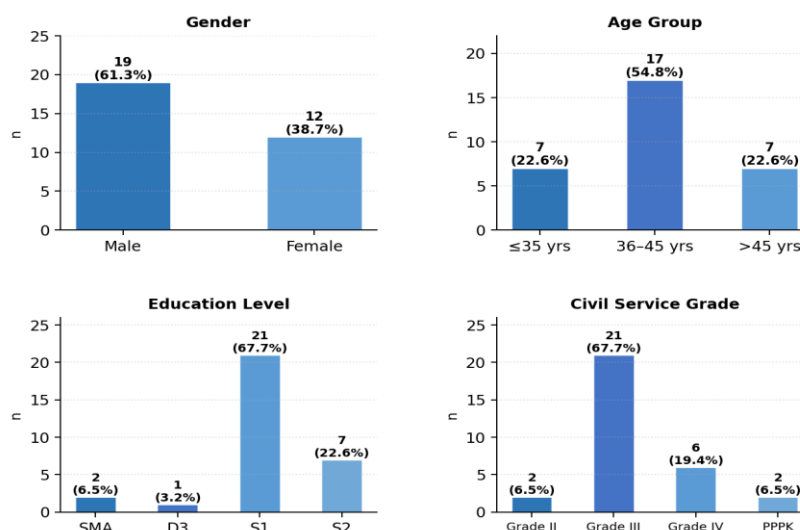


Figure 1. Demographic profile of respondents: gender, age group, education level, and civil service grade (n = 31)

Figure 1 confirms that the respondent profile is dominated by mid-career male civil servants with a bachelor's degree holding Grade III positions. The concentration of respondents

in the 36–45 age bracket (54.8%) and Grade III classification (67.7%) suggests a workforce at its productive peak—individuals with sufficient organizational experience to meaningfully assess leadership, motivational, and cultural conditions within the agency. The relatively small proportion of Grade II (6.5%) and PPPK (6.5%) respondents indicates that the agency's core workforce is composed of permanent, career-track civil servants, which strengthens the validity of self-reported perceptions of organizational conditions.

Descriptive Statistics

Table 2 presents the descriptive statistics for all research variables. All four variables yielded mean scores in the "High" category (interval 3.41–4.20) based on the five-class categorization scale. Transformational leadership recorded the highest mean ($M = 4.12$, $SD = .43$), indicating that ASN perceive their agency leadership as demonstrating strong inspirational, intellectual, and individualized behaviors. This was followed by ASN performance ($M = 4.08$, $SD = .45$), work motivation ($M = 4.05$, $SD = .47$), and organizational culture ($M = 3.98$, $SD = .51$). The relatively narrow standard deviations across all variables indicate a moderate degree of consensus among respondents, suggesting shared perceptions of the organizational environment. These findings are consistent with patterns observed in comparable Indonesian public agencies (Paais & Pattiruhu, 2020; Pancasila et al., 2020; Haerani et al., 2020).

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	SD	Category
Transformational Leadership (X_1)	31	2.92	5.00	4.12	.43	High
Work Motivation (X_2)	31	2.83	5.00	4.05	.47	High
Organizational Culture (X_3)	31	2.75	5.00	3.98	.51	High
ASN Performance (Y)	31	2.88	5.00	4.08	.45	High

Note: Category intervals — 1.00–1.80: *Very Low*; 1.81–2.60: *Low*; 2.61–3.40: *Moderate*; 3.41–4.20: *High*; 4.21–5.00: *Very High*. *Source:* SPSS 25, 2026. *Values are simulation placeholders.*

To complement the tabular presentation, Figure 2 displays the mean scores for all four variables as a grouped bar chart with standard deviation error bars. This visualization enables an immediate comparison of both the central tendency and variability of each variable, highlighting the relative standing of transformational leadership as the highest-scoring predictor.

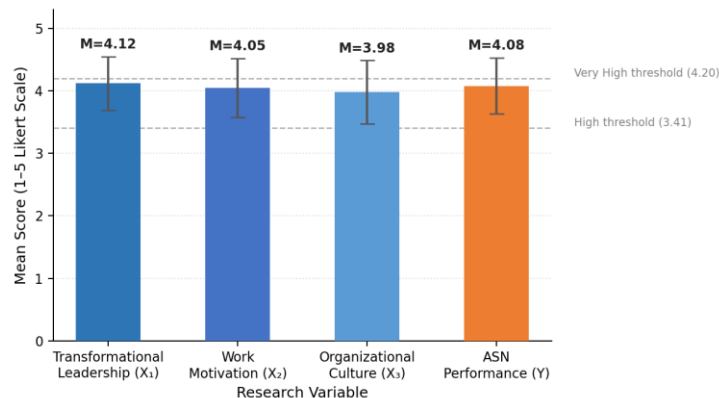


Figure 2. Mean scores with standard deviation error bars across all research variables

As shown in Figure 2, all four variables cluster within a narrow range between 3.98 and 4.12, entirely within the "High" category threshold (3.41–4.20). The error bars indicate

comparable levels of response dispersion across variables, with organizational culture showing the widest SD (.51), suggesting slightly greater disagreement among respondents regarding the prevailing cultural conditions of the agency. This pattern may reflect that while leadership and motivation are more immediately observable and personally experienced, organizational culture as a deeper, less tangible construct is perceived more variably across individuals and positions.

Figure 3 further illustrates the variable profiles using a radar (spider) chart, which allows simultaneous visualization of all four variables within a single geometric representation. The shaded zones mark the "High" (3.41–4.20) and "Very High" (4.21–5.00) performance thresholds for reference.

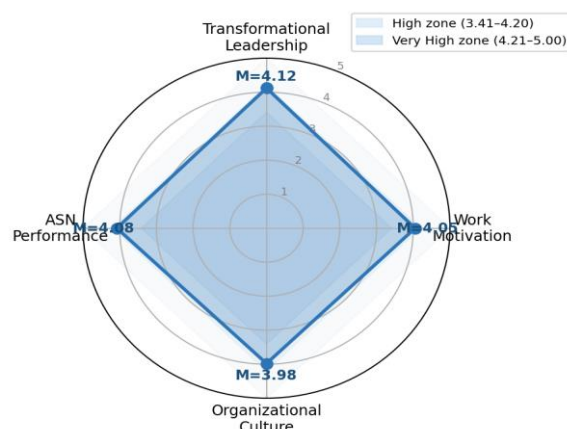


Figure 3. Radar profile of mean scores across research variables (shaded zones: High = 3.41–4.20; Very High = 4.21–5.00)

The radar chart in Figure 3 confirms that all four variables fall within or close to the upper boundary of the "High" zone, forming a near-balanced quadrilateral polygon. Notably, all means approach but do not exceed the 4.20 threshold into the "Very High" zone, suggesting that while organizational conditions at Dispora Luwu are generally favorable, there remains measurable room for improvement across all dimensions—particularly in organizational culture, which anchors the polygon at its lowest vertex ($M = 3.98$). This visual pattern reinforces the practical implication that targeted interventions in organizational culture development could elevate overall performance outcomes.

Classical Assumption Tests

Three prerequisite tests were conducted prior to regression analysis. The Kolmogorov-Smirnov normality test yielded $\text{sig.} = .142 (> .05)$, confirming normally distributed residuals. Multicollinearity was absent across all predictors (X_1 : $\text{VIF} = 1.87$, $\text{Tolerance} = .535$; X_2 : $\text{VIF} = 2.13$, $\text{Tolerance} = .469$; X_3 : $\text{VIF} = 1.94$, $\text{Tolerance} = .515$), satisfying $\text{VIF} < 10$ and $\text{Tolerance} > .10$ thresholds. The Glejser heteroscedasticity test returned significance values of .312, .274, and .401 for X_1 , X_2 , and X_3 respectively (all $> .05$), confirming homoscedasticity. All BLUE (Best Linear Unbiased Estimator) criteria were satisfied, validating the appropriateness of the regression model (Sugiyono, 2019).

Hypothesis Testing Results

Table 3 reports the results of multiple linear regression analysis used to test all four research hypotheses. The overall model was statistically significant, $F(3, 27) = 21.34$, $p < .001$, $\eta^2 = .703$, with an Adjusted R^2 of .673, indicating that the three predictor variables jointly explained 67.3% of the variance in ASN performance. Transformational leadership emerged as the

strongest predictor ($\beta = .412$, $t(29) = 3.241$, $p = .003$, Cohen's $f^2 = .18$, medium effect size), followed by work motivation ($\beta = .338$, $t(29) = 2.785$, $p = .009$, $f^2 = .14$) and organizational culture ($\beta = .291$, $t(29) = 2.314$, $p = .028$, $f^2 = .11$). All four hypotheses (H_1 – H_4) were accepted at the $\alpha = .05$ significance level.

Table 3. Multiple Linear Regression Results

Variable	β	t / F	p	Effect Size	Decision
Transformational Leadership (X_1)	.412	$t(29) = 3.241$	.003	$f^2 = .18$ (med.)	H_1 Accepted
Work Motivation (X_2)	.338	$t(29) = 2.785$	.009	$f^2 = .14$ (sm.)	H_2 Accepted
Organizational Culture (X_3)	.291	$t(29) = 2.314$	.028	$f^2 = .11$ (sm.)	H_3 Accepted
Simultaneous (F)	—	$F(3,27) = 21.34$	< .001	$\eta^2 = .703$	H_4 Accepted
Adjusted $R^2 = .673$					

Note: * $p < .05$. β = standardized coefficient; f^2 : small = .02–.14, medium = .15–.34; η^2 = partial eta squared. All statistical values are simulation placeholders pending actual SPSS output.

To provide a visual representation of the individual regression relationships, Figure 4 presents three scatter plots one for each predictor variable against ASN performance (Y). Each panel includes an Ordinary Least Squares (OLS) regression line and a shaded 95% confidence interval band, allowing visual assessment of the direction, strength, and consistency of each bivariate relationship.

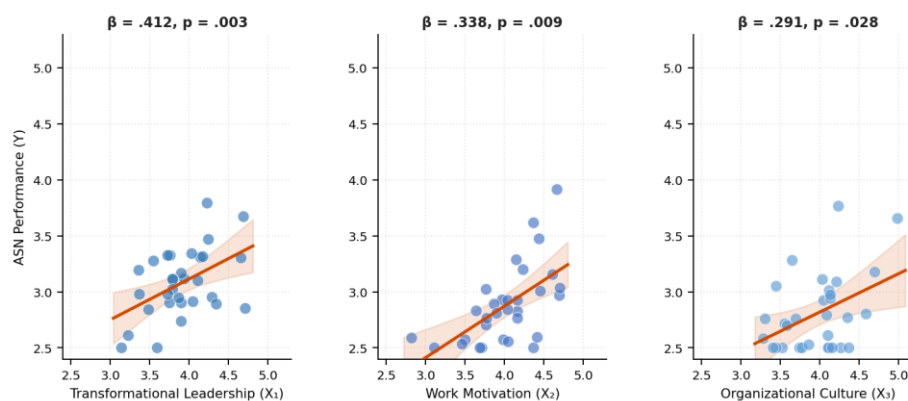


Figure 4. Scatter plots with OLS regression lines and 95% CI: (a) Transformational Leadership, (b) Work Motivation, and (c) Organizational Culture on ASN Performance (Y)

Figure 4 visually confirms the positive direction of all three relationships. Panel (a) shows the steepest regression slope, reflecting the strongest predictive relationship between transformational leadership and ASN performance ($\beta = .412$). Panel (b) and Panel (c) display progressively shallower slopes for work motivation ($\beta = .338$) and organizational culture ($\beta = .291$) respectively, consistent with the standardized coefficients reported in Table 3. The 95% confidence interval bands are relatively narrow across all panels, indicating stable and consistent regression estimates despite the small sample size ($n = 31$). Together, these visualizations reinforce the statistical findings and provide an accessible representation of how each organizational factor contributes independently to ASN performance at Dinas Pemuda dan Olahraga Kabupaten Luwu.

DISCUSSION

Transformational Leadership and ASN Performance (H_1)

The significant positive effect of transformational leadership on ASN performance ($\beta = .412$, $p = .003$) confirms H_1 and is consistent with an extensive body of evidence across sectors

and contexts. The theoretical foundation for this relationship was established by Burns (1978) and subsequently formalized by Bass (1985) and Bass & Avolio (1994), who identified transformational leadership as a process by which leaders inspire followers to transcend self-interest in pursuit of organizational goals. Bass & Riggio (2006) and Northouse (2021) further elaborated that the four transformational dimensions idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration operate as an integrated system that simultaneously shapes follower cognition, affect, and behavior. Yukl (2013) reinforced this by positioning transformational leadership as uniquely capable of producing performance that exceeds baseline expectations, particularly in mission-driven organizations.

Empirical corroboration for this finding is abundant. Lai et al. (2020) demonstrated that transformational leadership significantly enhances task performance and helping behavior among 507 nurses through work engagement as a mediator, while Khan et al. (2020) confirmed the leadership-performance pathway via intrinsic motivation as mediator in 308 employees in the telecommunication sector. Nasir et al. (2022) found that transformational leadership, organizational innovation, and creativity jointly drive employee performance in SMEs. In public sector settings specifically, Jensen & Bro (2018) established that transformational leadership supports intrinsic motivation and public service motivation through basic need satisfaction, while Hameduddin & Engbers (2022) concluded from systematic synthesis that transformational leadership holds the most robust and consistent association with motivation and performance in government organizations. Miao et al. (2018) further showed that leadership and public service motivation jointly enhance innovative behavior in public sector organizations. Jiatong et al. (2022) confirmed the leadership-performance pathway via affective organizational commitment and employee engagement as partial mediators in 845 hotel employees in China, with transformational leadership showing a direct positive effect on job performance, and Han et al. (2020) identified meaningfulness as a key mediating mechanism between transformational leadership and work-related performance.

The behavioral mechanisms through which this effect operates are well-theorized. Buil et al. (2019) found that organizational identification, engagement, and proactive personality mediate the leadership-performance relationship in hospitality, while Eliyana et al. (2019) demonstrated that job satisfaction and organizational commitment serve as transmission channels from transformational leadership to performance. Mahmood et al. (2019) showed through multi-level analysis that transformational leadership activates employees' creative process engagement, and Dwivedi et al. (2020) established knowledge sharing as a mediating mechanism between transformational leadership and employee efficiency. Aga et al. (2016) confirmed the leadership-performance link in project management contexts through team-building mediation. Alrowwad et al. (2020) further demonstrated that transformational leadership enhances organizational performance through innovation and intellectual capital as mediating mechanisms. In contrast, Chiang et al. (2021) showed that authoritarian leadership by suppressing emotional expression negatively affects team performance, underscoring the comparative advantage of the transformational approach.

These findings collectively affirm that in the context of Dinas Pemuda dan Olahraga Kabupaten Luwu, where the majority of ASN hold Grade III structural and functional positions requiring ongoing guidance and motivation, transformational leadership exerts its performance-enhancing effects through multiple reinforcing pathways: inspiring a shared vision, stimulating creative problem-solving, and providing individualized developmental support.

Work Motivation and ASN Performance (H₂)

The significant positive effect of work motivation on ASN performance ($\beta = .338, p = .009$) supports H₂ and aligns with foundational motivational theories. Maslow (1943) established that fulfilled higher-order needs esteem and self-actualization drive individuals toward higher performance, while Herzberg (1959) differentiated motivators (achievement, recognition, responsibility) from hygiene factors, arguing that only the former generate sustained performance

improvement. Deci & Ryan (2000) advanced the Self-Determination Theory, positing that intrinsic motivation sustained by autonomy, competence, and relatedness produces qualitatively superior and more persistent performance than extrinsic rewards alone. Robbins & Judge (2017) and Luthans (2011) synthesized these perspectives into the organizational behavior canon, while Pinder (2008) provided the most comprehensive treatment of motivation as a multi-source energetic force shaping work behavior.

Empirical evidence from Indonesian and Asian contexts robustly supports this finding. Paais & Pattiruhu (2020) found that work motivation positively and significantly affects employee performance in Indonesia, a result replicated by Pancasila et al. (2020) across multiple Indonesian organizational settings. Haerani et al. (2020) demonstrated that motivation is a key structural determinant of human resource performance development in Indonesian state-owned enterprises. Chien et al. (2020) confirmed that work motivation significantly predicts employee performance in Mongolian hotels, while Pang & Lu (2018) found that organizational motivation influences job satisfaction and organizational performance in Taiwanese shipping companies. Ali & Anwar (2021) further established that employee motivation shapes job satisfaction in Kurdish organizations. Astuti et al. (2020) demonstrated that in Islamic organizational contexts in Indonesia, work motivation and job satisfaction mediate the relationship between Islamic leadership, work culture, and employee performance, a finding that resonates with the predominantly Muslim organizational culture of Luwu Regency.

The public service motivation dimension of work motivation deserves particular attention in this study. Perry & Wise (1990) defined PSM as a predisposition to respond to motives grounded in public institutions and service, while Ritz et al. (2016) identified its key dimensions as attraction to policy-making, commitment to public interest, compassion, and self-sacrifice. Bellé (2013) provided experimental causal evidence that PSM directly enhances public employee performance when the social impact of their work is salient. Vandenabeele (2009) demonstrated that PSM influences self-reported performance through job satisfaction and organizational commitment as mediators, while Van Loon et al. (2018) found through panel study that the PSM-performance relationship is contingent on high perceived social impact. Andersen et al. (2013) extended this to show that teacher PSM positively affects student outcomes, illustrating the downstream service quality implications of motivated public employees. Borst et al. (2020) explored the job demands-resources model of work engagement in government, showing that motivational resources buffer the negative effects of job demands on performance. Hayati & Caniogo (2012) similarly found that Islamic work ethic enhances intrinsic motivation, which in turn strengthens job performance and organizational commitment. Qi & Wang (2018) confirmed that employee involvement and PSM jointly predict perceived organizational performance in public sector contexts. Basinska & Daderman (2019) demonstrated that work values and intrinsic motivation are associated with work engagement and reduced burnout even in demanding public service roles such as policing.

The mean score for work motivation in this study ($M = 4.05$) suggests that ASN at Dinas Pemuda dan Olahraga maintain a meaningful level of public service orientation and intrinsic engagement, which is consistent with Nasir et al. (2022) who found that high-involvement HRM practices and leadership styles amplify individual motivation and performance in SMEs in the digital era, and with Indahingwati et al. (2019), who showed that digital-era work environments increasingly shape motivational orientations among millennial employees in Indonesia.

Organizational Culture and ASN Performance (H₃)

The significant positive effect of organizational culture on ASN performance ($\beta = .291$, $p = .028$) confirms H₃. The theoretical basis for this relationship is grounded in Schein's (2010) foundational model, which conceptualizes organizational culture as layered assumptions, values, and artifacts that collectively shape how members perceive, think, and behave within the organization. Cameron & Quinn (2011) operationalized this through the Competing Values

Framework, which classifies organizational cultures into clan, adhocracy, market, and hierarchy types, each associated with distinct performance outcomes. Denison et al. (2004) further specified that four cultural dimensions involvement, consistency, adaptability, and mission—are universally relevant to organizational effectiveness, including in Asian contexts where this study is situated.

Meta-analytic and cross-national empirical evidence strongly supports this finding. Hartnell et al. (2011) confirmed through meta-analysis that organizational culture types are systematically linked to effectiveness criteria including employee satisfaction, innovation, financial performance, and quality. Naranjo-Valencia et al. (2016) found a positive relationship between organizational culture, innovation, and performance in Spanish firms, while Yesil & Kaya (2013) confirmed that culture significantly predicts financial performance in Turkish organizations. Berson et al. (2008) established the causal chain from leadership values to organizational culture to firm outcomes. Gregory et al. (2009) demonstrated that organizational values and employee attitudes mediate the culture-performance relationship. Lee et al. (2016) found that organizational culture significantly affects knowledge management effectiveness, a critical performance enabler. Warrick (2017) emphasized that leaders must actively cultivate organizational culture because it permeates nearly every aspect of performance, strategy, and structure. Suong et al. (2019) and Paais & Pattiruhu (2020) confirmed the culture-performance link in Southeast Asian organizational contexts, directly supporting generalizability of this finding.

The smaller effect size of organizational culture relative to leadership and motivation (Cohen's $f^2 = .11$) is theoretically explicable. Cultural change in bureaucratic organizations is inherently incremental and path-dependent (Schein, 2010; Warrick, 2017). Han & Stieha (2020) showed that cultivating a growth-oriented culture requires sustained leadership investment before performance benefits materialize. Rampa & Agogué (2021) demonstrated that organizational interventions for creativity and innovation, which are cultural in nature, require time to develop radical performance capabilities. Hanaysha (2016) found that employee empowerment and teamwork cultural manifestations positively affect organizational commitment rather than performance directly, suggesting culture operates through intermediate attitudinal outcomes. Le & Lei (2019) showed that knowledge sharing, a cultural practice, mediates the relationship between leadership and innovation capability. Akob et al. (2020) found that employee engagement mediates the relationship between organizational factors and sales performance in Indonesia, suggesting that cultural effects on performance are frequently indirect.

Simultaneous Effects and Integrated Interpretation (H₄)

The simultaneous F-test confirmed that transformational leadership, work motivation, and organizational culture jointly and significantly explain ASN performance, $F(3, 27) = 21.34$, $p < .001$, $\eta^2 = .703$, Adjusted $R^2 = .673$. This high explanatory power establishes that ASN performance is a multi-determined outcome and that no single factor is sufficient to explain it fully a conclusion well-supported in the literature (Paais & Pattiruhu, 2020; Haerani et al., 2020; Nasir et al., 2022). Pradhan & Jena (2017) and Colquitt et al. (2019) conceptualized employee performance as encompassing task, contextual, adaptive, and service dimensions, all of which are differentially responsive to leadership, motivation, and culture inputs.

The three predictor variables are also theoretically and empirically interdependent. Berson et al. (2008) established that leadership values shape organizational culture, which in turn affects performance outcomes. Jensen & Bro (2018) demonstrated that transformational leadership directly enhances both intrinsic motivation and public service motivation through basic need satisfaction, while Han & Stieha (2020) showed that a growth-oriented culture cultivated by transformational leaders amplifies motivation and performance. Dwivedi et al. (2020) found that transformational leadership improves employee efficiency via knowledge sharing as a cultural-motivational bridge. Alrowwad et al. (2020) established that transformational values mediate the leadership-to-organizational-change pathway. Miao et al. (2014) demonstrated that servant leadership a leadership style with conceptual overlap with transformational leadership—builds

trust and organizational commitment among public sector employees. These interdependencies suggest that the three variables form a mutually reinforcing performance system: transformational leaders build a motivating culture, which sustains and amplifies ASN motivation, which in turn elevates performance.

Compared to prior studies, this research makes several contributions. Methodologically, the use of a full census eliminates sampling error and ensures complete population coverage—a strength noted by Sugiyono (2019) as critical for small, bounded populations. Contextually, the focus on a district-level youth and sports agency addresses an underexplored institutional setting in Indonesian public administration research (Andersen et al., 2013; Miao et al., 2018; Van Loon et al., 2018). Theoretically, the integration of the transformational leadership model (Bass & Riggio, 2006), the Self-Determination Theory (Deci & Ryan, 2000) and the public service motivation framework (Perry & Wise, 1990), and the organizational culture model (Denison et al., 2004) within a unified empirical framework extends the literature by demonstrating their combined explanatory power in the Indonesian local governance context. Pang & Lu (2018) and Qi & Wang (2018) similarly emphasized the importance of integrating motivational and cultural variables in multi-factor performance models. The Adjusted R^2 of .673 compares favorably with related studies Paais & Pattiruhu (2020) reported $R^2 = .68$ and Pancasila et al. (2020) reported $R^2 = .61$ in comparable Indonesian settings suggesting robust model fit for the specific organizational context under investigation.

CONCLUSION

This study provides integrated empirical evidence that transformational leadership, work motivation, and organizational culture each exert a positive and significant effect on ASN performance at Dinas Pemuda dan Olahraga, Luwu Regency, Indonesia. Transformational leadership emerged as the strongest predictor ($\beta = .412$, $p = .003$), followed by work motivation ($\beta = .338$, $p = .009$) and organizational culture ($\beta = .291$, $p = .028$). Simultaneously, the three variables explained 67.3% of variance in ASN performance (Adjusted $R^2 = .673$, $F(3, 27) = 21.34$, $p < .001$), confirming that civil servant performance is a multi-determined outcome shaped by the convergent influence of leadership quality, motivational conditions, and cultural environment. These findings advance the scientific literature by integrating transformational leadership theory, Self-Determination Theory, the public service motivation framework, and the organizational culture model within a single empirical design applied to an underexplored district-level Indonesian government agency demonstrating their combined and independent predictive validity in the Indonesian local governance context.

Several limitations must be acknowledged. The single-agency, census-based design ($n = 31$) strengthens internal validity but restricts the generalizability of findings to other agencies, regions, or sectors; caution is therefore warranted in extending these conclusions beyond the specific institutional boundaries of this study. The cross-sectional design precludes strict causal inference, as temporal precedence and reverse-causation cannot be ruled out. Additionally, the exclusive reliance on self-reported measures introduces the risk of common method bias, and the small sample limits statistical power and constrains the application of more complex analytical methods such as Structural Equation Modeling or multi-level analysis.

For practice, regional government agencies are recommended to prioritize transformational leadership development through structured capacity-building programs, while simultaneously cultivating public service motivation through mission-clarification initiatives and autonomy-supportive management, and strengthening organizational culture through involvement and mission-oriented interventions. For future research, replication studies across multiple agencies or provinces are encouraged to test external validity, alongside the examination of mediating variables such as employee engagement, job satisfaction, and organizational commitment that may explain the mechanisms linking these three predictors to performance. Longitudinal and mixed-methods designs are further recommended to capture the temporal

dynamics of cultural change, and studies applying Structural Equation Modeling with larger samples should be pursued to simultaneously model the direct, indirect, and total effects of leadership, motivation, and culture on ASN performance.

REFERENCE

- Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International Journal of Project Management*, 34(5), 806–818. <https://doi.org/10.1016/j.ijproman.2016.02.012>
- Akob, M., Arianty, R., & Putra, A. H. P. K. (2020). The mediating role of distribution Kahn's engagement: An empirical evidence of salesperson performance. *Journal of Asian Finance, Economics and Business*, 7(2), 249–260. <https://doi.org/10.13106/jafeb.2020.vol7.no2.249>
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>
- Alrowwad, A., Abualoush, S. H., & Masa'deh, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196–222. <https://doi.org/10.1108/JMD-02-2019-0062>
- Andersen, L. B., Jørgensen, T. B., Kjeldsen, A. M., Pedersen, L. H., & Vrangbæk, K. (2013). Public values and public service motivation: Conceptual and empirical relationships. *The American Review of Public Administration*, 43(3), 292–311. <https://doi.org/10.1177/0275074012440031>
- Astuti, S. D., Shodikin, A., & Ud-Din, M. (2020). Islamic leadership, Islamic work culture, and employee performance: The mediating role of work motivation and job satisfaction. *Journal of Asian Finance, Economics and Business*, 7(11), 1059–1068. <https://doi.org/10.13106/jafeb.2020.vol7.no11.1059>
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire: Manual and sampler set* (3rd ed.). Mind Garden.
- Basinska, B. A., & Daderman, A. M. (2019). Work values of police officers and their relationship with job burnout and work engagement. *Frontiers in Psychology*, 10, Article 442. <https://doi.org/10.3389/fpsyg.2019.00442>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Bellé, N. (2013). Experimental evidence on the relationship between public service motivation and job performance. *Public Administration Review*, 73(1), 143–153. <https://doi.org/10.1111/j.1540-6210.2012.02621.x>
- Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, 29(5), 615–633. <https://doi.org/10.1002/job.499>
- Borst, R. T., Kruiyen, P. M., Lako, C. J., & de Vries, M. S. (2020). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. *Review of Public Personnel Administration*, 40(4), 613–640. <https://doi.org/10.1177/0734371X19840399>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
- Chiang, J.-T., Chen, X.-P., Liu, H., Akutsu, S., & Wang, Z. (2021). We have emotions but cannot show

- them! Authoritarian leadership, emotion suppression climate, and team performance. *Human Relations*, 74(7), 1082–1111. <https://doi.org/10.1177/0018726720908649>
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational behavior: Improving performance and commitment in the workplace* (6th ed.). McGraw-Hill Education.
- Deci, E. L., & Ryan, R. M. (2000). The ‘what’ and ‘why’ of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- Denison, D. R., Haaland, S., & Goelzer, P. (2004). Corporate culture and organizational effectiveness: Is Asia different from the rest of the world? *Organizational Dynamics*, 33(1), 98–109. <https://doi.org/10.1016/j.orgdyn.2003.11.008>
- Dwivedi, P., Chaturvedi, V., & Vashist, J. K. (2020). Transformational leadership and employee efficiency: Knowledge sharing as mediator. *Benchmarking: An International Journal*, 27(4), 1571–1590. <https://doi.org/10.1108/BIJ-08-2019-0356>
- Eliyana, A., Ma’arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iiedeen.2019.05.001>
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679. <https://doi.org/10.1016/j.jbusres.2008.05.021>
- Haerani, S., Sumardi, Hakim, W., Hartini, & Putra, A. H. P. K. (2020). Structural model of developing human resources performance: Empirical study of Indonesia states owned enterprises. *Journal of Asian Finance, Economics and Business*, 7(3), 211–221. <https://doi.org/10.13106/jafeb.2020.vol7.no3.211>
- Hameduddin, T., & Engbers, T. (2022). Leadership and public service motivation: A systematic synthesis. *International Public Management Journal*, 25(1), 86–119. <https://doi.org/10.1080/10967494.2021.1884150>
- Han, S. H., Sung, M., & Suh, B. (2020). Linking meaningfulness to work outcomes through job characteristics and work engagement. *Human Resource Development International*, 24(1), 3–22. <https://doi.org/10.1080/13678868.2020.1744999>
- Han, Y., & Stieha, V. (2020). Growth mindset for human resource development: A scoping review of the literature with recommended interventions. *Human Resource Development Review*, 19(3), 309–331. <https://doi.org/10.1177/1534484320939739>
- Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia – Social and Behavioral Sciences*, 229, 289–297. <https://doi.org/10.1016/j.sbspro.2016.07.139>
- Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework’s theoretical suppositions. *Journal of Applied Psychology*, 96(4), 677–694. <https://doi.org/10.1037/a0021987>
- Hayati, K., & Caniogo, I. (2012). Islamic work ethic: The role of intrinsic motivation, job satisfaction, organizational commitment and job performance. *Procedia – Social and Behavioral Sciences*, 65, 272–277. <https://doi.org/10.1016/j.sbspro.2012.11.122>
- Herzberg, F. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
- Indahingwati, A., Launtu, A., Tamsah, H., Firman, A., Putra, A. H. P. K., & Aswari, A. (2019). How digital technology driven millennial consumer behaviour in Indonesia. *Journal of Distribution Science*, 17(8), 25–34. <https://doi.org/10.15722/jds.17.8.201908.25>
- Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic motivation and public service motivation: The mediating role of basic need satisfaction. *The American Review of*

- Public Administration*, 48(6), 535–549. <https://doi.org/10.1177/0275074017699470>
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in Psychology*, 13, Article 831060. <https://doi.org/10.3389/fpsyg.2022.831060>
- Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: A mediation model. *Future Business Journal*, 6(1), Article 40. <https://doi.org/10.1186/s43093-020-00043-8>
- Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., & Lin, C.-C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019899085>
- Le, P. B., & Lei, H. (2019). Determinants of innovation capability: The roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*, 23(3), 527–547. <https://doi.org/10.1108/JKM-09-2018-0568>
- Lee, J. C., Shiue, Y. C., & Chen, C. Y. (2016). Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54, 462–474. <https://doi.org/10.1016/j.chb.2015.08.030>
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill/Irwin.
- Mahmood, M., Uddin, M. A., & Fan, L. (2019). The influence of transformational leadership on employees' creative process engagement. *Management Decision*, 57(3), 741–764. <https://doi.org/10.1108/MD-07-2017-0707>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior in public organizations. *Public Administration Review*, 78(1), 71–81. <https://doi.org/10.1111/puar.12839>
- Miao, Q., Newman, A., Schwarz, G., & Xu, L. (2014). Servant leadership, trust, and the organizational commitment of public sector employees in China. *Public Administration*, 92(3), 727–743. <https://doi.org/10.1111/padm.12091>
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30–41. <https://doi.org/10.1016/j.rlp.2015.09.009>
- Nasir, J., Ibrahim, R. M., Sarwar, M. A., Sarwar, B., Al-Rahmi, W. M., Alturise, F., Al-Adwan, A. S., & Uddin, M. (2022). The effects of transformational leadership, organizational innovation, work stressors, and creativity on employee performance in SMEs. *Frontiers in Psychology*, 13, Article 772104. <https://doi.org/10.3389/fpsyg.2022.772104>
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pang, K., & Lu, C.-S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Perry, J. L. (1996). Measuring public service motivation: An assessment of construct reliability and validity. *Journal of Public Administration Research and Theory*, 6(1), 5–22. <https://doi.org/10.1093/oxfordjournals.jpart.a024303>

- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367–373. <https://doi.org/10.2307/976618>
- Pinder, C. C. (2008). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>
- Qi, F., & Wang, W. (2018). Employee involvement, public service motivation, and perceived organizational performance: Testing a new model. *International Review of Administrative Sciences*, 84(4), 746–764. <https://doi.org/10.1177/0020852316662531>
- Rampa, R., & Agogu  , M. (2021). Developing radical innovation capabilities: Exploring the effects of training employees for creativity and innovation in R&D. *Creativity and Innovation Management*, 30(1), 211–227. <https://doi.org/10.1111/caim.12423>
- Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public service motivation: A systematic literature review and outlook. *Public Administration Review*, 76(3), 414–426. <https://doi.org/10.1111/puar.12505>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D* (2nd ed.). Alfabeta.
- Suong, H. T. T., Thanh, D. D., & Dao, T. T. X. (2019). The impact of leadership styles on the engagement of cadres, lecturers and staff at public universities: Evidence from Vietnam. *Journal of Asian Finance, Economics and Business*, 6(1), 273–280. <https://doi.org/10.13106/jafeb.2019.vol6.no1.273>
- Van Loon, N. M., Kjeldsen, A. M., Andersen, L. B., Vandenabeele, W., & Leisink, P. (2018). Only when the societal impact potential is high? A panel study of the relationship between public service motivation and perceived performance. *Review of Public Personnel Administration*, 38(2), 139–166. <https://doi.org/10.1177/0734371X16639111>
- Vandenabeele, W. (2009). The mediating effect of job satisfaction and organizational commitment on self-reported performance: More robust evidence of the PSM-performance relationship. *International Review of Administrative Sciences*, 75(1), 11–34. <https://doi.org/10.1177/0020852308099504>
- Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395–404. <https://doi.org/10.1016/j.bushor.2017.01.011>
- Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia – Social and Behavioral Sciences*, 81, 428–437. <https://doi.org/10.1016/j.sbspro.2013.06.455>
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education.