



Transformational Leadership and Work Motivation Effects on Village Apparatus Performance: Evidence from Waekecece Village, Bone Regency, Indonesia

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ABSTRACT

Village apparatus performance is an important factor in ensuring effective public administration and the delivery of services to local communities. However, variations in employee performance may be influenced by leadership practices and work-related motivation. This study aimed to examine the effects of transformational leadership and work motivation on the performance of village apparatus at the Waekecece Village Office, Lappariaja District, Bone Regency, Indonesia. A quantitative research design was employed, with data collected through questionnaires distributed to village apparatus serving as the study population at the Waekecece Village Office. The collected data were analyzed using multiple linear regression with the Statistical Package for the Social Sciences (SPSS) version 25. The results showed that transformational leadership had a positive and significant effect on village apparatus performance. Work motivation also had a positive and significant effect on village apparatus performance. These findings indicate that stronger transformational leadership and higher levels of work motivation are associated with improved performance among village apparatus. The study contributes empirical evidence on the importance of leadership and motivational factors in strengthening human resource performance within village-level public administration. Practically, the findings suggest that village government leaders should strengthen transformational leadership practices and create working conditions that foster employee motivation to improve the effectiveness and performance of village apparatus.

1. Introduction

Human resources constitute a fundamental component of organizational effectiveness, particularly in public institutions where organizational resources, policies, and infrastructure ultimately depend on the capacity of employees to implement programs and deliver services. The quality of human resources influences not only the achievement of organizational objectives but also the effectiveness, responsiveness, and accountability of public services. In the public sector, employee performance is therefore an important determinant of institutional effectiveness because employees are directly involved in translating organizational policies and development programs into services for society. Recent studies confirm that employee performance is closely associated with leadership

practices and work motivation, particularly in public-sector organizations where service quality and organizational accountability are central concerns (Adhirajasa Reswara Sanjaya University et al., 2026; Pantih et al., 2025).

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Ansory and Indrasari (2018) describe performance as the quality and quantity of work achieved by employees in fulfilling responsibilities assigned to them. This perspective remains relevant because improvements in employee performance directly contribute to organizational productivity and the achievement of institutional objectives. In public organizations, however, achieving optimal performance cannot rely solely on employee competence. Leadership

and motivation are also important organizational factors that shape how employees understand their responsibilities, respond to organizational objectives, and perform their duties. Recent empirical evidence demonstrates that leadership style and work motivation are important determinants of employee performance in public-sector organizations (Suryadarman et al., 2024; Adhirajasa Reswara Sanjaya University et al., 2026).

Work motivation represents another important factor in explaining employee performance. Pribadi (2019) defines motivation as an expectation that encourages individuals to work as effectively as possible to achieve particular objectives, whereas Hasibuan (2018) explains work motivation as the provision of driving forces that generate enthusiasm, cooperation, effectiveness, and integration of individual efforts toward organizational goals. Thus, motivation represents an internal and organizational force that encourages employees to exert effort toward desired outcomes. Recent research supports this argument by demonstrating that work motivation has a positive and significant relationship with employee performance across organizational settings, including public institutions (Syarifuddin, 2023; Adhirajasa Reswara Sanjaya University et al., 2026). Similarly, empirical evidence from Indonesia indicates that transformational leadership and work motivation can jointly contribute to improved employee performance (Hendra et al., 2025; Ramadhan & Gani, 2025).

Leadership is particularly important in public institutions because leaders are responsible for directing employees, communicating organizational objectives, motivating subordinates, and creating conditions that support effective task implementation. Hidayat (2018) conceptualizes leadership style as a behavioral pattern designed to influence subordinates so that their performance and organizational effectiveness can be maximized. In this context, transformational leadership is particularly relevant because it emphasizes inspiration, trust, commitment, intellectual stimulation, and the development of employees beyond routine task compliance. According to Yukl, as cited by Suwatno (2019), transformational leadership influences employees by developing confidence, pride, loyalty, and respect toward leaders while motivating them to perform beyond

expected standards. Contemporary research likewise indicates that transformational leadership can enhance employee performance by strengthening goal alignment, innovation, collaboration, and employee motivation (Baskoro et al., 2021; Husain & Sumartik, 2023).

The importance of these factors is particularly evident at the village-government level. Village offices operate at the frontline of public administration and are responsible for delivering administrative services and supporting local development. The village head therefore has a strategic role in directing and influencing village apparatus so that organizational activities can be implemented effectively. The leadership of the village head can determine how employees understand their responsibilities, respond to community needs, and maintain service standards. Nevertheless, most recent empirical studies concerning transformational leadership and work motivation have focused on companies, regional government offices, inspectorates, and other formal public institutions rather than village government organizations. For example, previous research has examined the relationship between transformational leadership and work motivation in regional government agencies and public offices (Suryadarman et al., 2024; Hendra et al., 2025), while other studies have examined these variables in private-sector organizations (Husain & Sumartik, 2023; Ramadhan & Gani, 2025). This indicates a contextual gap concerning how transformational leadership and work motivation jointly influence employee performance in village-level public administration.

This gap is relevant to the situation at the Waekecece Village Office, Lappariaja District, Bone Regency, Indonesia. Although the village office is led by a competent and firm village head, several performance-related issues remain. Preliminary observations indicate that leadership practices have not fully succeeded in influencing and controlling all village apparatus in relation to timely task completion. Public services are also perceived as not yet optimal, while some employees continue to demonstrate relatively low levels of performance. At the same time, employee motivation requires further strengthening, particularly through the role of the village head in encouraging employees to work more enthusiastically and improve their

performance. These conditions demonstrate a specific and measurable organizational problem: the extent to which transformational leadership and work motivation contribute to the performance of village apparatus remains empirically uncertain in this local government context.

Accordingly, this study aims to analyze the effects of transformational leadership and work motivation on the performance of village apparatus at the Waekecee Village Office, Lappariaja District, Bone Regency. The study addresses two principal questions: (1) Does transformational leadership significantly affect village apparatus performance? and (2) Does work motivation significantly affect village apparatus performance? Theoretically, this study contributes to the human resource management and public-sector leadership literature by providing empirical evidence from the relatively underexplored village-government context and by examining transformational leadership and work motivation as complementary determinants of employee performance. Practically, the findings are expected to provide evidence for village government leaders in strengthening leadership practices, employee motivation, task discipline, and public-service effectiveness. The novelty of this study lies in applying an integrated examination of transformational leadership and work motivation to village apparatus performance within a specific village-government setting in Bone Regency, thereby extending existing evidence beyond the more commonly studied corporate and regional-government contexts.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

2.1.1 Human Resource Management

Human Resource Management (HRM) constitutes a strategic organizational function concerned with managing people and their capabilities to achieve organizational objectives effectively and efficiently. Hasibuan (2019) defines HRM as the science and art of managing relationships and the role of employees so that organizational, employee, and societal objectives can be achieved effectively. Larasati (2018) similarly explains HRM as a continuous process of providing an organization with appropriate individuals for appropriate positions. Hamali (2018) views HRM as a strategic approach to managing employee skills,

motivation, development, and organizational resources, while Ricardianto (2018) emphasizes the efficient and effective utilization of human resources to achieve shared organizational objectives.

From a managerial perspective, HRM encompasses planning, organizing, leading, and controlling activities related to recruitment, selection, development, performance appraisal, compensation, promotion, employee relations, and termination (Supomo & Nurhayati, 2018). Zainal (2018) also emphasizes that HRM involves managing employees efficiently and effectively so that their capabilities can be maximized. Panggabean (2018) further explains that HRM involves planning, organizing, directing, and controlling activities related to employees in order to support organizational objectives. Therefore, HRM provides the broader theoretical foundation for understanding employee performance because organizational effectiveness depends not only on physical and financial resources but also on how employees are directed, developed, motivated, and evaluated.

Competence, education, training, and skills constitute important components of human resource quality. Employees who possess appropriate knowledge, skills, and abilities are more capable of carrying out their responsibilities effectively. In this study, HRM serves as the overarching theoretical perspective through which transformational leadership, work motivation, and village apparatus performance are examined.

2.1.2 Transformational Leadership

Leadership refers to the process through which an individual influences others to work collectively toward organizational objectives. Busro (2018) defines leadership style as a consistent pattern of behavior demonstrated by a leader when influencing others, whereas Fahmi (2021) describes leadership as a process of directing, influencing, and supervising others in performing planned tasks. Thus, leadership is not limited to formal authority but also involves the ability to influence employee attitudes, motivation, and behavior.

Transformational leadership is particularly relevant to organizations that require employees to move beyond routine compliance and develop stronger commitment to organizational objectives.



Transformational leaders inspire employees through a shared vision, organizational values, intellectual stimulation, and individualized attention. Jufrizen (2020) explains transformational leadership as a leadership approach that motivates followers toward established objectives by clarifying roles and task expectations. Bashori (2019) emphasizes that transformational leaders inspire followers to transcend personal interests and generate extraordinary effects through individualized consideration, intellectual stimulation, and charisma. Khan et al. (2020) further associate transformational leadership with charismatic leadership and the capacity of leaders' vision to transform individuals and organizations.

The conceptualization developed by Bass and Avolio, as cited by Perdana (2020), identifies four central dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence reflects the ability of leaders to gain followers' respect, admiration, and trust. Inspirational motivation concerns the leader's ability to communicate clear expectations, demonstrate commitment to organizational goals, and stimulate enthusiasm and optimism. Intellectual stimulation refers to encouraging employees to generate new ideas and creative solutions. Individualized consideration reflects leaders' attention to employees' individual needs, development, and aspirations.

Recent empirical evidence supports the relevance of transformational leadership to employee performance, although the strength and direction of the relationship may vary across organizational contexts. For example, Aurelly (2024) found that transformational leadership had a positive and significant effect on employee performance, while Oktariadi et al. (2024) similarly reported that transformational leadership and work motivation were positively associated with employee performance. However, Evi and Tine (2022) reported that transformational leadership had a negative effect on employee performance in their organizational setting, demonstrating that the performance consequences of leadership may be context-dependent.

2.1.3 Work Motivation

Work motivation represents the internal and external forces that encourage employees to initiate, direct, and sustain work-related behavior. Ismail (2018) explains that motivation is a driving force that causes individuals to behave and may originate from intrinsic and extrinsic factors. Hasibuan (2020) defines work motivation as the provision of driving forces that create enthusiasm, cooperation, effectiveness, and integration of individual efforts toward achieving satisfaction. Raharjo (2019) relates motivation to the level of effort an individual exerts to pursue an objective, while Zainal et al. (2018) conceptualize motivation as a set of attitudes and values that influence individuals in achieving specific objectives.

Setiana (2019) describes work motivation as a driving force that generates enthusiasm by directing behavior and effort toward organizational success. Ajabar (2020) similarly emphasizes the process of directing employees' energy and potential so that they are willing to cooperate and work effectively toward organizational goals. Based on these perspectives, work motivation can be understood as a combination of intrinsic and extrinsic forces that encourage employees to perform their responsibilities with greater effort and persistence.

McClelland's motivation perspective, as discussed by Fahmi (2018), recognizes that individual motivation can originate from within individuals as well as from external conditions. The source material identifies two broad forms of motivation: intrinsic motivation and extrinsic motivation. It also identifies positive motivation through incentives and negative motivation through sanctions, as discussed by Hasibuan in Kurniasari (2018). Although positive and negative motivational mechanisms may influence short-term behavior differently, sustainable employee performance generally requires organizational conditions that support employees' needs and willingness to contribute.

Hasibuan (2018) identifies several objectives of motivation, including increasing employee morale and job satisfaction, productivity, work stability, discipline, loyalty, creativity, participation, welfare, responsibility, and efficiency. In relation to employee needs, Hasibuan, as cited in Febrianti (2019), identifies physical needs, safety needs, social needs, esteem needs, and self-actualization needs as

important motivational indicators. These dimensions provide a conceptual basis for assessing the extent to which employees' needs are adequately supported within an organization.

Recent empirical evidence reinforces the relevance of work motivation to employee performance. Idris et al. (2022), for example, examined transformational leadership, organizational culture, and work motivation and found that work motivation contributed positively to employee performance. Similarly, recent evidence from public organizations indicates that work motivation can positively contribute to employee performance, demonstrating its importance in public-service environments.

2.1.4 Employee Performance

Employee performance represents the extent to which employees successfully accomplish assigned responsibilities in accordance with predetermined standards. Mangkunegara (2021) defines performance as the quality and quantity of work achieved by an employee in carrying out responsibilities. Ansory (2018) describes performance as an individual's level of achievement during a particular period compared with predetermined standards, targets, or criteria. Fahmi (2018) views performance as the results achieved by an organization during a particular period, while Hasibuan (2018) relates employee performance to the results achieved through employees' competence, effort, and opportunities.

Edison et al. (2018) define employee performance as the result of a process that is measured during a particular period according to previously established provisions or agreements. Jayanti and Syamsir (2018) similarly conceptualize performance as the completion and refinement of activities according to assigned responsibilities and expected outcomes. Accordingly, employee performance in this study is understood as the observable work outcomes of village apparatus in carrying out their duties and responsibilities.

Bangun (2018) identifies four important dimensions of employee performance: work quality, timeliness, attendance, and cooperation. Work quality concerns whether employees meet the standards required by their jobs. Timeliness reflects the ability to complete tasks within the required period. Attendance concerns employees' presence in

carrying out assigned responsibilities, while cooperation reflects the ability to work effectively with others. These dimensions are particularly relevant to village government because village apparatus are expected to provide timely, reliable, and collaborative public services.

2.2. Review of Empirical Studies

Empirical studies have consistently demonstrated that leadership and motivation are relevant factors in explaining employee performance, although the magnitude and direction of these relationships vary according to organizational and institutional contexts.

Putra and Pasaribu (2022) examined the influence of leadership style and work environment on employee performance at PT Tumbakmas Niagasakti using multiple linear regression. Their findings showed that leadership style had a positive and significant effect on employee performance, while the work environment also had a positive and significant effect. The study provides evidence that leadership constitutes an important organizational factor in determining employee performance. The source study records this finding as one of the empirical foundations of the present research.

Hasanah (2022) specifically investigated transformational leadership and employee performance at the Office of Women's Empowerment and Child Protection. Using simple linear regression, the study found that transformational leadership had a positive effect on employee performance. This finding provides direct empirical support for the relationship between transformational leadership and performance in a public-sector setting.

Henri and Armansyah (2022) examined the effect of work motivation on employee performance at the Bureau of People's Welfare of the Riau Islands Provincial Secretariat. Using simple linear regression, they found that work motivation positively affected employee performance. This result supports the proposition that employees who possess stronger work motivation are more likely to demonstrate improved performance.

Wokas et al. (2022) investigated leadership style, work engagement, and work environment as determinants of employee performance at PT PLN Kawangkoan. Their multiple regression results showed that leadership style and work engagement

had positive and significant partial effects on employee performance, while the work environment had a positive but insignificant partial effect. Collectively, the variables significantly influenced employee performance.

Semet et al. (2022) examined leadership style and organizational culture in relation to employee performance at the Sonder District Office in North Minahasa. Their results indicated that both leadership style and organizational culture had positive and significant effects on employee performance, both individually and simultaneously. This study is particularly relevant because it was conducted in a governmental administrative setting.

Amaturrahman and Nurnida (2021) examined transformational leadership and employee performance at the Human Resources Services Division of PT Pos Indonesia in Bandung. Although transformational leadership had a positive relationship with employee performance, its effect was not statistically significant and its contribution was relatively small. This finding is important because it demonstrates that transformational leadership does not necessarily produce identical performance outcomes across all organizational contexts.

Goni et al. (2021) examined work motivation and employee performance at Bank Rakyat Indonesia, Tahuna Branch. Their results showed that work motivation had a positive and significant effect on employee performance. This finding further supports the role of motivation as an important determinant of employee performance.

Tafonao (2021) examined work motivation and leadership as predictors of employee performance at the Somambawa District Office, South Nias Regency. Using multiple linear regression, the study found that both work motivation and leadership positively and significantly affected employee performance. This finding is especially relevant to the current study because both the institutional context and the variables examined are closely related to village-level public administration.

Tangkudung and Taroreh (2021) examined transformational leadership, work ethic, and organizational culture in relation to employee performance at Hotel Gran Central Manado. Their findings showed that transformational leadership and work ethic had positive and significant

relationships with employee performance, whereas organizational culture had a significant negative relationship. The variables jointly had a significant effect on performance.

Azzahra and Indiyati (2021) examined work motivation and employee performance at PDAM Tirta Tarum Karawang. Their findings indicated that both work motivation and employee performance were generally categorized as good and that work motivation had a positive and significant effect on employee performance.

More recent studies provide additional evidence while also demonstrating contextual variation. Evi and Tine (2022) found that work motivation significantly and positively influenced employee performance, but transformational leadership had a negative effect in their particular organizational context. In contrast, Aurelly (2024) found positive and significant effects of both transformational leadership and work motivation on employee performance. Oktariadi et al. (2024) likewise reported that transformational leadership and work motivation were important predictors of employee performance. These contrasting findings indicate that the relationship between leadership, motivation, and performance should continue to be tested in different institutional environments.

2.3. Identification of the Research Gap

The synthesis of previous studies reveals three important gaps. First, there is a contextual gap. Existing studies have predominantly examined private companies, banks, hotels, state-owned enterprises, provincial offices, district offices, and other formal organizations. Although some studies have examined public-sector institutions, empirical evidence specifically concerning village apparatus remains comparatively limited. The village government represents a distinctive administrative environment because employees directly interact with local communities and are responsible for implementing administrative services and village development programs.

Second, there is an empirical inconsistency gap. Most studies report positive relationships between transformational leadership, work motivation, and employee performance, but not all findings are consistent. Amaturrahman and Nurnida (2021) found that transformational leadership had a positive but insignificant effect on performance,

while Evi and Tine (2022) reported a negative effect of transformational leadership on employee performance. Conversely, several studies found positive and significant relationships. This inconsistency indicates that the effects of leadership and motivation may be influenced by organizational context and therefore require further empirical examination.

Third, there is a model and contextual gap. Previous studies have frequently introduced additional variables such as organizational culture, work environment, work engagement, compensation, or work ethic. While these studies provide valuable insights, relatively fewer studies focus directly on the combined explanatory role of transformational leadership and work motivation in determining the performance of village apparatus. The present study addresses this gap by examining these two organizational factors within the specific context of Waekecece Village Office, Lappariaja District, Bone Regency.

2.4. Development of the Conceptual Framework

The conceptual framework of this study is based on the assumption that employee performance is influenced by organizational leadership and motivational conditions.

Transformational leadership represents the leadership-related independent variable, while work motivation represents the motivational independent variable. Village apparatus performance constitutes the dependent variable.

Transformational leadership is expected to influence performance because leaders who provide an inspiring vision, demonstrate idealized influence, stimulate employees intellectually, and provide individualized consideration can encourage employees to perform their responsibilities more effectively. The four dimensions proposed by Bass and Avolio, as cited by Perdana (2020), provide the conceptual basis for examining this relationship.

Work motivation is also expected to influence performance because employees who possess stronger internal and external motivation are more likely to demonstrate effort, persistence, responsibility, and willingness to accomplish organizational objectives. The motivational dimensions discussed by Hasibuan, as cited in Febrianti (2019), provide a basis for assessing employees' physical, safety, social, esteem, and self-actualization needs. Accordingly, the conceptual relationship can be expressed as follows:

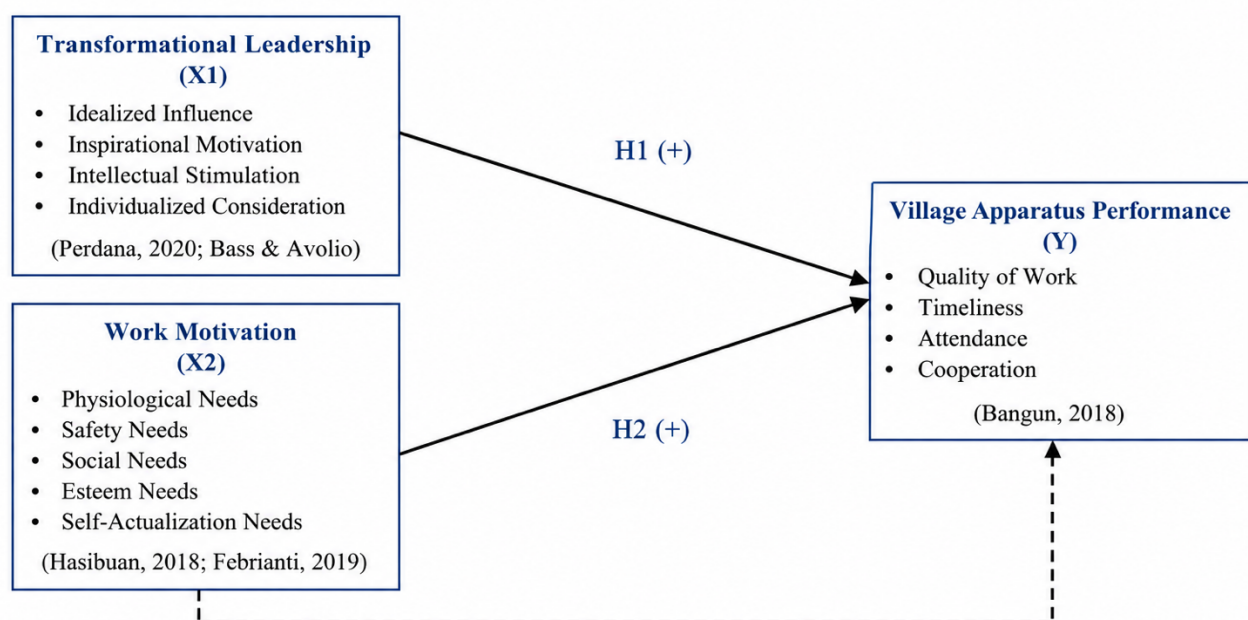


Fig. 1. Conceptual framework

The conceptual framework is therefore consistent with the original research framework, which places leadership style and work motivation as explanatory factors of employee performance. The original source explicitly presents a research

framework connecting leadership style, work motivation, and employee performance.

2.5. Hypotheses or Research Propositions

A hypothesis is a provisional answer or assumption regarding the research problem, with the research objective derived from the framework established for the research problem. Based on this research problem, the hypotheses proposed in this study are:

H1: It is hypothesized that transformational leadership has a positive and significant effect on the performance of village officials at the Waekecee Village Office, Lappariaja Subdistrict, Bone Regency

H2: It is hypothesized that work motivation has a positive and significant effect on the performance of village officials at the Waekecee Village Office, Lappariaja Subdistrict, Bone Regency.

3. Research Methods

3.1. Research Design

This study employed a quantitative research design. A quantitative approach was selected because the study aimed to examine the effects of transformational leadership and work motivation on the performance of village apparatus using measurable variables and statistical analysis. Sugiyono (2019) defines quantitative research as a research method based on the philosophy of positivism that is used to investigate a specific population or sample, collect data using research instruments, and analyze the data quantitatively or statistically to test predetermined hypotheses. In accordance with this approach, the present study collected quantitative data through a questionnaire and analyzed the data using multiple linear regression.

3.2. Research Context and Setting

The study was conducted at the Waekecee Village Office, located in Waekecee, Lappariaja District, Bone Regency, Indonesia. The research setting was selected because the study focused specifically on the performance of village apparatus and the roles of transformational leadership and work motivation within a village-government institution. Data collection and research activities were conducted over approximately two months, from March to April 2023.

3.3 Population and Sample / Research Participants

The population consisted of all village apparatus at the Waekecee Village Office, comprising 30 individuals. The population included 5 hamlet heads, 5 neighborhood association (RT) heads, 9 members of the Village Consultative Body (BPD), 1 village secretary, 1 security officer, 5 general administrative staff, 1 head of government affairs, 1 head of welfare affairs, 1 head of planning affairs, and 1 head of financial affairs.

Sugiyono (2019) defines a population as a generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for study and subsequent conclusion. Because the total population in this study was fewer than 100 individuals, the study employed a saturated sampling technique, whereby all members of the population were included as research respondents. Consequently, the sample consisted of all 30 village apparatus members at the Waekecee Village Office.

3.4. Data Sources and Data Collection

The study used quantitative data obtained from primary and secondary sources. Quantitative data were obtained from questionnaire responses and were measured using a Likert scale.

Primary data were obtained directly from the research setting through observation, interviews, and questionnaire responses involving the relevant leaders and employees. Secondary data consisted of written materials related to the research topic and the research setting.

Three data collection techniques were employed. First, observation was conducted through direct observation of the research object and conditions at the Waekecee Village Office. Second, questionnaires were distributed to respondents in the form of written questions or statements that respondents were required to answer. Third, documentation was conducted by collecting and analyzing relevant written, visual, and electronic documents. These procedures are consistent with Sugiyono (2018), who explains that research data can be obtained through observation, interviews, documentation, or a combination of these techniques.

3.5 Measurement of Variables and Research Instruments

The study examined three variables: transformational leadership as the first independent variable (X1), work motivation as the second independent variable (X2), and employee performance as the dependent variable (Y). The variables were operationalized through indicators derived from the theoretical sources used in the original research.

Transformational Leadership (X1). Transformational leadership refers to leadership behavior that influences employee attitudes and performance through direction, support, cooperation, encouragement, and motivation. The indicators of transformational leadership were adapted from the transformational leadership dimensions proposed by Bass and Avolio, as cited in Perdana (2020), consisting of:

- a. Idealized influence;
- b. Inspirational motivation;
- c. Intellectual stimulation; and
- d. Individualized consideration.

Work Motivation (X2). Work motivation refers to an internal drive or desire that encourages an individual to take action based on the expectation that the action will provide benefits and fulfill particular needs. The indicators of work motivation were based on Hasibuan, as cited by Febrianti (2019), consisting of:

- a. Physiological needs;
- b. Safety and security needs;
- c. Social needs; and
- d. Esteem needs.

Village Apparatus Performance (Y). Employee performance refers to work results produced by individuals or groups based on responsibility, skills, experience, sincerity, and awareness. The performance indicators were based on Bangun (2018, pp. 233–234), consisting of:

- a. Quality of work;
- b. Timeliness;
- c. Attendance; and
- d. Ability to cooperate.

The research instrument was administered through a questionnaire, and the responses were measured using a Likert scale. The questionnaire was used to obtain ordinal quantitative data

representing respondents' assessments of the variables investigated in the study.

3.6. Data Analysis Techniques

The collected data were analyzed quantitatively using statistical procedures. Multiple linear regression was employed as the principal analytical technique to examine the effects of transformational leadership and work motivation on village apparatus performance. The analysis was conducted using the Statistical Package for the Social Sciences (SPSS).

Multiple linear regression is used to determine the effect of more than one independent variable on a dependent variable and to explain the magnitude of the effects of the independent variables on the dependent variable (Ghozali, 2018). The regression model used in this study was:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

where:

Y = Village apparatus performance;

a = Constant;

β_1, β_2 = Regression coefficients;

X_1 = Transformational leadership;

X_2 = Work motivation; and

e = Error term.

Before conducting the regression analysis, classical assumption tests were performed, including normality, heteroscedasticity, and multicollinearity tests.

The normality test was conducted to determine whether the residuals in the regression model followed a normal distribution. The Kolmogorov–Smirnov test was used, with data considered normally distributed when the significance value was greater than 0.05 and not normally distributed when the significance value was less than 0.05 (Ghozali, 2018).

The heteroscedasticity test was conducted to determine whether unequal residual variances existed across observations. A scatterplot was used to examine heteroscedasticity. If the points formed a particular systematic pattern, such as a wave-like pattern that widened and narrowed, heteroscedasticity was considered present. Conversely, if the points were distributed without a clear pattern above and below zero on the Y-axis, heteroscedasticity was considered absent (Ghozali, 2018).

The multicollinearity test was conducted to determine whether correlations existed among the independent variables. A good regression model should be free from multicollinearity. Multicollinearity was assessed using the Variance Inflation Factor (VIF) and Tolerance values. According to Ghozali (2018), the criteria used in the study were a VIF value below 10.00 and a Tolerance value above 0.10.

The study employed the coefficient of determination (R^2) and partial significance testing (t -test) to evaluate the explanatory capacity of the regression model and the effects of individual independent variables.

The coefficient of determination (R^2) was used to assess the contribution of the independent variables to variations in the dependent variable. An R^2 value close to zero indicates limited explanatory ability of the independent variables, whereas a value approaching one indicates that the independent variables explain a substantial proportion of the variation in the dependent variable.

The partial significance test (t -test) was used to determine the effect of each independent variable on village apparatus performance. The calculated t value was compared with the critical t value, together with the significance probability (Ghozali, 2018). The decision criteria were as follows:

- If t count $> t$ table and $p < 0.05$, H_1 was accepted and H_0 was rejected, indicating that the research hypothesis was supported.
- If t count $< t$ table and $p > 0.05$, H_0 was accepted and H_1 was rejected, indicating that the research hypothesis was not supported.

The methodological scope of the study is limited to the 30 village apparatus members at the Waekecee Village Office and to the three variables examined: transformational leadership, work motivation, and village apparatus performance. The study therefore provides empirical evidence within this specific organizational and geographical context rather than claiming generalizability to all village governments.

3.7. Validity, Reliability, and Trustworthiness

The quality of the questionnaire instrument was assessed through validity and reliability testing.

The validity test was conducted to determine whether the questionnaire items appropriately measured the variables being investigated. Validity was assessed using the product-moment correlation

between each item score and the total variable score. An item was considered valid when the calculated correlation value (r count) was greater than the critical correlation value (r table). Conversely, an item was considered invalid when the r count was lower than the r table.

The reliability test was conducted to determine the extent to which the measurement results could be trusted and whether the questionnaire produced consistent or stable responses. A questionnaire was considered reliable when respondents' answers to the questions were consistent or stable over time.

3.8. Ethical Considerations

The original methodology describes the respondents, data sources, and data collection procedures but does not explicitly report a separate ethical approval procedure, informed-consent procedure, confidentiality protocol, or data-protection mechanism. Therefore, no additional ethical procedures are introduced in this methodological reconstruction. The study involved village apparatus as respondents and collected information through observation, questionnaires, interviews, and documentation within the specified research setting.

3.9. Research Procedure

The research procedure was conducted through several sequential stages. First, the quantitative research design and research variables were determined based on the research objectives. Second, the research setting and population were identified at the Waekecee Village Office. Third, data were collected through observation, questionnaires, interviews, and documentation during March–April 2023. Fourth, questionnaire data were compiled and subjected to validity and reliability testing. Fifth, classical assumption tests consisting of normality, heteroscedasticity, and multicollinearity tests were conducted. Sixth, multiple linear regression analysis was performed to examine the effects of transformational leadership and work motivation on village apparatus performance. Finally, hypothesis testing and interpretation were conducted based on the statistical results.

3.10. Methodological Limitations

This study has several limitations. First, the study used a cross-sectional design and data collected from only 30 village apparatus members at the Waekecee Village Office, which limits the generalizability of the findings to other contexts. Second, the study focused only on transformational leadership and work motivation, while other factors that may influence employee performance were not examined. Third, the use of questionnaire-based data may be subject to self-report and response bias. Future studies are therefore encouraged to involve larger and more diverse samples, additional variables, and longitudinal or mixed-method approaches to provide broader and more comprehensive evidence.

4. Results and Discussion

4.1 Research Results

4.1.1 Sample Description and Descriptive Statistics

The study examined the effects of transformational leadership and work motivation on village apparatus performance at the Waekecee Village Office, Lappariaja District, Bone Regency, Indonesia. Primary data were collected through questionnaires distributed directly to all 30 village apparatus members in 2023. A total of 30 questionnaires were distributed, all 30 were returned, and all 30 questionnaires were considered usable for subsequent analysis, resulting in a 100% response and usable-questionnaire rate, as presented in Table 1.

Table 1. Questionnaire Distribution and Response Rate

No.	Description	Number
1	Questionnaires distributed	30
2	Questionnaires returned	30
3	Usable questionnaires	30

Source: Data processed

The demographic characteristics of the respondents are presented based on age, gender, and educational level. As shown in Table 2, 7 respondents (23.3%) were aged 21–30 years, while

23 respondents (76.7%) were aged 31–50 years. Thus, the majority of respondents were between 31 and 50 years old.

Table 2. Respondent Characteristics by Age

No.	Age	Frequency	Percentage (%)
1	21–30 years	7	23.3
2	31–50 years	23	76.7
Total		30	100.0

Source: Data processed

The gender distribution shows that 26 respondents (86.7%) were male and 4 respondents

(13.3%) were female. Therefore, the sample was predominantly male.

Table 3. Respondent Characteristics by Gender

No.	Gender	Frequency	Percentage (%)
1	Male	26	86.7
2	Female	4	13.3
Total		30	100.0

Source: Data processed

Regarding educational attainment, 16 respondents (53.3%) had completed senior high school/vocational high school (SMA/SMK), while

14 respondents (46.7%) held a bachelor's degree (S1).

Table 4. Respondent Characteristics by Educational Level

No.	Educational Level	Frequency	Percentage (%)
1	Senior High School/Vocational High School (SMA/SMK)	16	53.3
2	Bachelor's Degree (S1)	14	46.7
Total		30	100.0

Source: Data processed

Descriptive statistics were subsequently calculated for the three study variables: transformational leadership, work motivation, and

village apparatus performance. Each item was measured using the questionnaire administered to the 30 respondents.

Table 5. Descriptive Statistics of Transformational Leadership

Item	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	30	3	5	4.40	0.814
X1.2	30	3	5	4.63	0.615
X1.3	30	2	5	3.23	0.728
X1.4	30	3	5	4.50	0.572
X1.5	30	2	4	3.03	0.669
X1.6	30	3	5	3.70	0.750
X1.7	30	2	5	3.80	0.847
Valid N (listwise)	30				

Source: Data processed

The descriptive statistics indicate that the highest mean score for transformational leadership was observed for X1.2, concerning the leader's provision of motivation to employees to work better, with a mean of 4.63 and a standard deviation

of 0.615. The lowest mean was recorded for X1.5, concerning the provision of advice for employee self-development, with a mean of 3.03 and a standard deviation of 0.669.

Table 6. Descriptive Statistics of Work Motivation

Item	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	30	2	4	2.60	0.724
X2.2	30	2	5	3.20	0.610
X2.3	30	2	5	3.23	0.774
X2.4	30	2	5	3.90	0.885
Valid N (listwise)	30				

Source: Data processed

For work motivation, X2.4, concerning the creation of a safe working environment, had the highest mean score of 3.90 with a standard deviation of 0.885. Meanwhile, X2.1, concerning

recognition of employees' contributions by superiors, recorded the lowest mean score of 2.60 with a standard deviation of 0.724.

Table 7. Descriptive Statistics of Village Apparatus Performance

Item	N	Minimum	Maximum	Mean	Std. Deviation
Y.1	30	2	4	2.93	0.691
Y.2	30	2	5	3.50	0.731
Y.3	30	2	4	2.80	0.805

Y.4	30	2	5	4.03	0.809
Y.5	30	2	5	3.67	0.922
Valid N (listwise)	30				

Source: Data processed

The highest mean score for village apparatus performance was observed for Y.4, concerning openness toward differences among others, with a mean of 4.03 and a standard deviation of 0.809. The lowest mean was recorded for Y.3, concerning timely completion of work, with a mean of 2.80 and a standard deviation of 0.805.

4.1.2 Data Quality and Preliminary Analysis

Before conducting the regression analysis, the quality of the research instrument and the suitability of the regression model were assessed through

validity, reliability, normality, heteroscedasticity, and multicollinearity tests.

a. Validity Test

The validity test was conducted by comparing the calculated correlation coefficient (r calculated) with the critical value (r table). With 30 observations, the r table value was 0.361. All questionnaire items obtained r calculated values greater than 0.361, indicating that all items measuring transformational leadership, work motivation, and village apparatus performance were valid.

Table 8. Validity Test Results

Variable	Item	r Calculated	r Table	Decision
Transformational Leadership (X1)	X1.1	0.474	0.361	Valid
	X1.2	0.370	0.361	Valid
	X1.3	0.568	0.361	Valid
	X1.4	0.597	0.361	Valid
	X1.5	0.766	0.361	Valid
	X1.6	0.743	0.361	Valid
	X1.7	0.752	0.361	Valid
Work Motivation (X2)	X2.1	0.662	0.361	Valid
	X2.2	0.863	0.361	Valid
	X2.3	0.835	0.361	Valid
	X2.4	0.753	0.361	Valid
Village Apparatus Performance (Y)	Y.1	0.871	0.361	Valid
	Y.2	0.826	0.361	Valid
	Y.3	0.661	0.361	Valid
	Y.4	0.817	0.361	Valid
	Y.5	0.744	0.361	Valid

Source: SPSS version 25 analysis.

b. Reliability Test

Reliability was assessed using Cronbach's alpha. The results showed that all three constructs had Cronbach's alpha values above 0.60. Transformational leadership obtained a Cronbach's

alpha of 0.720, work motivation obtained 0.768, and village apparatus performance obtained 0.834. Therefore, all research instruments were considered reliable.

Table 9. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Decision
Transformational Leadership (X1)	0.720	7	Reliable
Work Motivation (X2)	0.768	4	Reliable

Village Apparatus Performance (Y)	0.834	5	Reliable
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Source: SPSS version 25 analysis.

c. Normality Test

The normality assumption was assessed using the Normal P-P Plot. As shown in Figure 1, the observed points were distributed around the diagonal line and generally followed its direction. This indicates that the regression residuals satisfied the normality assumption.

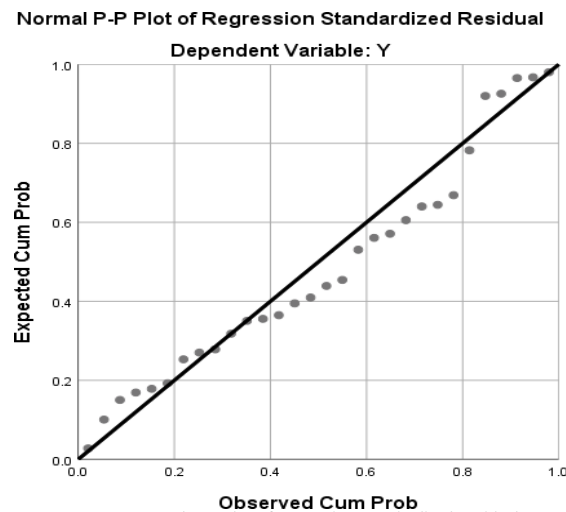


Fig. 1. Normal P-P Plot of Regression Standardized Residuals

Source: SPSS version 25 analysis.

d. Heteroscedasticity Test

The heteroscedasticity test was assessed using a scatterplot. As presented in Figure 2, the points were randomly distributed above and below the

zero value on the Y-axis and did not form a systematic pattern. Therefore, no indication of heteroscedasticity was identified.

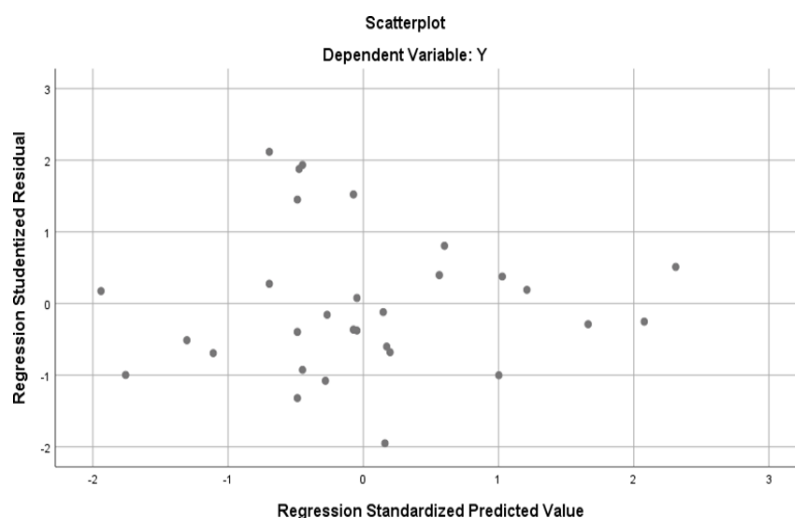


Fig. 2. Scatterplot for Heteroscedasticity Test

Source: SPSS version 25 analysis.

e. Multicollinearity Test

The multicollinearity test showed that both independent variables had tolerance values of 0.739 and VIF values of 1.353. The tolerance values

exceeded 0.10 and the VIF values were below 10.00. Thus, the regression model did not exhibit multicollinearity between transformational leadership and work motivation.

Table 10. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Decision
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Transformational Leadership (X1)	0.739	1.353	No multicollinearity
Work Motivation (X2)	0.739	1.353	No multicollinearity

Source: SPSS version 25 analysis.

4.1.3 Main Analytical Results

Multiple linear regression analysis was conducted to determine the effects of transformational leadership and work motivation on

village apparatus performance. The analysis was performed using SPSS version 25. The results are presented in Table 11.

Table 11. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant	-1.818	3.743	—	-0.486	0.631
Transformational Leadership (X1)	0.457	0.157	0.456	2.910	0.007
Work Motivation (X2)	0.485	0.208	0.365	2.328	0.028

Dependent Variable: Village Apparatus Performance (Y).

Source: SPSS version 25 analysis.

The estimated multiple regression equation was:

$$Y = -1.818 + 0.457X_1 + 0.485X_2$$

The coefficient for transformational leadership was 0.457, indicating a positive regression coefficient. The coefficient for work

motivation was 0.485, also indicating a positive regression coefficient. The model produced an R value of 0.714, an R^2 value of 0.510, an F statistic of 14.073, and a significance value of 0.000.

Table 12. Overall Regression Model Statistics

Statistic	Value
R	0.714
R Square	0.510
Adjusted R Square	0.474
Std. Error of the Estimate	2.237
F	14.073
Sig.	0.000

Source: SPSS version 25 analysis.

The coefficient of determination indicates that transformational leadership and work motivation jointly accounted for 51.0% of the variation in village apparatus performance. The remaining 49.0% was attributable to factors outside the variables examined in this study.

4.1.4 Hypothesis Testing Results / Key Findings

Partial significance testing was conducted using the t -test to examine the individual effects of transformational leadership and work motivation on village apparatus performance. The results are presented in Table 13.

Table 13. Partial t-Test and Hypothesis Testing Results

Hypothesis	Relationship	Beta	t	Sig.	Decision
H1	Transformational Leadership → Village Apparatus Performance	0.456	2.910	0.007	Supported
H2	Work Motivation → Village Apparatus Performance	0.365	2.328	0.028	Supported

Source: SPSS version 25 analysis.

The first hypothesis (H1) stated that transformational leadership has a positive and significant effect on village apparatus performance. The analysis produced a t value of 2.910 and a significance value of 0.007. Since the significance value was below 0.05, H1 was supported.

The second hypothesis (H2) stated that work motivation has a positive and significant effect on village apparatus performance. The analysis produced a t value of 2.328 and a significance value of 0.028. Since the significance value was below 0.05, H2 was supported.

Thus, the hypothesis testing results demonstrated that both transformational leadership and work motivation had positive and statistically significant effects on village apparatus performance at the Waekecee Village Office.

4.1.5 Visual Presentation of Results

The visual presentation of the findings was organized through tables and figures to provide a transparent overview of the empirical results. Tables 1–4 present the questionnaire response rate and respondent characteristics, while Tables 5–7 report descriptive statistics for the three study variables. Tables 8 and 9 summarize the validity and reliability results, respectively. Figures 1 and 2 present the normality and heteroscedasticity assessments, while Table 10 reports the multicollinearity assessment. Tables 11–13 present the multiple regression results, overall model statistics, and hypothesis testing results.

Overall, the empirical results indicate that the regression model satisfied the preliminary data requirements and that both transformational leadership and work motivation demonstrated statistically significant positive relationships with village apparatus performance. The model explained 51.0% of the observed variation in village apparatus performance.

4.2 Research Discussion

4.2.1 Interpretation of Key Findings

The objective of this study was to examine the effects of transformational leadership and work motivation on the performance of village apparatus at the Waekecee Village Office, Lappariaja District, Bone Regency, Indonesia. Based on the multiple linear regression analysis, both transformational leadership and work motivation had positive and

statistically significant effects on village apparatus performance. These findings indicate that improvements in leadership practices and employees' motivation are associated with higher levels of performance among village apparatus.

The findings provide empirical support for both hypotheses formulated in this study. Transformational leadership had a positive regression coefficient of 0.457, with a standardized coefficient of 0.456, a t -value of 2.910, and a significance level of 0.007. These results demonstrate that transformational leadership significantly contributed to village apparatus performance. In practical terms, stronger leadership characterized by role modeling, inspirational motivation, intellectual stimulation, and individualized consideration was associated with better employee performance. The finding is particularly relevant to the village government context, where the village head plays an important role in directing employees, communicating organizational goals, encouraging innovation, and providing individual support.

The result is consistent with Senain and Hasanah (2022), who found that transformational leadership had a positive effect on employee performance. More recent evidence also supports this relationship. Suryadarman et al. (2024), examining employees in the General Bureau of South Sulawesi Province, reported that transformational leadership significantly influenced employee performance in a public administration setting. Their findings emphasized the importance of leadership in fostering innovation, collaboration, and alignment with organizational goals. Similarly, Putri and Sumartik (2024) found that transformational leadership contributed positively to employee performance in an Indonesian organizational context.

Work motivation also demonstrated a positive and significant effect on village apparatus performance. The unstandardized regression coefficient was 0.485, while the standardized coefficient was 0.365, with a t -value of 2.328 and a significance level of 0.028. These findings indicate that higher levels of employee motivation were associated with better performance. Motivation can encourage employees to exert greater effort, maintain their commitment to assigned responsibilities, and achieve organizational

objectives. Within the Waekecee Village Office, the finding suggests that recognition, appropriate compensation, positive interpersonal relationships, and a safe working environment can contribute to employees' willingness to perform their duties effectively.

This result is consistent with Goni, Manoppo, and Rogahang (2021), who found that work motivation had a positive and significant effect on employee performance. Their study used a quantitative approach and regression analysis and demonstrated that motivation was an important factor in improving employee performance. Recent evidence also reinforces this relationship. Adhirajasa Reswara Sanjaya et al. (2026) found that work motivation had a positive and significant effect on employee performance in a public-sector organization. This provides additional support for the relevance of motivation as an important determinant of performance within public organizations.

The coefficient of determination further showed that the combined transformational leadership and work motivation variables explained 51.0% of the variation in village apparatus performance, with an R value of 0.714. The remaining 49.0% was associated with other factors that were not included in the present model. Therefore, although leadership and motivation represent important determinants of performance, they do not fully explain the performance of village apparatus.

A comparison of the regression coefficients indicates that work motivation had a larger unstandardized coefficient (0.485) than transformational leadership (0.457). Based on these coefficients, work motivation provided the stronger contribution to the predicted performance outcome within the estimated regression model. This finding suggests that, although leadership remains important, strengthening employees' internal and external work motivation may provide a particularly relevant pathway for improving village apparatus performance in the research setting.

4.2.2 Comparison with Previous Studies

The findings of this study are broadly consistent with recent empirical research examining leadership, motivation, and employee performance. The positive and significant effect of

transformational leadership found in the present study confirms the findings of Senain and Hasanah (2022), who reported a positive relationship between transformational leadership and employee performance. The consistency between the two studies suggests that leadership practices based on influence, inspiration, direction, and employee development can contribute to improved performance across public-sector organizations.

The findings are also consistent with Suryadarman et al. (2024), whose study of the General Bureau of South Sulawesi Province found that transformational leadership significantly influenced employee performance. This similarity is particularly meaningful because both studies examine public-sector employees in Indonesia. However, the present study extends the contextual evidence by focusing specifically on village apparatus at the local-government level, whereas Suryadarman et al. (2024) examined a provincial government administrative environment.

The positive relationship between work motivation and performance is likewise consistent with Goni et al. (2021), who reported that work motivation significantly improved employee performance. The present findings also correspond with more recent evidence from Adhirajasa Reswara Sanjaya et al. (2026), which identified work motivation as a significant determinant of employee performance in a public-sector organization. This consistency across different public-sector contexts strengthens the argument that motivation is not merely an individual psychological factor but also an organizational resource that can support the achievement of public-service objectives.

Nevertheless, the present study differs from several recent studies in terms of analytical scope. Lango et al. (2024), for example, examined transformational leadership through work motivation and organizational culture as mediating variables, indicating that the relationship between leadership and performance may operate through additional organizational mechanisms. The present study did not examine mediation or moderation and instead directly estimated the effects of transformational leadership and work motivation on performance. This distinction is important because the results establish the direct relationships between the variables but do not establish whether

motivation mediates the relationship between transformational leadership and performance.

4.2.3 Theoretical Contributions

Theoretically, the findings reinforce the proposition that employee performance is influenced by both leadership behavior and work motivation. The significant effect of transformational leadership demonstrates that leadership practices that provide direction, inspiration, intellectual stimulation, and individualized consideration can be associated with improved employee performance. This finding provides empirical support for the application of transformational leadership theory in a village-government context.

The findings also strengthen the theoretical position that motivation represents an important behavioral mechanism associated with employee performance. Employees who experience stronger motivation are more likely to demonstrate greater effort and commitment in completing organizational responsibilities. The stronger regression coefficient of work motivation in the present model further suggests that motivational conditions may have a particularly important role in explaining performance within the studied village-government environment.

The study therefore contributes to the literature by bringing together transformational leadership and work motivation within a single empirical model of village apparatus performance. Previous research has frequently examined these variables in corporate, banking, educational, or broader public-sector settings. The present findings demonstrate that the relationships remain relevant in a village-government setting, thereby extending the contextual application of leadership and motivation perspectives to local public administration.

At the same time, the findings should not be interpreted as evidence that leadership and motivation are the only theoretical determinants of village apparatus performance. The R^2 value of 0.510 indicates that nearly half of the variance in performance remains unexplained by the current model. This opens theoretical space for future research to incorporate additional variables such as organizational culture, job satisfaction,

organizational commitment, work environment, employee competence, or organizational justice.

4.2.4 Practical and Policy Implications

The findings provide several practical implications for the management of village government organizations. First, the village head and other village-government leaders should strengthen transformational leadership practices by acting as role models, communicating organizational objectives clearly, encouraging employees to develop new approaches to completing tasks, and providing individualized guidance. These practices can help create a working environment in which village apparatus members understand their responsibilities and are encouraged to contribute actively to organizational objectives.

Second, the results indicate that work motivation deserves particular managerial attention because it produced the larger regression coefficient in the model. Village-government management can strengthen motivation by providing appropriate recognition for employees' contributions, ensuring fair treatment, maintaining supportive interpersonal relationships, and creating a safe and conducive working environment. Such measures are relevant to the empirical indicators used in this study and can be implemented without requiring substantial organizational restructuring.

Third, the findings have implications for local-government policy. Capacity-building programs for village heads and village apparatus should not focus exclusively on administrative competence but should also develop leadership and employee-motivation capabilities. Training programs can emphasize effective communication, employee recognition, participatory decision-making, conflict management, and the development of employee initiative.

These implications are consistent with recent public-sector evidence. Suryadarman et al. (2024) recommended leadership development, open communication, and motivation-oriented organizational practices as mechanisms for improving employee performance in public administration. The present study provides further contextual evidence that these practices are relevant at the village-government level.

4.2.5 Integration with the Research Gap

The findings directly address the research gap identified in the literature review concerning the limited empirical evidence on the simultaneous contribution of transformational leadership and work motivation to village apparatus performance within a specific local-government context. Much of the existing literature examines employee performance in private organizations, larger public institutions, or broader administrative settings. The present study adds evidence from Waekecee Village, Bone Regency, thereby demonstrating how leadership and motivational factors operate within a village-government organization.

The study also addresses the contextual gap by examining the two independent variables simultaneously rather than considering leadership or motivation in isolation. The results show that both variables independently have significant positive relationships with village apparatus performance, while their combined contribution accounts for 51.0% of the observed variation in performance. This provides empirical evidence that leadership and motivation should be considered together when examining employee performance in local public organizations.

The contextual contribution is particularly relevant because village governments operate close to communities and directly provide administrative and public services. Consequently, the performance of village apparatus has practical implications for the quality and responsiveness of local public administration. By demonstrating significant relationships between transformational leadership, work motivation, and village apparatus performance, the study extends existing empirical evidence to a setting that has received comparatively less attention.

4.2.6 Acknowledgement of Study Limitations

The interpretation of these findings should consider several limitations. First, the study focused exclusively on 30 village apparatus members at the Waekecee Village Office, meaning that the findings should be interpreted primarily within this organizational context. Second, the analysis examined only transformational leadership and work motivation as predictors of village apparatus performance, while other potentially relevant

factors were not included. Third, the cross-sectional nature of the data limits the ability to establish changes in leadership, motivation, and performance over time. Finally, the results indicate that 49.0% of the variation in performance was not explained by the model, suggesting that future studies should examine additional organizational and individual factors.

Future research could therefore extend the present model by examining mediating or moderating mechanisms, such as job satisfaction, organizational commitment, organizational culture, employee competence, or work environment. Comparative studies involving several village governments across different districts or regions would also strengthen the generalizability of the findings and provide a broader understanding of the determinants of village apparatus performance in Indonesia.

5. Conclusion

5.1 Summary of Key Findings

This study examined the effects of transformational leadership and work motivation on the performance of village apparatus at the Waekecee Village Office, Lappariaja District, Bone Regency. Based on the empirical analysis, both transformational leadership and work motivation were found to have positive and significant effects on village apparatus performance. The findings indicate that improvements in transformational leadership are associated with improved employee performance. Similarly, higher levels of work motivation are associated with better performance among village apparatus. These findings confirm that both leadership practices and employee motivation are important factors in supporting the achievement of effective performance within the village government context.

5.2 Theoretical Contributions

Theoretically, this study contributes empirical evidence concerning the relationship between transformational leadership, work motivation, and employee performance in a village government setting. The findings reinforce the argument that leadership and motivational factors constitute important organizational mechanisms for improving employee performance. In particular, the positive effects identified in this study demonstrate the

relevance of transformational leadership and work motivation as explanatory factors for performance among village apparatus. The study therefore contributes to the development of organizational and human resource management literature by providing evidence from a local public-sector context.

5.3 Practical and Policy Implications

The findings provide several practical implications for village government leaders, particularly the village head and other organizational decision-makers. Leaders should strengthen transformational leadership practices by providing clear direction, encouragement, support, and constructive guidance to village apparatus. Leadership approaches should also be implemented in ways that enable employees to understand organizational objectives and encourage them to improve their performance. In addition, work motivation should be maintained and enhanced through appropriate communication, recognition, supportive working conditions, and motivational guidance. Strengthening these aspects can encourage village apparatus to perform their responsibilities more effectively and consistently. For policymakers and village government administrators, the findings highlight the importance of integrating leadership development and employee motivation into efforts to improve the quality of village governance and public services.

5.4 Limitations of the Study

This study has limitations that should be considered when interpreting its findings. The research was conducted only among 30 village apparatus members at the Waekcece Village Office in Lappariaja District, Bone Regency. Consequently, the findings primarily reflect the organizational and geographical conditions of the research setting and should not be generalized directly to all village governments. In addition, the study focused only on transformational leadership and work motivation as explanatory variables of village apparatus performance. Other organizational, individual, and contextual factors that may influence performance were not examined.

5.5 Directions for Future Research

Future research may extend this study by involving larger samples and village government institutions from different geographical areas to improve the generalizability of the findings. Subsequent studies may also incorporate additional variables that could explain variations in village apparatus performance, such as organizational culture, job satisfaction, work discipline, organizational commitment, compensation, or work environment. Furthermore, future researchers may employ comparative, longitudinal, or mixed-method approaches to provide a more comprehensive understanding of how leadership and motivational processes influence employee performance in village government institutions.

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