The Effect of Intrinsic Motivation and Transformational Leadership on Employee Performance

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Abstract

This study examined the effects of employee motivation and transformational leadership on employee performance at the Agriculture Office of Mesuji Regency, Indonesia. It addressed the challenges in human resource management that affect institutional targets and the implementation of agricultural development programs. This study employed a quantitative design using a structured survey of 50 purposively selected employees at the Agriculture Office and applied multiple linear regression to examine the relationships between motivation, transformational leadership, and employee performance. The findings showed that both motivation and transformational leadership positively affected employee performance, with motivation having a stronger impact. Improving employee motivation and transformational leadership are essential to enhance performance at the Mesuji Agriculture Office, supporting effective human resource management, successful agricultural programs, and regional economic growth. The cross-sectional design of this study limits the ability to observe changes over time. Additionally, the focus on a single regional institution may restrict generalizability. The reliance on self-reported data may also introduce perceptual bias. This study provided empirical evidence from a regional government context, highlighting how motivation and transformational leadership influenced employee performance and offering practical recommendations for improving pension services.

Keywords: *Employee Performance, Intrinsic Motivation, Transformational Leadership*

1. INTRODUCTION

The strategic policy of the Ministry of Agriculture of the Republic of Indonesia in 2024 sets an ambitious target to strengthen national food security, with a primary focus on optimizing suboptimal land, including tidal swamp land. This program places the Mesuji Regency, which has significant swamp land potential in the Lampung Province, as one of the priority locations. Ideally, the implementation of this policy is expected to proceed linearly, where national targets are translated into effective regional programs supported by competent and high-performing officials, resulting in increased sustainable agricultural productivity.

In this context, the administration of the regional government requires each regional apparatus organization, including the Agriculture Office of Mesuji Regency, to achieve optimal performance as a form of public accountability. Employee performance is a key factor in the success of agricultural sector development goals, as the quality of planning, program implementation, and budget absorption heavily depends on the capacity and commitment of human resources (Jumawan, Ali, Sawitri, & Rony, 2025). Therefore, employees with high intrinsic motivation under effective transformational leadership should exhibit excellent performance (Lee and Hidayat (2018), reflected in the achievement of optimal work targets, professional work behavior, and efficient budget utilization, which will ultimately support the achievement of broader agricultural development goals.

One important factor suspected to contribute to this gap is employees' intrinsic motivation. Intrinsic motivation is related to employees' internal desire to achieve goals, feel satisfied with their work, and strive to give their best without relying on external rewards (Zhang, Zhang, Song, & Gong, 2016). If this motivation is not sufficiently high, performance achievement tends to stagnate, even though the assessment system and work targets have been designed optimally. In addition to intrinsic motivation, the quality of leadership, particularly transformational leadership, becomes a strategic factor in influencing employee performance (Magasi, 2021).

Transformational leadership, which can provide a clear vision, inspiration, role models, and emotional support, has been proven to enhance employee commitment and work spirit (Ribeiro, Yücel, & Gomes, 2018). If leadership style has not fully encouraged employee involvement and empowerment, human resource potential will not develop maximally, which is reflected in

performance fluctuations and budget realization. The performance of civil servants (ASN) is crucial to maintaining the effectiveness of governance amid continuous changes (Reta, 2024). With increasing public demands for public services, ASNs are expected to work professionally, with integrity, and responsiveness. The quality of ASN task execution is influenced by various factors, including the work environment and psychological/mental conditions. Several studies indicate that intrinsic motivation has a strong relationship with improved work quality and job satisfaction, which in turn enhances productivity.

Furthermore, transformational leadership plays a vital role in increasing intrinsic motivation and employee performance (Shafi, Lei, Song, & Sarker, 2020). Leadership styles that prioritize inspiration, empowerment, and support create a positive work atmosphere that encourages better work outcomes (Sam et al., 2025). This study is important because the agricultural sector, which is the core of the regional economy, faces challenges in human resource management. This study focuses on the performance of employees in the Agriculture Office of Mesuji Regency, where intrinsic motivation significantly affects the success of agricultural programs. Low motivation issues are often caused by a lack of recognition and support from leadership, as well as rigid leadership. Therefore, this research highlights the influence of intrinsic motivation and transformational leadership in sustainably improving employee performance (Udin, Dharma, Dananjoyo, & Shaikh, 2023).

2. LITERATURE REVIEW

2.1 Intrinsic Motivation Theory

Intrinsic motivation is an internal drive to engage in activities because of interest, satisfaction, or challenge, without being influenced by external rewards. Individuals with this motivation enjoy the process and experience personal fulfillment while doing so (Baygi, Ghonsooly, & Ghanizadeh, 2017). Intrinsic motivation is also related to the desire to grow and enhance one's abilities. This theory emphasizes that fulfilling basic psychological needs, such as competence, autonomy, and social relationships, is a crucial factor driving internal motivation. When these needs are met, individuals are more likely to experience intrinsic motivation (Fishbach & Woolley, 2022).

Individuals tend to exhibit stronger internal motivation when their needs are fulfilled. This condition makes them feel more internally driven to perform tasks optimally. Motivation that originates from within is generally associated with increased job satisfaction and stronger commitment to the organization (Sulistamtama, Setiawan, & Yuniawan, 2024). This suggests that internal drives play a vital role in fostering a positive attitude toward work. Employees with intrinsic motivation tend to demonstrate more active behavior, show higher creativity, and achieve better performance, as evidenced in various previous studies.

2.2 Transformational Leadership Theory

Transformational leadership is a leadership approach that emphasizes a leader's ability to inspire their members. Leaders strive to instill enthusiasm and a clear vision so that followers feel directed toward achieving organizational goals (Rachman, Susanto, & Mustika, 2025). Moreover, this leadership style emphasizes the ability to motivate. Leaders not only provide instructions but also encourage followers to commit, work more creatively, and enhance their potential to contribute optimally (Jun & Lee, 2023). In addition to inspiration and motivation, transformational leadership highlights the empowerment of members. Followers are entrusted with responsibility, supported, and given opportunities to grow, thus enabling them to play an active role in achieving common goals (Fiaz, Su, & Saqib, 2017).

Transformational leaders can change the values, beliefs, and needs of their followers, motivating them to work harder and become more committed to organizational goals. Transformational leaders encourage their followers to develop their potential, think creatively, and take initiative (Ahad, Jannang, & Soleman, 2025; Natalia, 2021). Transformational leadership positively influences employee performance, job satisfaction, loyalty, and innovation. Transformational leaders create a supportive environment, build trust, inspire, and foster

collaboration. This leadership style also motivates employees to achieve shared goals, encourages self-development, and enhances competence continuously (Pandia & Meilani, 2024).

2.3 Employee Performance Theory

Employee performance refers to the results achieved by an individual in carrying out tasks and responsibilities according to the standards set by the organization. This performance reflects how well an employee can meet job expectations as part of their role. The assessment of employee performance can be done through various indicators, such as the quality of the work produced, the amount of work completed, timeliness, process effectiveness, and resource utilization efficiency. These aspects provide a comprehensive picture of an employee's abilities and contributions. Good performance from each employee is an essential element for the success of the organization (Vuong & Nguyen, 2022). The achievement of organizational goals depends largely on how well employees can work optimally and deliver results that meet or exceed established standards (Chalisa & Prawitasari, 2024).

Optimal employee performance contributes significantly to organizational success (Rahim, Rosid, & Hasan, 2024). Good work outcomes not only help the organization reach its targets but also drive improvements in productivity and the quality of services provided to stakeholders. Given its critical role, organizations must ensure that all factors influencing employee performance are well managed. Effective management of these factors will help create a work environment that supports and encourages employees to perform their best (Sismiati et al., 2025).

2.4 Conceptual Framework

Transformational leadership focuses on inspiring and motivating employees by conveying a clear vision of change. Transformational leaders influence their subordinates through four elements: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It is anticipated that this leadership style can improve employee performance because the more effective the leader is in their transformational role, the greater the drive for employees to improve their performance (Mudd-Fegett & Mudd, 2024). Intrinsic motivation is an internal drive that makes employees work based on interest, task meaning, and personal satisfaction. According to Deci and Ryan ’s self-determination theory, intrinsic motivation is a strong predictor of productive work behavior.

Kerlinger states that the relationship between intrinsic motivation and performance is causal and has been empirically proven, where employees with high intrinsic motivation tend to show commitment, perseverance, and optimal work outcomes. Based on this theoretical foundation, the relationship between transformational leadership and intrinsic motivation and employee performance can be logically and systematically explained and empirically tested. Inspirational leaders can enhance employees' internal motivation, which ultimately contributes to improved performance. In this framework, both independent variables, transformational leadership and intrinsic motivation, affect employee performance both partially and simultaneously (Prahiawan, Sulastri, & Arthawati, 2023).

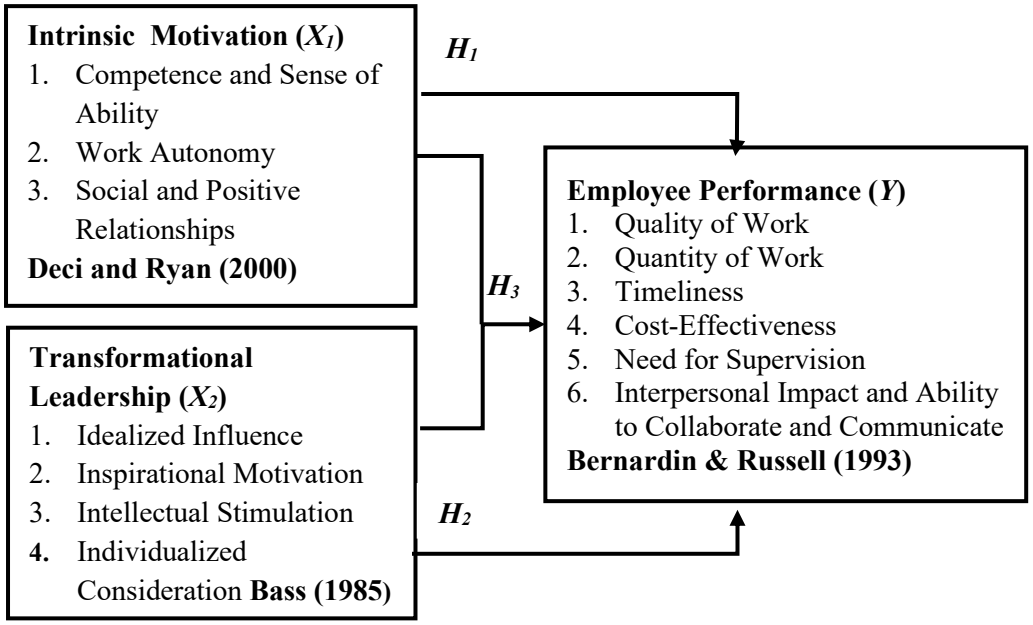

Figure 1. Conceptual framework based on the indicators of intrinsic motivation and transformational leadership on employee performance

Based on the literature review and synthesis of previous research, the conceptual framework for this study is as follows: Intrinsic motivation (X_1) → employee performance (Y), and transformational leadership (X_2) → employee performance (Y).

Explanation:

X_1: Intrinsic Motivation

X_2: Transformational Leadership

Y: Employee Performance

This conceptual framework suggests that intrinsic motivation and transformational leadership have a positive impact on employee performance.

2.5 Hypotheses

According to Kerlinger (1973), a hypothesis is a statement that suggests a relationship between two or more variables, the truth of which still needs to be proven through empirical data. This statement essentially provides an initial assumption about how these variables relate in the phenomenon under study. In quantitative research, a hypothesis serves as a provisional answer to the research problem, formulated based on theory, concepts, or findings from previous studies. Therefore, a hypothesis is not merely a guess but a scientific statement that can be tested for validity through measurable data collection and analysis procedures.

Kerlinger emphasizes that a hypothesis must be testable, meaning it can be statistically tested to determine whether the hypothesis is accepted or rejected. Furthermore, a hypothesis serves as a bridge that connects theory with research reality, guiding the identification of variables, analysis techniques, and the direction of testing in the research. Therefore, the hypotheses in this study were formulated systematically by referring to relevant theories and the synthesized findings of previous research, which have been developed in the conceptual framework and literature review.

Based on the conceptual framework above, this study's hypotheses are as follows:

H_1: Intrinsic motivation has a positive and significant effect on employee performance at the Agriculture Office of the Mesuji Regency.

H_2: Transformational leadership has a positive and significant effect on employee performance at the Agriculture Office of the Mesuji Regency.

H_3: Intrinsic motivation and transformational leadership together have a positive effect on employee performance in the Agriculture Office of Mesuji Regency.

3. METHODOLOGY

3.1 Research Method

Research methodology is a structured and systematic procedure used to collect, analyze, and interpret data to answer research questions or test hypotheses, which depends on the research objectives, type of data collected, and the chosen approach. Creswell and Creswell (2017) state that "research method" refers to the steps taken to plan and conduct research, which includes data collection and analysis to answer the predefined questions or problems. In this case, the systematization of steps taken by researchers helps them collect reliable data. This study uses a quantitative method with a survey approach. This method is chosen because it allows the researcher to empirically examine the relationships between variables and test the formulated hypotheses. The survey approach was applied by collecting data directly from respondents using a questionnaire as the main instrument. This technique is used to obtain an accurate picture of the research conditions and understand the phenomenon under study.

3.2 Research Design

This study uses a causal research design, an approach designed to trace cause-and-effect relationships between variables. Through this design, the researcher aims to understand how one variable can trigger changes in another variable in a particular context. In this study, the independent variables of intrinsic motivation and transformational leadership are assumed to play a role in shaping or influencing the dependent variable, which is employee performance. Thus, this study aims to test the extent to which these two variables contribute to improving performance (Sari, Krisnandi, Digdowiseiso, & Muhammad, 2024)**.**

3.3 Research Participants

The population in this study consisted of all employees of the Agriculture Office of Mesuji Regency (50 people). The research sample was selected using a saturated or census sampling technique, in which all members of the population were used as research respondents. This was done because the number of employees is relatively small; therefore, it is feasible to involve all employees in the study. By involving all employees, it is expected that the results will be more representative and accurate.

3.4 Research Variables

The variables used in this study can be classified into two types: independent and dependent variables.

1 The independent variables determine or influence the emergence of other variables. The independent variables are Intrinsic Motivation (X1) and Transformational Leadership (X2).
2 The dependent variable is a factor that is influenced or determined by the existence of a certain independent variable. The dependent variable (*Y*) is employee performance at the Agriculture Office of the Mesuji Regency.

3.5 Operational Definitions of Variables

3.5.1 Intrinsic Motivation (X_1)

Employees' internal drive to perform their work because of personal satisfaction, interest, or challenge. This variable is measured using a questionnaire based on intrinsic motivation theory and indicators (Ryan & Deci, 2000). The indicators used are competence and sense of ability, work autonomy, and positive social relationships.

3.5.2 Transformational Leadership (X_2)

This leadership style focuses on the leader's ability to inspire, motivate, and empower employees to achieve common goals. This approach enhances commitment and spirit in tasks.

Measurement was performed using a questionnaire based on transformational leadership theory, covering four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Fiaz et al., 2017).

3.5.3 Employee Performance (*Y*)

Multidimensional Performance Theory (the Performance Grand Theory) is applicable in this context. This theory integrates various factors that affect an individual's performance within an organization. In this study, performance is assessed not only by the final results achieved but also by how the process occurs, including the quality of relationships between members and each individual's ability to work independently or collaboratively in various situations.

3.6 Data Collection Techniques

Primary and secondary data were used in this study. According to Hadi (2016), the types and sources of data for this study are as follows: primary data are obtained through direct field research, such as interviews and questionnaire responses. The questionnaire comprised three parts:

1. Respondent identity data
2. Item statements of intrinsic motivation variable (X_1)
3. Item statements of the transformational leadership variable (X_2).

Primary data were obtained directly from respondents through a questionnaire constructed based on the indicators of the variables discussed in Chapters II and III. The Likert scale values ranged from five points, where 1 indicated strongly disagree, 2 indicated disagree, 3 was neutral, 4 indicated agree, and 5 indicated strongly agree. The questionnaire was distributed online to the employees of the Agriculture Office of Mesuji Regency based on respondent availability.

3.7 Research Subjects

The population is a group of individuals within a specific area and is the primary target of the study. This view emphasizes that all members of the group are potential data sources based on the study's needs. In this study, the population refers to 52 employees working at the Agriculture Office of Mesuji Regency. The respondents used in this study numbered 50, excluding the researcher and head of the office; therefore, the data collected came from all other employees.

3.8 Validity and Reliability Testing

3.8.1 Validity Testing

Validity is a measure that indicates the reliability or authenticity of an instrument, meaning that the instrument can measure what it is supposed to measure (Hadi, 2016). Validity testing was conducted using the SPSS V.21 software with Pearson product-moment analysis. The validity test results were determined by comparing the calculated correlation (r) with the table value (r). If r_calculated > r_table, the instrument is valid; otherwise, if r_calculated < r_table, the instrument is invalid.

3.8.2 Reliability Testing

Reliability refers to the consistency of a data collection instrument in measuring what it intends to measure, as determined by Cronbach's alpha analysis. A reliable instrument indicates that if used multiple times to measure the same object, it will yield the same data (Hadi, 2016:161). An instrument is considered reliable if Cronbach's alpha value is greater than 0.60.

3.9 Data Analysis Techniques

3.9.1 Descriptive Data Analysis

Frequency distribution and percentage of respondent characteristics; mean, standard deviation, minimum, and maximum values for each research variable (X_1, X_2, Y). These data were used to determine employees' perceptions of intrinsic motivation, transformational leadership, and employee performance.

3.9.2 Classical Assumption Testing

Classical assumption testing is conducted to ensure that the selection of multiple linear regression models is appropriate and meets statistical requirements.

Classical assumption tests include:

- Normality Test: A statistical procedure to determine whether the data follows a normal distribution. This is done because many statistical methods assume normal data distribution.
- Multicollinearity Test: This test identifies high correlations between two or more independent variables in a regression model. High multicollinearity can cause issues in regression analysis.
- Heteroscedasticity Test: This test determines whether there are irregularities in the variance of the residuals at each level of the independent variables. If the error term variance is not constant across the independent variable values, it violates the assumption of homoscedasticity in linear regression.

  If the assumptions are met, regression models can be used for hypothesis testing.

3.9.3 Multiple Linear Regression Analysis

The effect of each independent variable on the dependent variable is evaluated using multiple linear regression:

$$\boldsymbol{Y = a + b_1X_1 + b_2X_2 + e} \quad (1)$$

Where:

Y	= Employee Performance
X_1	= Intrinsic Motivation
X_2	= Transformational Leadership
a	= Constant
b1, b2	= Regression coefficients
e	= Error term

3.9.4 Data Analysis Techniques

Data analysis was performed on the data obtained from the questionnaire instruments to test the research hypotheses. Both descriptive and inferential statistical analyses were used in this study. These analyses were conducted using the SPSS data processing software. Descriptive analysis, classical assumption testing, multiple linear regression analysis, and hypothesis testing were used for data analysis. These methods were chosen because they are consistent with the explanatory research design, which aims to explain the theory regarding the effects of intrinsic motivation and transformational leadership on employee performance.

1) Descriptive Analysis

   Descriptive analysis is a statistical technique used to describe, analyze, and summarize data in a manner that is easier to understand without making further conclusions or generalizations. The main goal of descriptive analysis is to provide a clear and informative picture of the key characteristics of a dataset. The analysis includes:

   - Respondent characteristics (age, gender, education, years of service), and
   - Descriptions of research variables (mean, standard deviation, minimum-maximum scores)
   - Distribution of responses to indicator variables

   Before hypothesis testing, a descriptive analysis helps to understand respondents' profiles and the tendencies of the variable values.

2) Classical Assumption Testing

   Classical assumption testing is a set of tests used to ensure that the data used in linear regression analysis meet the basic assumptions necessary for the regression model to yield valid and unbiased results. Key concepts, such as residual normality, homoscedasticity, linear relationships between variables, and the absence of multicollinearity among independent variables, are part of these assumptions.

a) Normality Test
Normality tests are done to ensure that the residual data from the regression model follow a normal distribution. This is done using the Kolmogorov–Smirnov method or P–P plot checks. Testing criteria:
- Sig. > 0.05 → data is normally distributed
- Sig. < 0.05 → data are not normal.

b) Multicollinearity Test
The multicollinearity test determines whether there is a correlation between the independent variables (X1 and X2). The factors used are tolerance and the variance inflation factor (VIF). Criteria:
- Tolerance > 0.10 and VIF < 10 indicate no multicollinearity.

c) Heteroscedasticity Test
The goal of the heteroscedasticity test is to determine whether there is inequality in the residual variances in the regression model. Two methods can be used for testing: the Glejser test and a scatterplot graph. Criteria:
- Sig. > 0.05 → no heteroscedasticity
- Sig. < 0.05 → Heteroscedasticity exists.

3) Multiple Linear Regression Analysis
Statistical analysis is applied because the data collected is quantitative or numerical data obtained from the results of the questionnaire distribution (Hadi, 2016). Multiple linear regression analysis is a statistical technique used to evaluate and measure the effect of two or more independent variables (*X*) on one dependent variable (*Y*), either simultaneously or partially. This method also builds a prediction equation for Y based on the combination of multiple independent variables (*X*). The goals of multiple linear regression are as follows:
- To find the simultaneous effects of all *X* variables on *Y*
- To find the partial effects of each *Xi* variable on *Y*
- Building a prediction model for *Y* based on *X* variables.

3.9.5 Hypothesis Testing

Two statistical tests, the t-test (partial) and the F-test (simultaneous), were used to test the hypotheses.

1) t-Test (Partial Effect)
The effect of each independent variable on the dependent variable is measured using a t-test:
H_1: The effect of intrinsic motivation (X_1) on employee performance (Y),
H_2: The effect of transformational leadership (X_2) on employee performance (Y).
Decision criteria:
- If Sig. < 0.05 → hypothesis is accepted,
- If Sig. ≥ 0.05 → hypothesis is rejected.
The t-calculated value is compared with the t-table value at a significance level of 0.05.

2) F-Test (Simultaneous Effect)
The effect of transformational leadership (X_2) and intrinsic motivation (X_1) on employee performance (Y) was measured using an F-test. Simultaneous hypothesis:
H_3: X_1 and X_2 significantly affect Y simultaneously.
Decision criteria:
- Sig. < 0.05 → hypothesis is accepted,
- Sig. ≥ 0.05 → the hypothesis is rejected.

3) Coefficient of Determination (R^2)
To determine the extent to which independent variables contribute to the dependent variable, the coefficient of determination is used. The percentage of variance in Y explained by X1 and X2 is shown by the R^2 value. Interpretation: $0 \leq R^2 \leq 1$**.** Intrinsic motivation and transformational leadership have a greater impact on variations in employee performance as the value approaches 1. Example interpretation: An R^2 of 0.65 indicates that intrinsic motivation and transformational leadership account for 65% of the variation in employee performance, with the remaining 35%

due to variables outside the model.

4. RESULT AND DISCUSSION

4.1. Research Results

4.1.1. Overview of Respondents

In this study, 50 employees from the Agriculture Office of Mesuji Regency participated as respondents. All were active civil servants (ASNs) who were fully involved in carrying out the organization's daily tasks. To collect data, we distributed a questionnaire that covered aspects of employee performance metrics, transformational leadership, and intrinsic motivation. The characteristics of the respondents in this study are presented to provide a general overview of the employee profile being studied. The presentation of respondent characteristics included gender, age, highest level of education, and years of service. Data on the characteristics of the respondents were obtained by processing the questionnaires filled out by all 50 respondents from the Agriculture Office of Mesuji Regency. This information was used as supporting data to understand the condition of the respondents before further analysis was conducted on the variables of intrinsic motivation, transformational leadership, and employee performance.

Table 1. Respondent characteristics based on gender

Gender	Number (People)	Percentage (%)
Male	35	70
Female	15	30
Total	**50**	**100**

Table 2. Respondent characteristics based on age

Age Range	Number (People)	Percentage (%)
25–30 Years	2	4
31–35 Years	3	6
36–40 Years	8	16
> 40 Years	37	74
Total	**50**	**100**

Table 3. Respondent characteristics based on education level

Education Level	Number (People)	Percentage (%)
High School / Equivalent	6	12
Associate Degree	6	12
Bachelor's Degree	34	68
Master's Degree	4	8
Total	**50**	**100**

Table 4. Respondent characteristics based on years of service

Years of Service	Number (People)	Percentage (%)
3–5 Years	4	8
5–8 Years	3	6
8–10 Years	2	4
> 10 Years	41	82
Total	**50**	**100**

Therefore, the data obtained from the respondents are considered relevant and reliable for analyzing the impact of intrinsic motivation and transformational leadership on employee performance.

4.1.2. Descriptive Statistical Analysis

Descriptive statistics are used to provide an overview of the research data, including the minimum, maximum, mean, and standard deviation values. This analysis aims to observe the trends in the data and the spread of respondents' answers for each variable under study.

Table 5. Descriptive statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Intrinsic Motivation (X_1)	50	31.00	50.00	41.82	4.66
Transformational Leadership (X_2)	50	25.00	50.00	38.62	6.61
Employee Performance (Y)	50	32.00	50.00	41.20	5.00
Valid N (listwise)	50				

Based on Table 5, the descriptive statistical results show that the intrinsic motivation (X_1) variable has a mean value of 41.82 with a standard deviation of 4.66. This value is close to the maximum score, suggesting that the level of intrinsic motivation among employees of the Agriculture Office of Mesuji Regency is relatively high. This indicates that employees have a strong internal drive to perform their tasks, such as a sense of responsibility, job satisfaction, and a desire to complete their work optimally.

The mean value of the transformational leadership variable (X_2) was 38.62 with a standard deviation of 6.61. This value indicates that transformational leadership at the Agriculture Office of Mesuji Regency is categorized as good. This means that the leadership is assessed as being able to provide inspiration, motivation, and attention to employees, although there are still variations in perceptions among respondents. The mean value of the employee performance variable (Y) was 41.20 with a standard deviation of 5.00. These results show that, in general, employee performance is categorized as good, which is reflected in the employees' ability to complete tasks according to the quality, quantity, and timeliness standards set.

Table 6. Frequency distribution of intrinsic motivation

No	Interval	Frequency	Percentage (%)	Description
1	42–50	18	36.0	Strongly Agree
2	34–41	22	44.0	Agree
3	26–33	10	20.0	Neutral
4	18–25	0	0	Disagree
5	10–17	0	0	Strongly Disagree
Total	**50**	**100**		

As shown in Table 6, most respondents have intrinsic motivation within the 34–41 (22 people or 44 %) and 42–50 (18 people or 36 %) intervals. This supports the descriptive statistics results indicating that employees' intrinsic motivation is generally high.

$$\text{Interval} = \frac{\text{Maximum Performance - Minimum Value}}{\text{Category}}$$

$$= \frac{100\ \% - 20\ \%}{5}$$

$$= \frac{80\ \%}{5}$$

$$= 16$$

Table 7. Interval and category mapping

Interval	Category
20% - 35%	Strongly Disagree
36% - 51%	Disagree

52% - 67%	Neutral
68% - 83%	Agree
84% - 100%	Strongly Agree

Based on Table 7, most employees at the Agriculture Office of Mesuji Regency gave excellent ratings for various aspects of their work. Below is a summary of the respondents' responses based on different categories:

1) Competence and Sense of Ability (Statements 1–4)
   Most employees feel that they possess the necessary skills and understanding to face challenges, with scores ranging from 84% to 90%, indicating a sense of competence in their work. However, there is still room for improvement, especially regarding work results that reflect quality and competence, with a score of 84%.
2) Work Autonomy (Statements 5–7)
   Employees feel that they have the freedom to choose approaches to complete tasks (85 %) and that they can plan their work with flexibility (84 %). However, regarding creativity and initiative, although still rated as "Good," the percentage is lower at 82%, indicating potential for increasing autonomy and empowerment for employees to showcase creativity at work.
3) Social and Positive Relationships (Statements 8–10)
   Employees felt supported by their colleagues and supervisors, with 88% feeling supported by coworkers and 85% feeling that their relationships with supervisors were open. The highest achievement was the sense of togetherness at work (89%), which shows that a positive work environment enhances the spirit and connection among employees.

Table 8, Frequency distribution of transformational leadership (X_2)

No	Interval	Frequency	Percentage (%)	Description
1	42–50	21	42.0	Strongly Agree
2	34–41	23	46.0	Good
3	26–33	6	12.0	Neutral
4	18–25	0	0	Disagree
5	10–17	0	0	Strongly Disagree
Total	**50**	**100**		

Table 8 shows that the transformational leadership variable is dominated by the 34–41 interval (23 people, 46%) and the 42–50 interval (21 people, 42%), indicating that most employees assessed their supervisor's leadership style as good.

$$\text{Interval} = \frac{\text{Maximum Performance - Minimum Value}}{\text{Category}}$$

$$= \frac{100\ \% - 20\ \%}{5}$$

$$= \frac{80\ \%}{5}$$

$$= 16$$

Table 9. Interval and category mapping

Interval	Category
20% - 35%	Strongly Disagree
36% - 51%	Disagree
52% - 67%	Neutral
68% - 83%	Agree
84% - 100%	Strongly Agree

Based on Table 9, the following conclusions can be drawn regarding transformational leadership in the workplace:

1) Idealized Influence (Statements 1–3)
   Most respondents (79%–80%) agreed that their leader demonstrates exemplary behavior in decision-making and daily actions and inspires others to manage challenges with integrity and commitment; however, there is still room to enhance the inspirational impact.
2) Inspirational Motivation (Statements 4–6)
   The leader successfully motivates employees by clearly conveying the organization's vision and goals (at 80 %). This demonstrates the leader's ability to communicate objectives in a motivational way and inspire the team to work harder.
3) Intellectual Stimulation (Statements 7–8)
   The leader encourages creativity and critical thinking by providing opportunities to present new ideas and view problems from different perspectives (scores of 80 %–81 %). This creates an environment that supports innovative problem-solving, although there is still room for improvement in intellectual stimulation.
4) Individualized Consideration (Statements 9–10)
   The leader attends to individual needs and provides support for career development (score = 79 %), showing care for employee well-being and development; however, there is still room to enhance personal support.

Furthermore, in Table X, employee performance is predominantly within the 42–50 interval, with 24 individuals (48%) and the 34–41 interval with 20 individuals (40%), indicating that most employees exhibit good to excellent performance levels.

$$\text{Interval} = \frac{\text{Maximum Performance - Minimum Value}}{\text{Category}}$$

$$= \frac{100\ \% - 20\ \%}{5}$$

$$= \frac{80\ \%}{5}$$

$$= 16$$

Table 10. Interval and category mapping

Interval	Category
20% - 35%	Strongly Disagree
36% - 51%	Disagree
52% - 67%	Neutral
68% - 83%	Agree
84% - 100%	Strongly Agree

4.1.3. Validity and Reliability Testing

4.1.3.1 Validity Test

The results of the validity test showed that all statement items had a calculated r-value (r-hit) greater than the table r-value (r-tabel), indicating that all items were valid and suitable for use as research instruments. The validity test was conducted by comparing the calculated r-value with the table r-value of 0.278 at a significance level of 0.05, with 50 respondents.

Table 11. Validity test results for intrinsic motivation

Item	r-hit (Item–Total)	r-tabel	Description
P1	0.725	0.278	Valid
P2	0.558	0.278	Valid
P3	0.677	0.278	Valid
P4	0.724	0.278	Valid
P5	0.694	0.278	Valid

P6	0.805	0.278	Valid
P7	0.766	0.278	Valid
P8	0.602	0.278	Valid
P9	0.666	0.278	Valid
P10	0.620	0.278	Valid

Based on the validity test results presented in Table 11, all statement items for the intrinsic motivation variable (X_1) had an r-hit value (item-total) greater than the r-table value of 0.278 at a significance level of 0.05 with 50 respondents. The r-hit values for each item ranged from 0.558 to 0.805, indicating that each item had a strong correlation with the total score of the variable. These results indicate that all statement items for intrinsic motivation are capable of measuring the intended construct accurately and consistently. Therefore, all statement items for intrinsic motivation are valid and suitable for use as research instruments. After confirming the validity of all items for the intrinsic motivation variable, the validity test was performed on the transformational leadership variable (X_2) to ensure that each statement item for this variable also accurately measured the concept being studied, as presented in Table 12.

Table 12. Validity test results for transformational leadership

Item	r-hit (Item–Total)	r-table	Description
P1	0.725	0.278	Valid
P2	0.558	0.278	Valid
P3	0.677	0.278	Valid
P4	0.724	0.278	Valid
P5	0.694	0.278	Valid
P6	0.805	0.278	Valid
P7	0.766	0.278	Valid
P8	0.602	0.278	Valid
P9	0.666	0.278	Valid
P10	0.620	0.278	Valid

Based on the validity test results presented in Table 12, all statement items for the transformational leadership variable (X_2) had an r-hit value (item-total) greater than the r-table value of 0.278 at a significance level of 0.05 with 50 respondents. The r-hit values for each item ranged from 0.558 to 0.805, indicating a strong correlation between each item and the total score for the variable. These results indicate that all statement items for the transformational leadership variable could accurately and precisely measure the transformational leadership construct. Therefore, all statement items for transformational leadership were valid and suitable for use as research instruments. After confirming the validity of the transformational leadership variable, the validity test was performed on the employee performance variable (Y) to ensure that each item accurately measured employee performance, as presented in Table 13.

Table 13. Validity test results for employee performance

Item	r-hit (Item–Total)	r-table	Description
P1	0.751	0.278	Valid
P2	0.861	0.278	Valid
P3	0.853	0.278	Valid
P4	0.835	0.278	Valid
P5	0.815	0.278	Valid
P6	0.830	0.278	Valid
P7	0.681	0.278	Valid
P8	0.724	0.278	Valid
P9	0.774	0.278	Valid

P10	0.714	0.278	Valid

Based on the validity test results in Table 13, all statement items for the employee performance variable (*Y*) had an r-hit value (item-total) greater than the r-table value of 0.278 at a significance level of 0.05 with 50 respondents. The r-hit values for each item ranged from 0.681 to 0.861, indicating that each item had a strong relationship with the total score for the employee performance variable. These results show that all statement items for the employee performance variable can accurately measure employee performance according to the established indicators. Therefore, all statement items for employee performance are valid and suitable for use as research instruments. After confirming the validity of all items for the employee performance variable, the next step in the analysis was to conduct reliability testing to determine the consistency level of the research instrument.

4.1.3.2 Reliability Test

The results of the reliability test show that Cronbach's alpha values are greater than 0.60 for all variables, indicating that the research instruments are reliable.

Table 14. Reliability test results

Variable	Number of Items	Cronbach's Alpha	Criteria	Description
Intrinsic Motivation (X_1)	10	0.874	> 0.60	Reliable
Transformational Leadership (X_2)	10	0.970	> 0.60	Reliable
Employee Performance (*Y*)	10	0.928	> 0.60	Reliable

Reliability testing is used to determine the consistency level of the research instrument in measuring the variables under study. The reliability test is conducted using Cronbach's alpha, with the criterion that the instrument is considered reliable if Cronbach's alpha value is greater than 0.60. As shown in Table 14, the intrinsic motivation (X_1) variable has a Cronbach's alpha value of 0.874, the transformational leadership (X_2) variable has a value of 0.970, and the employee performance (*Y*) variable has a value of 0.928. All of these Cronbach's alpha values are greater than 0.60. Therefore, it can be concluded that the research instruments for all variables are reliable, indicating that the questionnaire has a very high consistency level and can be trusted for use in this study.

4.1.4. Classical Assumption Testing

4.1.4.1 Normality Test

The normality test was conducted to determine whether the residual data in the regression model followed a normal distribution. A normal distribution of residuals is a crucial requirement in linear regression analysis for hypothesis testing to be valid. The Kolmogorov–Smirnov test results showed a significance value greater than 0.05, indicating that the data were normally distributed.

Table 15. Normality test results

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Unstandardized Residual	.094	50	.200*	.956	50	.060
*. This is the lower bound of true significance.						
a. Lilliefors Significance Correction						

Based on the normality test results in Table 15, the tests were conducted using the Kolmogorov–Smirnov and Shapiro–Wilk methods on the unstandardized residuals. The Kolmogorov–Smirnov test showed a significance value of 0.200, while the Shapiro–Wilk test showed a significance value of 0.060. Both significance values were greater than 0.05. These results indicate that the residual data in the regression model followed a normal distribution. Therefore, the

normality assumption was met, and the regression model was suitable for further analysis. After confirming the normality assumption, the next classical assumption test was the multicollinearity test to determine whether there was any correlation between the independent variables in the regression model.

4.1.4.2 Multicollinearity Test

The tolerance value is greater than 0.10, and the VIF is less than 10, indicating the absence of multicollinearity among the independent variables.

Table 16. Multicollinearity test results

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.281	3.738		1.145	.258		
	X_1	.795	.112	.741	7.100	.000	.628	1.591
	X_2	.095	.079	.126	1.208	.233	.628	1.591
a. Dependent Variable: Y								

The tolerance values for intrinsic motivation (X_1) and transformational leadership (X_2) variables are 0.628, which is greater than 0.10, and the variance inflation factor (VIF) for both variables is 1.591, which is less than 10. Additionally, the Variance Inflation Factor (VIF) for both variables is 1.591, which is less than 10. These results indicate that there is no multicollinearity among the independent variables in the regression model. Therefore, each independent variable can independently explain the dependent variable without a high correlation between the independent variables.

4.1.4.3 Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was inequality in the residual variances in the regression model. In this study, the heteroscedasticity test was performed using the scatterplot method, which compares residual and predicted values.

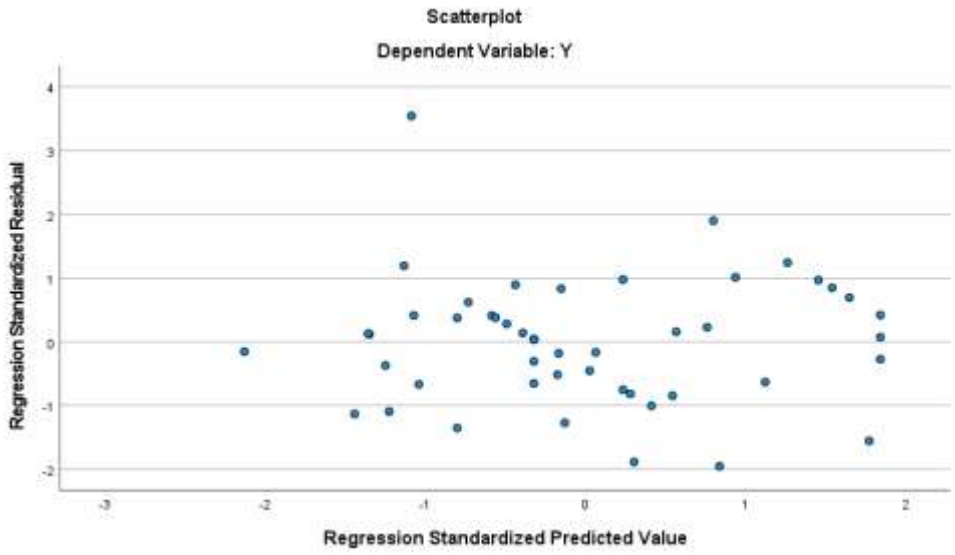

Figure 2. Heteroscedasticity test results

Based on the results of the heteroscedasticity test presented in Figure 2, the test was conducted using a scatterplot of the regression standardized predicted values against the regression standardized

residuals. The scatterplot shows that the data points are randomly scattered above and below zero on the Y-axis and do not form any specific pattern, such as a cone shape, widening, or wave-like pattern. This result indicates that there is no heteroscedasticity in the regression model. Therefore, it can be concluded that the residual variance is constant (homoscedasticity), indicating that the regression model meets one of the required classical assumptions.

4.1.6. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of the independent variables on the dependent variable. Table 1 presents the results of the multiple linear regression analysis in this study.

Table 17. Multiple linear regression analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.281	3.738		1.145	.258
	X_1	.795	.112	.741	7.100	.000
	X_2	.095	.079	.126	1.208	.233
a. Dependent Variable: Y						

Based on Table 17, the regression equation is as follows:

$$Y = 4.281 + 0.795X_1 + 0.095X_2 \quad (2)$$

The equation is as follows:

1. The constant of 4.281 indicates that if intrinsic motivation and transformational leadership are both zero, employee performance will be 4.281.
2. The coefficient of intrinsic motivation of 0.795 indicates that for every one-unit increase in intrinsic motivation, employee performance increases by 0.795.
3. The coefficient of transformational leadership (0.095) indicates that transformational leadership also has a positive effect on employee performance.

4.1.6. Hypothesis Testing

4.1.6.1. t-Test (Partial Effect)

A t-test was used to determine the partial effect of each independent variable on the dependent variable.

Table 18. t-Test results for intrinsic motivation

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.515	3.751		1.204	.235
	X_1	.877	.089	.818	9.839	.000
a. Dependent Variable: Y						

Based on the results of the t-test in Table 18, the calculated t-value for intrinsic motivation (X_1) is greater than the t-table value (2.01063) with a significance value less than 0.05. This indicates that intrinsic motivation has a positive and significant effect on employee performance. Therefore, H1 is supported, meaning that the higher the intrinsic motivation possessed by employees, the higher their performance at the Agriculture Office of Mesuji Regency. Employees with internal drives, such as a

sense of responsibility, job satisfaction, and a desire to achieve, tend to demonstrate better work quality, quantity, and timeliness.

Table 19. t-Test results for transformational leadership

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.328	3.491		6.970	.000
	X_2	.437	.089	.578	4.902	.000
a. Dependent Variable: Y						

The effect of transformational leadership (X_2) on employee performance (Y). According to the results of the t-test in Table 19, the calculated t-value for transformational leadership (X_2) is greater than the t-table value (2.01063) with a significance value less than 0.05. This proves that transformational leadership has a positive and significant effect on employee performance. Therefore, H_2 is accepted. This means that the better the implementation of transformational leadership, the higher the employee performance will be. A leader who is able to provide inspiration, role modeling, intellectual stimulation, and individualized consideration has been proven to create a more conducive work environment and encourage employees to work optimally.

The results of the t-test show that both intrinsic motivation and transformational leadership have a significant individual effect on employee performance. This indicates that employee performance improvement is influenced not only by internal factors of employees but is also heavily determined by the leadership role within the organization. Conceptually, effective transformational leadership can strengthen employees' intrinsic motivation, which ultimately has a positive impact on performance. Therefore, these two variables complement each other in enhancing the performance of employees at the Agriculture Office of Mesuji Regency.

4.1.6.2. F-Test (Simultaneous Effect)

An F-test was used to determine the simultaneous effect of the independent variables on the dependent variable.

Table 20. F-test results

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	830.467	2	415.234	49.592	.000[b]
	Residual	393.533	47	8.373		
	Total	1224.000	49			
a. Dependent Variable: Y						
b. Predictors: (Constant), X_2, X_1						

Based on the F-test results in Table 20, the calculated F-value is 49.592 with a significance value of 0.000, which is less than 0.05. This indicates that intrinsic motivation (X_1) and transformational leadership (X_2) simultaneously have a significant effect on employee performance (Y). Therefore, the hypothesis that intrinsic motivation and transformational leadership together affect employee performance is accepted. This suggests that both independent variables complement each other in enhancing employee performance at the Agriculture Office of Mesuji Regency.

4.1.6.3. Coefficient of Determination (R^2)

The coefficient of determination is used to determine the extent of the contribution of the independent variables in explaining the dependent variable.

Table 21. Coefficient of determination (R^2) test results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824[a]	.678	.665	2.89362
a. Predictors: (Constant), X_2, X_1				
b. Dependent Variable: Y				

Based on Table 4.23, the R^2 value was 0.678. This means that 67.8% of the variation in employee performance can be explained by intrinsic motivation and transformational leadership, whereas the remaining 32.2% is influenced by other variables outside the model. This R^2 value indicates that the regression model has a strong ability to explain employee performance at the Agriculture Office of the Mesuji Regency.

5. CONCLUSIONS

5.1. Conclusion

Based on the research results and discussion, it can be concluded that intrinsic motivation has a positive and significant effect on the performance of employees at the Agriculture Office of Mesuji Regency. This indicates that internal drives, such as a sense of responsibility, job satisfaction, and a desire to achieve, play an important role in enhancing the quality and productivity of work. Employees with high intrinsic motivation tend to complete tasks optimally and demonstrate better performance. From the research conducted, it appears that transformational leadership has a smaller direct impact than intrinsic motivation on employee performance, at least when viewed individually. However, when combined with intrinsic motivation, its impact becomes significantly stronger on performance. This shows that transformational leadership still plays an important role, although more as a supporting factor in strengthening employees' internal motivation. Therefore, to improve employee performance at the Agriculture Office of Mesuji Regency, the focus should be on strengthening intrinsic motivation, which should be supported by effective leadership.

5.2. Research Limitations

This study has several limitations that should be acknowledged. First, the research employs a cross-sectional design, which limits the ability to observe changes in employee performance over time. Additionally, the study focuses on a single regional institution, which restricts the generalizability of the findings. Another limitation is the reliance on self-reported data, which may introduce perceptual bias from respondents. Furthermore, while the study focuses on intrinsic motivation and transformational leadership, other factors, such as organizational culture and job satisfaction, could also influence employee performance. Future research could explore these additional variables to provide a more comprehensive understanding.

5.3. Suggestions and Directions for Future Research

The Agriculture Office of Mesuji Regency should further enhance employee intrinsic motivation through recognition of work achievements, opportunities for personal development, and the creation of a supportive work environment. Additionally, leadership is expected to optimize the application of transformational leadership to support and strengthen employee motivation. For future researchers, it is suggested that additional variables that can affect employee performance be included to make the research findings more comprehensive.

AUTHOR CONTRIBUTIONS

R conceptualized the research, designed the methodology, conducted the data collection, and wrote the manuscript. IAA provided critical feedback on the manuscript, contributed to the data analysis, and helped revise the manuscript for intellectual content.

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