
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON CIVIL SERVANT MOTIVATION

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ABSTRACT

This research explores how transformational leadership and organizational culture affect the motivation levels of civil servants working at the Pontianak City Library and Archives Service. Grounded in the premise that effective leadership and a constructive organizational culture are critical drivers of public sector performance, the research aims to identify the extent to which these variables impact employee motivation in this bureaucratic setting. Employing a quantitative associative approach, data were collected through structured questionnaires and interviews with agency leadership and staff, followed by statistical analysis including validity, reliability, linearity, multicollinearity, and multiple regression tests. The findings reveal that both transformational leadership and organizational culture significantly and positively affect employee motivation, both individually and simultaneously. The regression results show that organizational culture has a stronger impact ($\beta = 0.556$) compared to transformational leadership ($\beta = 0.280$). These results underscore the importance of fostering a strong organizational culture alongside effective leadership practices to enhance civil servant motivation. The study contributes to leadership and organizational theory in the public sector and offers practical implications for policy implementation and human resource development within government institutions. Future research may explore mediating variables such as job satisfaction, conduct comparative studies across regions, or examine the role of digital leadership in shaping motivation within bureaucratic environments.

KEYWORDS

Transformational Leadership, Organizational Culture, Motivation, Civil Servants, Pontianak City Library and Archives Service.



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Article Info:

Submitted: 05-05-2025

Final Revised:
14-05-2025

Accepted: 19-05-2025

Published: 22-05-2025

How to cite:

E-ISSN:

Iranda Sriwahyuni, Devi Yasmin (2025). The Influence of Transformational Leadership and Organizational Culture on Civil Servant Motivation. Journal Eduvest. 5(5): 5884-5894.
2775-3727

INTRODUCTION

According to Sule & Priansa (2018): Leadership involves guiding, directing, and influencing others to make decisions and accomplish predetermined objectives. According to Soelistya (Soelistya, 2022): "Transformational leadership is leadership that involves changes in the organization, and includes the development of closer relationships between leaders and employees, based on mutual trust and commitment for the benefit of the organization".

Busro (2018) Organizational culture refers to a shared understanding among members regarding the organization's value system, which shapes their behavior and work practices, ultimately distinguishing the organization from others.

According to Armstrong (2009) in Sule & Priansa (2018): A motive is the underlying reason for taking action, while motivation relates to the intensity and direction of behavior, as well as the elements that drive an individual to act in a particular manner.

Human resources have a very important role of an agency (Adebawojo et al., 2015; Mayo, 2016). An institution that has reliable human resources, good morals, and discipline will develop well (Taopiq & Fuziyati, 2024). The Library and Archives Office of Pontianak City operates as a functional unit within the regional government structure, overseen by a department head who reports directly to the Governor through the Regional Secretary. Situated at Jl. Alianyang No.7B in Pontianak, West Kalimantan, this office is tasked with managing regional responsibilities and delegated duties related to library and archival services. Its operations are guided by the legal framework established in the West Kalimantan Governor's Regulation No. 128 of 2021, which outlines its mandate to administer public services in these sectors in accordance with applicable legislation.

The functions of the Pontianak City Library and Archives Service include several important aspects, including the formulation of work programs in the field of libraries and archives, as well as the formulation of policies related to deposits, conservation, development of collections and processing of library materials, library development, library personnel, cultivation of a love of reading, library services, supervision, coaching, archival information systems, as well as management, services, and utilization of archives. In addition, the Agency is also responsible for the implementation of policies in these areas, including coordination and related technical guidance. In fulfilling its responsibilities, the Library and Archives Service implements government functions in alignment with existing laws and regulations. It also plays a critical role in monitoring, evaluating, and reporting on the execution of various programs and initiatives related to library and archival management, ensuring transparency and accountability in its operations.

The Pontianak City Library and Archives Service has several main functions that involve various policies of activities in the field of libraries and archives (Hidayat & Achiriah, 2023; Nawe, 2020). These functions include policy formulation in the field of deposits, conservation, collection development, library material processing, as well as library development and the cultivation of a love of reading. In addition, this agency is also responsible for the implementation of policies related to library personnel, library services, supervision, development of

archival information systems, as well as management, services, and utilization of archives. Coordination and technical guidance in these fields are also part of its duties, including the implementation of government affairs related to these activities in accordance with applicable laws and regulations. In addition, evaluation and reporting on activities in the field of libraries and archives are also carried out to ensure the effectiveness and accountability of performance. This agency also plays a role in the implementation of bureaucratic reform to improve the performance accountability system within the government. According to the results of the interview with Mr. Gustani, S.Sos it is known that the Organizational Culture at the Pontianak City Library and Archives Service has begun to be implemented properly and in accordance with the rules of Work Culture Development in the Pontianak City Government. At the Pontianak City Library and Archives Office, socialization has also been carried out during the work orientation period for new employees.

Based on an interview the Head of the Pontianak City Library and Archives Office, Mrs. Hj. Rendrayani, S.STP, M.Si, it was explained that of the 17 points about Work Culture Development, there are still some that have not been implemented properly, such as discipline, consistency, work regularity, and responsibility. Some employees still lack self-discipline, for example the problem of late work time and inconsistency with the time to go home. The Head of the Service also stated that the evaluation of the implementation of the work culture will be carried out with solutions in the form of mentoring the Presence application and monthly performance evaluations, especially related to the problem of delays. The author has the aim of finding out more about the influence of these two variables on employee motivation.

The problem to be examined is whether Transformational Leadership and Organizational Culture affect the Motivation of Civil Servants in the Pontianak City Library and Archives Service (Abbas, 2020; Göçen & Şen, 2021; Pratama & Mutiarin, 2017). This study is limited by problems related to the influence of these two variables on employee motivation (Kuranchie-Mensah & Amponsah-Tawiah, 2016; Nurun Nabi & Dip TM, 2017).

Noor (2021) concluded that the findings revealed that both transformational leadership and organizational culture have a good impact on employee work motivation, both when examined individually and when considered together. This indicates that each factor plays a meaningful role in shaping motivation levels, and their combined influence further strengthens this effect. Putra and Sudibya (2019) concluded that transformational leadership exerts a good influence on employee work motivation. In other words, as the application of transformational leadership improves, employees tend to exhibit higher levels of motivation in their work environment.

This research seeks to investigate the extent to which transformational leadership and organizational culture influence the motivation of civil servants within the Pontianak City Library and Archives Service. By analyzing these two key organizational factors, the study aims to provide insights into how leadership approaches and workplace culture contribute to enhancing employee motivation in the public sector. The current study distinguishes itself from prior works, such as

Noor (2021) and Putra & Sudibya (2019), by focusing specifically on civil servants within the Pontianak City Library and Archives Service, a government agency with unique bureaucratic characteristics and cultural dynamics not explored in earlier studies. While Noor (Noor, 2021) examined the broader impact of transformational leadership and organizational culture on motivation and performance within a judicial institution (the Jambi District Court), and Putra & Sudibya (2019) assessed these influences in a more general organizational context, this study narrows its lens to a specific administrative domain—library and archival services—within the public sector. This context-specific analysis provides a more nuanced understanding of motivational dynamics within local government bureaucracies. Furthermore, this study adds empirical validation through localized interviews and data analysis, offering a practical framework for improving civil servant motivation in line with Indonesia's public sector reform goals.

RESEARCH METHOD

This study employs a quantitative research approach using an associative research design. As explained by Siregar (2017), associative research seeks to identify the relationships between two or more variables, enabling the development of theories that can explain, predict, and control certain phenomena.

For data collection. Primary data is obtained directly from the first source or place of the research object, as explained by Siregar (2017). The way to get primary data is through interviews and questionnaires. Interviews, according to Sugiyono (Sugiyono, 2019), are used a data collection method that allows for detailed exploration is essential. This approach facilitates obtaining rich, nuanced information directly from the individuals involved. In this study, the author conducted an interview with Mrs. Hj. Rendrayani, S.STP, M.Si as the Head of the Service and Mr. Gustani, S.Sos as the Head of the General Subdivision and Apparatus of the Pontianak City Library and Archives Office. In addition, questionnaires are also used as a data collection technique to obtain information from respondents related to the variables studied, as explained by Sugiyono (2019).

RESULT AND DISCUSSIONS

Validity Test

This study applies a significance level of 5%, meaning that data is deemed valid when the significance value falls below 0.05. The validity test results reveal that all items meet this criterion, as indicated by the calculated r-values exceeding the r-table value of 0.312. The detailed validity test outcomes for each statement within the X1, X2, and Y variables are summarized in Table 1 below:

Table 1 Validity Test Results

Research Variable	Indicator	r count	r table	Result
Transformational Leadership (X1)	X2.1	0.751	0.312	Valid
	X2.2	0.716		
	X2.3	0.861		
	X2.4	0.540		
	X2.5	0.481		
	X2.6	0.398		
	X2.7	0.434		
	X2.8	0.334		
	X2.9	0.453		
	X2.10	0.751		
	X2.11	0.716		
	X2.12	0.861		
	X2.13	0.540		
	X2.14	0.540		
	X2.15	0.481		
Organizational Culture (X2)	X2.1	0.753	0.312	Valid
	X2.2	0.715		
	X2.3	0.863		
	X2.4	0.541		
	X2.5	0.482		
	X2.7	0.435		
	X2.8	0.335		
	X2.9	0.454		
	X2.10	0.753		
	X2.11	0.715		
	X2.12	0.863		
	X2.13	0.541		
	X2.14	0.541		
	X2.15	0.482		
Motivation (Y)	Y1.1	0.575	0.312	Valid
	Y1.2	0.545		
	Y1.3	0.635		
	Y1.4	0.713		
	Y1.5	0.717		
	Y1.6	0.372		
	Y1.7	0.700		
	Y1.8	0.588		
	Y1.9	0.689		
	Y1.10	0.508		
	Y1.11	0.421		
	Y1.12	0.502		

Source: Processed Data, 2024

According to the data presented in Table 1, the validity assessment for the variables X1, X2, and Y reveals that each indicator's calculated correlation coefficient exceeds the threshold value of 0.312 ($r\text{-count} > r\text{-table}$). This indicates that all the measurement items for these variables meet the criteria for validity.

Reability Test

The aims to evaluate the consistency of the statements used as measurement tools. In this research, reliability is determined using the Cronbach's Alpha technique, with a minimum acceptable value set at 0.60 for an item to be deemed reliable. Table 2 below displays the reliability test outcomes for the variables X1, X2, and Y:

Table 2 Reability Test Results

Research Variable	Cronbach's Alpha	Informasi
Transformational Leadership (X1)	0,743	Reliable
Organizational Culture (X2)	0,912	
Motivation (Y)	0,813	

Source: Processed Data, 2024

Referring to the data in Table 2, the Cronbach's Alpha scores for the variables X1, X2, and Y all exceed the 0.60 benchmark. This confirms that the measurement items for these variables demonstrate acceptable reliability.

Normality Test

This test uses a significance level of 5%. The test results can be seen in the following table 3 below:

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
Number of Respondents	40
Significance Value	0,200
Significance Level	0,05

Source: Processed Data, 2024

The normality test results displayed in the table indicate a significance value of 0.200, surpassing the 0.05 threshold. Consequently, it can be concluded that the data under examination follows a normal distribution.

Linierity Test

The table's normality test results show a significance level of 0.200, which is above the 0.05 cutoff. This suggests that the data being tested meets the criteria for normal distribution:

Table 4 Linearity Test Result

Variable Test	Deviation From Linierity	Result
Transformational Leadership*Motivation	0.513	Linier
Organizational Culture*Motivation	0.516	Linier

Source: Processed Data, 2024

The linearity test results show a deviation from linearity value of 0.513, which exceeds the 0.05 significance level, indicating a linear relationship between Transformational Leadership and Motivation. Similarly, for Organizational Culture, the deviation from linearity value is 0.516, also greater than 0.05, confirming a linear association between Organizational Culture and Motivation.

Multicollinearity Test

The results in table 5 below:

Table 5 Multicollinearity Test Results

Model	Tolerance	VIF
Transformational Leadership	0,847	1,180
Organizational Culture	0,847	1,180

Source: Processed Data, 2024

The multicollinearity test results presented in the table indicate that both Transformational Leadership and Organizational Culture variables have tolerance values above the 0.10 threshold specifically, 0.847 for each.

Additionally, their VIF values are below 10, with both recorded at 1.180. These findings suggest that there is no multicollinearity issue between the independent variables Transformational Leadership and Organizational Culture.

Multiple Linear Regression Analysis

The estimated regression model findings are presented in Table 6 below:

Table 6 Multiple Linear Regression Analysis

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	0.788	2.287	.028
Transformational Leadership	0.280	3.201	.003
Organizational Culture	0.556	8.921	.000
Dependent Variable: Motivation			

Source: Processed Data, 2024

Based on Table 6, the estimated multiple linear regression model is as follows:

$$Y = 0.788 + 0.280 X1 + 0.556 X2$$

The regression equation can be interpreted as follows:

- The constant (a) is 0.788, indicating that when both X1 and X2 are zero, the Y score is predicted to be 0.788 units.
- The regression coefficient for X1 is 0.280, which implies that a one-unit increase in Transformational Leadership corresponds to a 0.280 unit rise in Motivation.
- The regression coefficient for X2 is 0.556, suggesting that a one-unit increase in Organizational Culture leads to a 0.556 unit increase in Motivation.

Correlation Coefficient and Coefficient Determination (R²)

Serves as an indicator to evaluate the strength of the association between two variables. It helps determine whether a relationship exists between them. The correlation coefficient values, along with the coefficient of determination, for this study are presented in Table 7 below:

Table 7 Coefficient Correlation (R) and Coefficient Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.884 ^a	0.782	0.770	0.15974
a. Predictors: (Constant), Organizational Culture, Transformational Leadership				
b. Dependent Variable: Motivation				

Source: Processed Data, 2024

Referring to the data presented in Table 7, the relationship strength between the variables is demonstrated by a correlation coefficient of 0.884, indicating an exceptionally strong connection. Additionally, the coefficient of determination (R²) is reported as 0.782, which means that approximately 78.2% of the variance in motivation can be explained by these two factors. The remaining 21.8% of motivational variance is likely attributed to other factors not included in this analysis.

Simultaneous Effect Test (F-Test)

The results in table 8 below:

Table 8 Simultaneous Effect Test Result

Model	Sum Of Squares	Mean Square	F	Significance Value
Regression	3.377	1.688	66.169	.000 ^b
Residual	.944	.026		

a. Dependent Variable: Motivation

b. Predictors: (Constant), Organizational Culture, Transformational Leadership

Source: Processed Data, 2024

The data presented in Table 8 show that the simultaneous test yielded an F-value of 66.169, which is higher than the critical F-table value of 3.24. Moreover, the significance level of 0.000 is well below the 0.05 threshold, demonstrating that variables X1 and X2 jointly exert a statistically significant effect on Y.

Partial Effect Test (T-Test)

T results on table 9 below:

Table 9

Partial Effect Test Result

Research Variables	Coefficients	T Statistic	Significance Value
(Constant)	0.788	2.287	.028
Transformational Leadership	0.280	3.201	.003
Organizational Culture	0.556	8.921	.000

Dependent Variable: Motivation

Source: Processed Data, 2024

Referring to Table 9, the t-test results show that the t-value for X1 is 3.201, surpassing the critical value of 2.026, with a significance level of 0.003, which is below the 0.05 cutoff. This indicates that X1 has a statistically significant individual effect on Y. Similarly, the t-value for X2 is 8.921, which also exceeds the threshold of 2.026, and its significance value is 0.000, confirming that X2 significantly influences Y on its own.

Discussion

Based on the results of the tests, it can be seen that the simultaneous test (F-test) demonstrates a calculated value that exceeds the critical threshold, accompanied by a significance level well below the accepted limit.

In the partial test, the Transformational Leadership variable shows a calculated value that exceeds the critical value, along with a significance level below the threshold. This suggests that, on its own, Transformational Leadership has a positive and significant impact on Motivation. Consequently, it can be concluded that the more effectively transformational leadership is implemented, the better the employee performance will be. When leaders are able to inspire and direct employees toward organizational objectives, employees tend to work more efficiently, improving the quality of their performance not only in fulfilling their tasks and responsibilities but also in areas such as attendance and reducing absenteeism.

In the t-test for the Organizational Culture variable, the calculated value is higher than the critical value, and the significance level is below the accepted threshold. This indicates that Organizational Culture, when considered independently, has a good effect on Motivation. Thus, it can be concluded that a healthy organizational culture positively influences its members, boosting their motivation and performance. Conversely, a strong and supportive culture encourages higher motivation in the workplace.

CONCLUSION

The study concludes that (1) the baseline motivation level (Y) is 0.788 when Transformational Leadership (X1) and Organizational Culture (X2) are absent; (2) both X1 and X2 simultaneously and significantly affect motivation (F-test: 66.169 > 3.24, $p = 0.000$); and (3) each variable independently influences motivation (t-test: X1 = 3.201, $p = 0.003$; X2 = 8.921, $p = 0.000$). Future research could explore mediation/moderation effects (e.g., job satisfaction), additional predictors (e.g., compensation), longitudinal or cross-cultural comparisons, qualitative insights, or digital leadership's role in motivation, broadening the understanding of these dynamics in organizational contexts.

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