

ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION FACTORS IN IMPROVING EMPLOYEE PERFORMANCE AT THE LAMPUNG REGIONAL OFFICE OF THE NATIONAL LAND AGENCY (BPN)

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Informasi

Abstract

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This study was motivated by the continuing need to improve employee performance in supporting effective, efficient, timely, transparent, and accountable land administration services. Transformational leadership and work motivation are considered important factors that can encourage employees to perform their duties and responsibilities optimally. This study employed a quantitative approach using a survey method. The research data were collected through questionnaires distributed to employees of the Regional Office of the National Land Agency (BPN) of Lampung Province and were subsequently analyzed using regression analysis to examine both partial and simultaneous effects. The results showed that: (1) transformational leadership had a positive and significant effect on employee performance; (2) work motivation had a positive and significant effect on employee performance; (3) transformational leadership and work motivation simultaneously had a positive and significant effect on employee performance; and (4) transformational leadership was the variable that exerted the most dominant influence on employee performance compared with work motivation. These findings indicate that the better the implementation of transformational leadership and the higher the level of employee work motivation, the more optimal the resulting performance. Therefore, the Regional Office of the National Land Agency (BPN) of Lampung Province needs to strengthen the implementation of transformational leadership through exemplary behavior, inspiration, intellectual stimulation, and individualized consideration, while also enhancing work motivation through recognition and rewards, career development, education and training, and the creation of a conducive work environment. These efforts are expected to continuously improve employee performance and contribute to enhancing the quality of land administration services provided to the community.

Keywords : Transformational Leadership, Work Motivation, Employee Performance, BPN Lampung Province.

Abstrak

Penelitian ini didasarkan pada pentingnya optimalisasi kinerja pegawai sebagai salah satu unsur pendukung dalam mewujudkan pelayanan pertanahan yang efektif, efisien, responsif, transparan, dan akuntabel. Dalam konteks tersebut, kepemimpinan transformasional dan motivasi kerja menjadi aspek yang dinilai memiliki peran strategis dalam mendorong pegawai agar mampu menjalankan tugas serta tanggung jawabnya secara maksimal. Penelitian ini menerapkan pendekatan kuantitatif dengan desain survei. Pengumpulan data dilakukan melalui kuesioner yang diberikan kepada pegawai Kantor Wilayah BPN Provinsi Lampung, kemudian data dianalisis menggunakan regresi untuk mengetahui pengaruh masing-masing variabel secara parsial maupun pengaruh keduanya secara simultan. Hasil analisis memperlihatkan bahwa: (1) kepemimpinan transformasional memberikan pengaruh positif dan signifikan terhadap kinerja pegawai; (2) motivasi kerja juga memiliki pengaruh positif dan signifikan terhadap kinerja pegawai; (3) kedua variabel tersebut secara bersama-sama terbukti memberikan pengaruh positif dan signifikan terhadap kinerja pegawai; serta (4) kepemimpinan transformasional menjadi faktor yang memiliki pengaruh relatif lebih dominan terhadap kinerja pegawai dibandingkan dengan motivasi kerja. Hasil tersebut mengindikasikan bahwa peningkatan kualitas praktik kepemimpinan transformasional yang diikuti dengan penguatan motivasi kerja akan berkontribusi terhadap pencapaian kinerja pegawai yang lebih optimal. Oleh sebab itu, Kantor Wilayah BPN Provinsi Lampung perlu mengembangkan praktik kepemimpinan transformasional melalui pemberian teladan, kemampuan menginspirasi, dorongan terhadap pemikiran inovatif, dan perhatian terhadap kebutuhan individu pegawai. Di samping itu, peningkatan motivasi dapat dilakukan melalui sistem penghargaan yang tepat, kesempatan pengembangan karier, program pendidikan dan pelatihan, serta pembentukan suasana kerja yang mendukung. Berbagai langkah tersebut diharapkan mampu menjaga peningkatan kinerja pegawai secara berkelanjutan sekaligus memperkuat kualitas pelayanan pertanahan bagi masyarakat.

Kata Kunci : *Kepemimpinan Transformasional, Motivasi Kerja, Kinerja Pegawai, BPN Provinsi Lampung.*

A. INTRODUCTION

Human resources occupy a strategic position as one of the fundamental elements of an organization because their presence significantly determines the organization's ability to achieve its established objectives, both in the public and private sectors. Within government institutions, the competence and quality of personnel are important factors contributing to the achievement of organizational goals and determining the quality of public services delivered to the community (Hasibuan, 2019; Dessler, 2020). Therefore, human resource management needs to be carried out optimally by considering various aspects that can encourage improvements in employee performance so that tasks can be completed effectively and efficiently. Employee performance essentially reflects the extent to which individuals achieve work outcomes in carrying out duties in accordance with the authority and responsibilities assigned by the organization. Such performance may be influenced by various determinants,

including the quality of transformational leadership and employees' level of work motivation (Mangkunegara, 2017; Puspitasari & Fidyaningsih, 2023).

The Regional Office of the National Land Agency (BPN) of Lampung Province is a government institution responsible for administering land affairs and providing land-related services to the community. The implementation of these functions requires personnel with adequate competencies, discipline, and optimal performance to ensure that land services are delivered accurately, promptly, and effectively. Based on the 2026 employee data of the Regional Office of BPN of Lampung Province, the total number of employees was 92, consisting of 4 prospective civil servants (CPNS), 72 civil servants (PNS), and 16 government employees under work agreements (PPPK), distributed across several work units. This diverse employee composition demonstrates the need for systematic human resource management so that employee potential can be effectively directed toward achieving organizational objectives.

In the implementation of public services, optimizing employee performance remains an important issue that requires attention. The complexity of the work is reflected in the large number of land-related services that must be handled, increasing public expectations for faster and more accessible services, and the need to ensure transparent and accountable service delivery. Furthermore, bureaucratic reform and efforts to improve public service quality within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) require personnel to enhance their productivity and professionalism. These circumstances demand effective coordination, managerial support, and adequate work motivation so that employees can complete their responsibilities according to established targets. Differences in levels of motivation and enthusiasm among employees may also result in variations in productivity and the quality of services received by the public.

The substantial demand for land services at the national level can be observed from the volume of service applications handled by ATR/BPN. Throughout 2024, more than 8 million land-service files were reportedly received nationwide. This volume reflects the considerable workload faced by land administration personnel and highlights the importance of human resources capable of working effectively. Under such circumstances, leadership quality and work motivation become relevant factors in supporting employees in managing service demands. One of the instruments that can be used to assess service quality at the Regional Office of BPN is the Community Satisfaction Index (IKM). Improving public service quality through strengthening human resource capacity is also part of the bureaucratic reform agenda within ATR/BPN.

Transformational leadership is one factor that, both theoretically and empirically, has the potential to influence employee performance. This leadership style emphasizes the ability of leaders to inspire, encourage, and exert positive influence on employees, thereby motivating them to make their best contribution to the organization. Transformational leaders do not merely focus on achieving organizational objectives but also seek to develop employee potential through coaching, support, and attention to individual needs. Bass and Avolio explain transformational leadership through four principal dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The implementation of these four dimensions can foster employee enthusiasm and engagement, which may ultimately contribute to improved organizational performance (Bass & Avolio, 1994).

In addition to leadership, work motivation represents an internal and external factor that contributes to the quality of work implementation. Work motivation can be understood as a driving force that encourages individuals to direct their efforts, energy, and abilities toward achieving the expected work outcomes. Employees with high levels of motivation generally demonstrate stronger willingness to work, greater responsibility, and greater consistency in completing their assigned duties (Hasibuan, 2019; McClelland, 1987). Conversely, low motivation may reduce an individual's willingness to achieve work targets and ultimately affect productivity and work quality. Therefore, organizations need to create conditions that can maintain and strengthen employee motivation as part of their efforts to improve performance.

Within public sector organizations, transformational leadership and work motivation are increasingly relevant because organizational success does not solely depend on employees' technical capabilities. Leaders play an important role in providing direction, building trust, offering support, and inspiring employees, all of which contribute to the development of productive work behaviors. At the same time, strong work motivation can reinforce employees' enthusiasm, sense of responsibility, and commitment to carrying out their duties in serving the community. Accordingly, leadership quality and employee motivation represent complementary components in promoting improved performance within public organizations (Sedarmayanti, 2018).

Previous studies have also provided evidence of a relationship between transformational leadership, work motivation, and employee performance. Edward (2016) demonstrated that transformational leadership and work motivation influence employee performance. Roza, Yuliani, and Kiswanto (2017) likewise reported a positive influence of transformational

leadership and work motivation on the performance of civil servants. Furthermore, Miasih (2019) found that work motivation supported by transformational leadership can contribute to improved employee performance. Natalia (2021) demonstrated that transformational leadership can enhance intrinsic motivation as well as employee performance. Meanwhile, Setiawan, Herlambang, and Sanosra (2024) found that transformational leadership influences both work motivation and employee performance.

Although several previous studies have indicated positive relationships among transformational leadership, work motivation, and employee performance, most of these studies were conducted in organizations, companies, or government institutions with different characteristics. Research specifically examining the influence of transformational leadership and work motivation on employee performance at the Regional Office of BPN of Lampung Province remains relatively limited. This issue is important to investigate because land administration services are characterized by complex work processes, substantial public administrative needs, and increasing demands for accuracy, timeliness, transparency, and accountability. Differences in organizational characteristics and working environments provide an opportunity to obtain new empirical evidence concerning the relationship among transformational leadership, work motivation, and employee performance within the context of land administration services in Lampung Province.

Based on the foregoing discussion, transformational leadership and work motivation can be regarded as two strategic factors with the potential to support improvements in employee performance. Leadership that demonstrates exemplary behavior, inspires employees, encourages innovative thinking, and provides attention to individual needs, when supported by strong work motivation, is expected to improve the quality of task implementation and the achievement of organizational targets. Accordingly, this study aims to examine the influence of transformational leadership and work motivation on employee performance at the Regional Office of BPN of Lampung Province. The findings are expected to enrich empirical evidence in the field of human resource management and provide practical input for the organization in developing leadership strategies, strengthening employee motivation, and optimizing employee performance.

Identification of Problems

Based on the preceding background description, the points identified as the problems in this study are as follows:

1. Employee performance at the Lampung Province Regional Office of the National Land Agency (BPN) still requires improvement to support the achievement of organizational targets and enhance the quality of land services provided to the public.
2. The transformational leadership applied by leaders across various work units has not yet fully succeeded in motivating all employees to work optimally toward achieving organizational goals.
3. There are disparities in work motivation levels among employees, which can impact morale, productivity, and the quality of service delivered to the public.
4. A lack of inspiration, individual attention, and encouragement of innovation from leaders potentially affects employee commitment and performance in carrying out their duties and responsibilities.
5. High public demand for land services that are fast, accurate, transparent, and accountable necessitates improved employee performance through the application of transformational leadership and the enhancement of work motivation.

Problem Formulation

1. Does transformational leadership influence employee performance at the Lampung Province Regional Office of BPN?
2. Does work motivation influence employee performance at the Lampung Province Regional Office of BPN?
3. Do transformational leadership and work motivation simultaneously influence employee performance at the Lampung Province Regional Office of BPN?

Framework

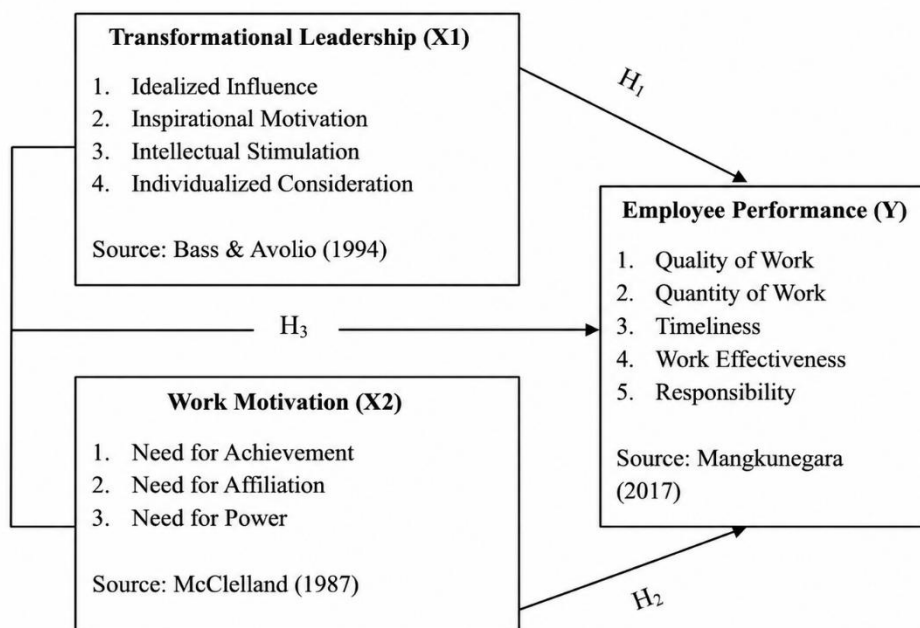


Figure 1. Framework

B. RESEARCH METHODOLOGY

This study employed a quantitative approach using an associative research design to examine the relationship and influence of transformational leadership and work motivation on employee performance at the Regional Office of the National Land Agency (BPN) of Lampung Province. The population consisted of all employees working at the Regional Office of BPN of Lampung Province. Based on the sample size determination, a total of 75 respondents were selected for the study. Data were collected by distributing questionnaires to the respondents using measurement instruments developed according to the indicators of each research variable. The study involved three main variables: transformational leadership as the first independent variable (X_1), work motivation as the second independent variable (X_2), and employee performance as the dependent variable (Y).

The data obtained from the respondents were subsequently processed using quantitative analysis through multiple linear regression. This analysis was conducted to determine the effects of transformational leadership and work motivation on employee performance, both individually and simultaneously. The partial effects of each independent variable were examined using the t-test, while the F-test was employed to assess the simultaneous effect of transformational leadership and work motivation on employee performance. Furthermore, the

coefficient of determination (R^2) was used to assess the extent to which transformational leadership and work motivation could explain the variation in employee performance at the Regional Office of BPN of Lampung Province.

C. RESULTS AND DISCUSSION

Discussion of Descriptive Analysis

a. Transformational Leadership Variable

Table 1. Respondents' Responses to the Transformational Leadership Variable (X1)

No	Score	Category	Frequency	%
1	42 – 50	Excellent	9	12,00
2	34 – 41	Good	32	42,67
3	26 – 33	Average	34	45,33
4	18 – 25	Poor	0	0,00
5	10 – 17	Very Poor	0	0,00
		Total	75	100,00

Source: Primary data processed in 2026.

Based on the table, it can be seen that among the 75 respondents, 34 respondents (45.33%) perceived transformational leadership as being in the moderate category. Meanwhile, 32 respondents (42.67%) assessed transformational leadership as good, while 9 respondents (12.00%) rated it as very good. No respondents classified transformational leadership as poor or very poor. These findings indicate that, in general, the implementation of transformational leadership at the Lampung Regional Office of the National Land Agency (BPN) has been relatively well established. Nevertheless, several aspects still require further improvement to ensure that the implementation of transformational leadership can consistently reach the very good category across all dimensions.

Overall, the findings demonstrate that the leaders at the Lampung Regional Office of the National Land Agency have exhibited several key characteristics of transformational leadership, including providing motivation and encouragement, demonstrating exemplary behavior, maintaining integrity, supporting employee development, and assisting employees in carrying out their responsibilities. However, the intellectual stimulation dimension requires further strengthening, particularly in terms of providing employees with greater opportunities to develop innovations, explore alternative solutions, and express new ideas. Strengthening this aspect may foster a more innovative work environment, enhance employee motivation, and ultimately contribute to the continuous improvement of organizational performance.

b. Analysis of the Work Motivation Variable (Independent Variable X2)

Table 2. Respondents' Responses to the Work Motivation Variable (X2)

No	Score	Category	Frequency	%
1	42 – 50	Excellent	42	56,00
2	34 – 41	Good	9	12,00
3	26 – 33	Average	24	32,00
4	18 – 25	Poor	0	0,00
5	10 – 17	Very Poor	0	0,00
Total			75	100,00

Source: Primary data processed in 2026.

Based on the data presented in the table, it can be seen that out of 75 respondents, 42 employees, or 56.00%, rated work motivation as being in the very good category. Meanwhile, 24 respondents, representing 32.00%, assessed work motivation as moderate, while 9 respondents, or 12.00%, considered it to be in the good category. None of the respondents rated work motivation as poor or very poor. These findings indicate that, in general, the level of work motivation among employees at the Lampung Regional Office of the National Land Agency (BPN) is classified as very good. This condition reflects the presence of strong internal and external drivers that encourage employees to carry out their duties and responsibilities effectively.

Overall, the research findings demonstrate that employees at the Lampung Regional Office of BPN possess a relatively high level of work motivation. This condition is reflected in their ability to establish positive working relationships, gain organizational trust, complete their tasks optimally, and accept greater levels of responsibility. High work motivation represents an important factor in supporting improvements in employee productivity and the quality of task implementation. Therefore, the organization needs to maintain and further strengthen employee motivation by recognizing work achievements, providing opportunities for career development, and fostering a comfortable, conducive, and collaborative work environment. These efforts are expected to contribute to continuous and sustainable improvements in employee performance.

c. Employee Performance Analysis (Dependent variable Y)

Table 3. Respondent Responses Regarding the Employee Performance Variable (Y)

No	Score	Category	Frequency	%
1	42 – 50	Excellent	6	8,00
2	34 – 41	Good	45	60,00

3	26 – 33	Average	24	32,00
4	18 – 25	Poor	0	0,00
5	10 – 17	Very Poor	0	0,00
Total			75	100,00

Source: Primary data processed in 2026.

Based on the table, it can be observed that, out of 75 respondents, 45 respondents, or 60.00%, assessed employee performance as being in the good category. Meanwhile, 24 respondents, or 32.00%, rated employee performance as moderate, while 6 respondents, or 8.00%, considered it to be in the very good category. No respondents assessed employee performance as poor or very poor. These findings indicate that, in general, employee performance at the Regional Office of the National Land Agency (BPN) in Lampung is categorized as good. This condition suggests that most employees have been able to perform their duties and responsibilities in accordance with the standards and requirements established by the organization.

Overall, the findings demonstrate that employee performance at the Regional Office of BPN in Lampung is relatively good, as reflected in employees' strong sense of responsibility, the quality of their work outcomes, and their ability to complete assigned tasks. Nevertheless, there remains room for improvement, particularly in terms of work quantity and the timeliness of task completion. Such improvements can be pursued through more proportional workload management, continuous employee competency development, and the strengthening of leadership support and work motivation. These efforts are expected to enhance employee productivity and, consequently, improve organizational effectiveness in delivering public services to the community.

Discussion of Quantitative Analysis.

a. Simultaneous Coefficient of Determination

Table 4. Simultaneous Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.857	.854	1.96934

a. Predictors: (Constant), WORK_MOTIVATION, TRANSFORMATIONAL_LEADERSHIP

Source: Primary data processed in 2026.

The coefficient of determination (R^2) is a statistical measure used to assess the extent to which the independent variables, namely Transformational Leadership (X_1) and Work Motivation (X_2), can explain variations in the dependent variable, namely Employee Performance (Y). A higher R^2 value indicates that the regression model has a greater capacity to explain variations in the dependent variable.

Based on the analysis presented in the Model Summary table, the R Square (R^2) value was 0.857, while the Adjusted R Square value was 0.854. The R Square value indicates that 85.7% of the variation in employee performance at the Lampung Regional Office of the National Land Agency (BPN) can be jointly explained by Transformational Leadership and Work Motivation. The remaining 14.3% is attributable to other factors outside the research model that were not directly examined, such as the work environment, organizational culture, work discipline, compensation, job satisfaction, employee competence, and other relevant factors.

Furthermore, the Adjusted R Square value of 0.854 indicates that, after accounting for the number of independent variables and the sample size, the research model remains capable of explaining 85.4% of the variation in employee performance. The relatively small difference between the R Square and Adjusted R Square values suggests that the inclusion of the independent variables does not substantially reduce the explanatory capability of the model. This finding also indicates that the regression model demonstrates a good level of consistency and stability in explaining the dependent variable.

Overall, the coefficient of determination demonstrates that the research model has a very strong explanatory capacity for employee performance. These findings indicate that Transformational Leadership and Work Motivation jointly make a substantial contribution to explaining variations in employee performance at the Lampung Regional Office of the National Land Agency (BPN).

b. Multiple Linear Regression

Table 5. Multiple Linear Regression Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.643	1.647	–	2.819	.007
TRANSFORMATIONAL LEADERSHIP	.348	.100	.348	3.478	.001
WORK MOTIVATION	.317	.083	.412	3.793	.001

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Primary data processed in 2026.

Based on the results of data processing using SPSS Version 21, the multiple linear regression model was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 4.043 + 0.546X_1 + 0.317X_2 + e$$

The regression equation can be interpreted as follows :

- a. First, the constant value of 4.043 indicates that when Transformational Leadership (X_1) and Work Motivation (X_2) are held constant or assumed to have a value of zero, Employee Performance (Y) is predicted to have a value of 4.043.
- b. the regression coefficient for Transformational Leadership is 0.546, indicating a positive relationship with Employee Performance. This means that a one-unit increase in Transformational Leadership is expected to increase Employee Performance by 0.546 units, assuming that Work Motivation remains constant. The positive coefficient indicates that changes in Transformational Leadership and Employee Performance occur in the same direction. This finding is further supported by the partial significance test (t-test), which produces a t-value of 5.147 with a significance level of 0.000, which is lower than 0.05. Therefore, Transformational Leadership has a positive and statistically significant effect on Employee Performance.
- c. the regression coefficient for Work Motivation is 0.317, indicating that a one-unit increase in Work Motivation is expected to increase Employee Performance by 0.317 units, assuming that Transformational Leadership remains unchanged. The positive coefficient indicates that higher levels of Work Motivation are associated with higher Employee Performance. The t-test results show a t-value of 3.795 with a significance level of 0.000, which is below the 0.05 threshold. Thus, Work Motivation has a positive and statistically significant effect on Employee Performance.

Based on the Standardized Coefficients (Beta), Transformational Leadership has a Beta value of 0.545, while Work Motivation has a Beta value of 0.402. The higher Beta coefficient for Transformational Leadership indicates that this variable has the strongest relative contribution to explaining variations in Employee Performance at the Regional Office of the National Land Agency (BPN) of Lampung.

Overall, the multiple linear regression analysis demonstrates that Transformational Leadership and Work Motivation have positive and statistically significant partial effects on Employee Performance. These findings suggest that improving the implementation of transformational leadership, together with strengthening employee work motivation, can

contribute to better employee performance at the Regional Office of the National Land Agency (BPN) of Lampung.

c. Partial Hypothesis Testing: t-Test

Tabel 6. Partial Hypothesis Testing: t-Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.043	1.641		2.463	.017
TRANSFORMATIONAL LEADERSHIP	.546	.106	.545	5.147	.000
WORK MOTIVATION	.317	.083	.402	3.795	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Primary data processed in 2026.

The partial test, or *t*-test, was conducted to determine the individual effect of each independent variable on the dependent variable. In this study, the test was employed to examine the effects of Transformational Leadership (X_1) and Work Motivation (X_2) on Employee Performance (Y) at the Regional Office of the National Land Agency (BPN) of Lampung. The hypothesis testing was performed at a 5% significance level ($\alpha = 0.05$). With a total sample of 75 respondents and two independent variables, the degrees of freedom were calculated using the formula $df = n - k - 1$, resulting in $df = 75 - 2 - 1 = 72$. Based on these degrees of freedom, the *t*-table value was 1.993 at a 0.05 significance level using a two-tailed test.

The results presented in Table 4.18 indicate that Transformational Leadership obtained a calculated *t*-value of 5.147 with a significance level of 0.000. This result demonstrates that the calculated *t*-value exceeds the *t*-table value ($5.147 > 1.993$), while the significance level is lower than 0.05 ($0.000 < 0.05$). Therefore, H_0 is rejected and H_1 is accepted. These findings confirm that Transformational Leadership has a positive and significant effect on Employee Performance at the Regional Office of BPN of Lampung. This implies that more effective transformational leadership, as reflected in leaders' ability to serve as role models, motivate

employees, encourage innovation, and demonstrate concern for employees' needs, is associated with higher employee performance.

Meanwhile, Work Motivation produced a calculated t -value of 3.795 with a significance level of 0.000. The result shows that the calculated t -value is greater than the t -table value ($3.795 > 1.993$), while the significance level is below 0.05 ($0.000 < 0.05$). Accordingly, H_0 is rejected and H_2 is accepted. This finding indicates that Work Motivation has a positive and significant effect on Employee Performance at the Regional Office of BPN of Lampung. Employees with stronger work motivation, whether reflected in their desire to achieve, establish positive interpersonal relationships, or assume greater responsibilities, tend to demonstrate higher levels of performance.

Based on the *Standardized Coefficients* (Beta), Transformational Leadership has a Beta coefficient of 0.545, whereas Work Motivation has a Beta coefficient of 0.402. This difference indicates that Transformational Leadership has a relatively greater contribution than Work Motivation in explaining variations in Employee Performance. Therefore, Transformational Leadership can be identified as the most dominant variable influencing Employee Performance at the Regional Office of BPN of Lampung.

Overall, the results of the partial test demonstrate that both independent variables, namely Transformational Leadership and Work Motivation, individually have positive and significant effects on Employee Performance. Accordingly, H_1 and H_2 , which propose that each independent variable has a positive and significant effect on Employee Performance, are supported. These findings highlight that improving the quality of transformational leadership, accompanied by strengthening employees' work motivation, is an important factor in promoting more optimal employee performance.

d. Simultaneous Hypothesis Testing (F-test)

Table 7. of Simultaneous Hypothesis Testing (F-test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,679.910	2	839.955	216.675	.000 ^b
	Residual	279.237	72	3.879		
	Total	1,959.147	74			

a. Predictors: (Constant), WORK_MOTIVATION, TRANSFORMATIONAL_LEADERSHIP

b. Dependent Variable: EMPLOYEE_PERFORMANCE

Source: Primary data processed in 2026.

The simultaneous test (F-test) was conducted to determine whether Transformational Leadership (X_1) and Work Motivation (X_2) jointly influence Employee Performance (Y) at the Lampung Regional Office of the National Land Agency (BPN). This test was performed to assess the overall ability of the regression model to explain the relationship between the independent variables and the dependent variable.

Based on the ANOVA results presented in Table 4.19, the Sum of Squares Regression was 1,679.910, while the Sum of Squares Residual was 279.237, resulting in a Total Sum of Squares of 1,959.147. Furthermore, the Mean Square Regression was 839.955, whereas the Mean Square Residual was 3.878. The comparison between these values produced an F-statistic of 216.579 with a significance level of 0.000.

The study involved 75 respondents, two independent variables, and a 5% significance level. With degrees of freedom of $df_1 = 2$ and $df_2 = 72$, the critical F-value was approximately 3.12. Since the calculated F-value of 216.579 was greater than the critical F-value of 3.12, and the significance value of 0.000 was lower than 0.05, H_0 was rejected and H_3 was accepted. Therefore, the regression model demonstrated a statistically significant simultaneous effect of the independent variables on the dependent variable.

The findings indicate that Transformational Leadership and Work Motivation have a positive and significant simultaneous effect on Employee Performance at the Lampung Regional Office of the National Land Agency. This finding suggests that improvements in the implementation of transformational leadership, accompanied by stronger employee motivation, can contribute to better employee performance. In other words, the more effectively leaders apply transformational leadership practices and the stronger employees' motivation to perform their duties, the more optimal the resulting employee performance will be.

This finding is further supported by the coefficient of determination (R^2) of 0.857. This value indicates that Transformational Leadership and Work Motivation jointly explain 85.7% of the variation in Employee Performance. The remaining 14.3% is attributable to other factors that were not included in the research model. Therefore, the regression model can be considered to have a very strong explanatory capacity in describing the contribution of the two independent variables to Employee Performance at the Lampung Regional Office of the National Land Agency.

D. CONCLUSION

1. Transformational Leadership has a positive and significant effect on Employee Performance at the Lampung Regional Office of the National Land Agency (BPN). The findings indicate that more effective implementation of transformational leadership is associated with higher levels of employee performance. Leaders who are able to provide direction, serve as role models, encourage employees, and foster enthusiasm for work can motivate employees to perform their duties and responsibilities more effectively.
2. Work Motivation has a positive and significant effect on Employee Performance at the Lampung Regional Office of BPN. This finding indicates that higher levels of employee motivation can contribute to improved work performance. Employees with strong work motivation tend to demonstrate greater commitment, persistence, and responsibility in completing their tasks and contributing to the achievement of organizational objectives.
3. Transformational Leadership and Work Motivation simultaneously have a positive and significant effect on Employee Performance at the Lampung Regional Office of BPN. This means that improvements in employee performance are influenced not only by leadership effectiveness but also by employees' level of work motivation. Therefore, the organization needs to foster leadership practices that inspire employees while simultaneously creating conditions that can maintain and strengthen their work motivation.
4. Transformational Leadership is the most dominant variable influencing Employee Performance at the Lampung Regional Office of BPN compared with Work Motivation. This finding demonstrates that leaders' ability to serve as role models, provide inspiration, encourage motivation, stimulate intellectual development, and show individual consideration plays a stronger role in improving employee performance. Accordingly, strengthening and developing transformational leadership practices should be regarded as a strategic priority for the organization in enhancing the quality of employee performance.

E. IMPLICATION

1. Strengthening transformational leadership should be one of the key priorities of the Regional Office of BPN Lampung Province. This can be achieved by enhancing leaders' capacity to serve as positive role models, foster employee motivation, provide

inspiration, encourage innovative thinking, and pay attention to employees' needs and professional development. Effective leadership practices are expected to create a positive and supportive work environment, thereby encouraging employees to improve the quality of their performance.

2. Employee work motivation needs to be continuously enhanced through organizational policies that encourage greater engagement and enthusiasm. These efforts may include recognizing employee achievements, providing opportunities for career advancement, offering relevant education and training programs, and establishing a comfortable, harmonious, and supportive working environment. Such measures are expected to strengthen employees' work motivation, organizational commitment, and productivity in carrying out their responsibilities.
3. Improving employee performance requires a comprehensive approach that integrates the strengthening of transformational leadership with efforts to enhance work motivation. The organization should foster a work culture that promotes collaboration, creativity, innovation, and a strong orientation toward achieving organizational objectives. The integration of these two aspects is expected to contribute to sustainable improvements in employee performance and, ultimately, support the delivery of land administration services that are more effective, efficient, responsive, and of higher quality to the public.
4. Transformational leadership should be prioritized in human resource development, particularly because the findings indicate that this variable has the most dominant influence on employee performance. Its implementation can be supported through leadership development programs, capacity-building initiatives for structural officials, periodic evaluations of leadership practices, and improvements in communication and working relationships between leaders and employees. These efforts are expected to strengthen work motivation, enhance employees' organizational commitment and engagement, and ultimately promote more optimal levels of employee performance.

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