

The Influence of Transformational Leadership Style on Village Apparatus Performance Through Work Motivation in East Halmahera Regency

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ARTICLE INFO



ISSN: 2620-6196
Vol. 5 Issues 2 (2022)

Article history:

Received – August 10, 2022

Revised – September 26, 2022

Accepted – September 27, 2022

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Keywords:

Young Consumers

Shopping Intentions

Consumer Value Theory

Online Shopping Behavior

Attitude.

ABSTRACT

This study aims to analyze the effect of a transformational leadership style on the performance of village officials through work motivation in East Halmahera Regency. The type of research used in this research is quantitative research. The sample selected was comprised of 90 village officials using a purposive sampling technique. Data was collected using a questionnaire and then analyzed using path analysis with the help of SPSS Version 26. The results of this study found that 1) Transformational leadership had a positive and significant impact on village officials' performance, 2) Transformational leadership had a significant and positive impact on work motivation, 3) Work motivation has a positive and significant impact on the Village Apparatus' performance, and 4) Indirectly, transformational leadership has a positive and significant effect on the performance of the Village Apparatus through work motivation in East Halmahera Regency.

INTRODUCTION

An organization is a network of cooperative arrangements for groups of people on a regular and continuous basis to achieve predetermined common goals, in which there are procedures for cooperation and the relationship between superiors and subordinates (Gibson et.al. 2009). The organization is not only a forum but also there is a division of authority, who regulates what and to whom should be responsible. As a forum for the collaboration of groups of people to achieve common goals, organizations cannot be separated from changes in the increasingly complex organizational environment that require every organization, especially public organizations, to be more responsive in dealing with any problems to maintain organizational performance. For this reason, quality human resources (HR) are needed. HR plays a very important role in the organization because humans are the driving force of all organizational activities. Every organization wants its employees to develop for the better. HR is an important asset to support the success of an organization. HR is the implementer of all organizational policies, so it needs to be equipped with adequate knowledge. The importance of human resources needs to be realized by all levels of management in the institution or agency. However advanced technology is today, the human factor still plays an important role in the success or failure of an organization.

Seeing the importance of the role of HR, the responsibility is not only on the employees but the leadership style of a Village Head in managing well and professionally so that it takes the right leadership style to create a good performance. Leadership style is the way and behavior shown by the leader in influencing others (Ardana et al, 2012). One form of leadership that is believed to be able to balance the mindset and reflection of the new paradigm in the flow of globalization is formulated as transformational

leadership. Transformational leadership is leadership that can invoke a moral value from followers to increase their awareness of ethical issues and mobilize their energy and resources to reform institutions (Yukl, 2010). Furthermore, according to Danim (2004), transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organizational resources to achieve meaningful goals in accordance with predetermined achievement targets. Transformational leadership is described as a leadership style that can generate or motivate the performance of Village Apparatus, so that they can develop and achieve performance at a high level, beyond what they previously anticipated.

Performance according to Sedarmayanti (2017), is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, to achieve organizational goals. The performance of the Village Apparatus is one of the most important elements in achieving the goals to be achieved by the Village Government. The performance of the Village Apparatus in the Village Government is expected to provide positive results because the performance of the Village Government depends on how much the performance of the Village Apparatus is. This is evidenced by several studies conducted by Andinata (2015) and Putri, et al. (2014), which suggest that the transformational leadership style has a positive and significant effect on employee performance. In addition to the influence of transformational leadership on a person's performance in carrying out their duties, there are other factors that contribute to the creation of satisfactory work results as expected by the leadership in an institution or agency. Factors that can be used to improve employee performance include work motivation (Sunnyoto, 2012).

According to Burns (in Dewi, 2012) one leadership style that emphasizes the importance of leaders motivating the vision and environment for employees to achieve beyond their expectations is the transformational leadership style. This is evidenced by research conducted by Prayudi (2020) and Putri, et al (2014) proving that transformational leadership has a positive and significant influence on work motivation. This is different from the results of research conducted by Nurhuda et al (2019), that transformational leadership has no effect on work motivation. Based on research by Adiwantari, et al. (2019), transformational leadership has a significant positive effect on employee performance. However, this is different from the results of research conducted by Nurhuda et al (2019), which states that transformational leadership style has no significant effect on employee performance. Due to the differences in the results of the research above, in this study, the researchers added a motivation variable as a mediating variable between transformational leadership on the performance of the Village Apparatus, with the hope that the results of this study can be generalized and compared with other studies. This is reinforced by Prayudi's statement (2020), in addition to transformational leadership style, encouragement or motivation is also important in efforts to improve employee performance.

Handoko (2000) states that motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve a goal. Basically, if the organization wants to achieve optimal performance in accordance with predetermined targets, the organization must motivate employees so that employees are willing and willing to devote their energy and thoughts to work. The motivation of employees is closely related to the performance that will be produced. A person will be able to work harder when there is motivation so that it can affect the company in achieving its goals (Rivai, 2015). This is reinforced by the results of research conducted by Darmin, et al (2015:48), Empirically from the observations of researchers, the performance of the Village Apparatus in East Halmahera Regency can be said to be not optimal. The researcher concludes that there are several problems that occur in the village, namely: The lack of ability of the Village Apparatus in managing the completeness of office administration and there are still Village Apparatuses who do not yet have the ability to manage technical support (not yet able to operate a computer), the lack of understanding of the Village Apparatus towards the main tasks and functions each and there are also several Village Apparatuses who have not been able to carry out their main tasks and functions properly in accordance with Permendagri Number 84 of 2015 concerning the Organizational Structure and Work Procedure of the Village Government, so that it affects performance, the level of discipline of Village Apparatuses in working is still low. In the Village Government, the Village Apparatus carrying out its duties always depends on the Village Head as the leader. If the Village Head does not have the ability to lead, then the tasks of the Village Apparatus cannot be carried out properly. If the Village Head can carry out his functions properly, it is very likely that the Village Government in East Halmahera Regency can achieve its goals.

LITERATURE REVIEW

Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Mathis and Jackson (2012) stated that performance is basically things that employees do or don't do in carrying out their work. Employee performance is the result achieved by a person based on predetermined standards or criteria. According to Sutrisno (2016), performance is the result of an employee's work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

According to Mathis and Jackson (2012), performance appraisals and measures are:

1. Quantity
Measured from employees' perceptions of the number of assigned activities and their results. The quantity of work shows the number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company goals.
2. Quality
It can be measured from the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees. The results of the work carried out are close to perfect or meet the expected goals of the work.
3. Punctuality
It is measured from the employee's perception of an activity that is completed from the beginning of time to become output. Can complete at a predetermined time and maximize the time available for other activities.
4. Presence
Maximize the use of resources and time available to the organization to increase profits and reduce losses. Attendance, the level of employee attendance in the company can determine employee performance.
5. Ability to work together
It is the willingness of employees to participate and cooperate with other employees vertically or horizontally inside and outside the work so that the work results are getting better.

Work motivation

Work motivation is the desire to try hard to achieve organizational goals that are conditioned or determined by the ability of the business to meet an individual need. Mc. Clelland (in Robbins, 2011:174) Motivation comes from the word motive (motive), which means encouragement, thus motivation means a condition that encourages or causes someone to do an act or activity, which takes place consciously (Bangun, 2012). According to Sedarmayanti (2017: 154), motivation is a force that encourages a person to take an action or not, which in essence exists internally and externally, positive, or negative, work motivation is something that gives rise to work motivation/enthusiasm.

According to Mc. Clelland in Robbins, (2011:174), that there are three indicators of work motivation are:

1. The need for success (Need for achievement), the ability to achieve a relationship to company standards that have been determined as well as the struggle of employees to test success. Some people have a desire to achieve success. They struggle to fulfill personal ambitions rather than achieve success in the form of corporate or organizational awards. So, they perform always better and more efficiently over time.
2. The need for power is the need to make people behave in reasonable and wise circumstances in their respective duties. Some people may always have influence, are respected, and like to rule over other human beings. This kind of human is happy with the task assigned to him or his status and tends to be more concerned with pride, prestige, and gaining influence over other humans.
3. The need for affiliation, the desire to make friends and get to know closer colleagues or employees in the organization. People who have needs like this of course have the motivation for friendship, support, and cooperation rather than competition in an organization.

Transformational leadership

Transformational leadership is the antithesis of the leadership model that wants to maintain the status quo, so transformational leadership can be defined as leadership that includes organizational change efforts (Dwiyekti, 2011). Khan, et al. (2012) said that transformational leadership is where followers are given more freedom, a sense of ownership and responsibility that allows followers to develop leadership abilities and ultimately increase goals.

According to Robbins (in Edison, 2016), the transformational leadership style is a leader who stimulates and inspires (transforms) followers for extraordinary things. With transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they expect (Yukl in Edison, 2016).

According to Baskarada (2017), transformational leadership style is one of the determinants of employee performance. If a leader applies a leadership style that can create a conducive atmosphere, it can encourage the level of work performance of an employee, so that employee performance will be more productive and comfortable. Transformational leadership in principle motivates subordinates to do better than what can be done, in other words, it can increase the confidence or self-confidence of subordinates which will influence improving performance. According to Bass in Yukl (2010) defines that transformational leadership is a leader who has a certain way to influence his subordinates. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders.

Bass (in Yukl, 2010) suggests that there are four indicators as well as dimensions of transformational leadership:

1. Inspirational Motivation The leader acts as a model or role model for followers, communicates vision, and commitment to organizational goals, and directs followers' efforts.
2. Idealist Influence (Individualized Influence), Leaders set high standards of behavior, morals, and ethics, and use the ability to motivate individuals and groups to achieve common goals.
3. Intellectual Stimulation, the leader stimulates subordinates to think creatively and innovatively, by assuming questions, and redesigning past problems to be solved by subordinates in new ways. Leaders are proactive, creative, and innovative in taking ideas, have a radical ideology, and search for ideas for solving problems.
4. Individualized Consideration, the leader personally gives personal attention to subordinates by acting as a mentor, this is to increase the needs and abilities of subordinates to a higher level.

Based on the description that the author put forward on the background, problems, and literature review, the author can describe the research framework that will be used as a guide in this research.

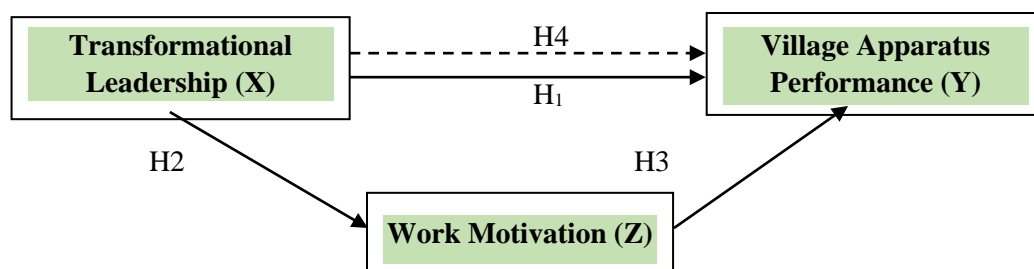


Figure 1. Conceptual Framework

RESEARCH METHOD

This study uses a quantitative type of research using a path analysis model because between the independent variables and the dependent variable there is a mediation that influences. This study consists of three variables, namely the independent variable (independent) transformational leadership, work motivation (intervening) while the dependent (dependent) is the performance of the Village Apparatus. In this study, the data obtained were analyzed statistically using SPSS statistical software version 26. This research was conducted at the village office in the East Halmahera Regency as the research location. This research was conducted from January 2022 to March 2022 for data collection and data analysis and writing for research feasibility.

The population in this study were all Village Apparatus in East Halmahera Regency totaling 816 Non-PNS Village Apparatus. The sampling procedure used in this research is non-probability sampling with the technique taken purposive sampling. The considerations used in this study for the sampled villages are the main village, the farthest and closest village from the district capital, and the village with the largest population in each sub-district. The sample was taken outside the 35 villages that had just finished holding the simultaneous Pilkadaes in November 2021 in East Halmahera Regency. By using the Slovin method, the number of samples used as respondents in this study was 90 Village Officials (Non-PNS) in East Halmahera Regency. Distribution of 90 village officials who were used as respondents in this study Research analysis with the help of SPSS version 26 software.

RESULTS AND DISCUSSION

Instrument Validity and Reliability Test Results

Prior to data management, it is necessary to test the validity and reliability of the instrument on the question items in the questionnaire, especially the variables of transformational leadership, village apparatus performance, and work motivation. By using a Likert scale. From the validity test, all statements are declared valid, where the Corrected Item-Total Correlation value is greater than the table value of 0.270 then furthermore for the reliability test on each variable it is known that the Cronbach's alpha value of the three variables is much greater than 0.60 so that it meets the reliability requirements. or reliability.

Path Analysis Test Results

The path analysis test in the SPSS version 26 application is calculated by calculating the path coefficient. The path coefficient is a standard of the regression coefficient. The path coefficient is calculated by making two structural equations, namely the regression equation that shows the hypothesized relationship (Ghozali, 2018). Path analysis in this study is divided into 2 equations, namely:

1. $Z = 1X + e1$ (first equation)
2. $Y = 2X + 3Z + e2$ (second equation)

This analysis is used to calculate the magnitude of the effect of each independent variable on the dependent variable. The analysis technique used in this research is simple linear regression analysis and multiple linear regression. The results of the regression analysis can be explained as follows:

Table 1. First Equation Test Results

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	15,977	2,554		6,256 .000
	Transformational (X)	.499	.052	.717	9,654 .000

a. Dependent Variable: Work Motivation (Z)

Source: SPSS-26 Data Processing, 2022

From table 1 the regression equation in this study can be described as follows:

$$Z = 1X + e1 \text{ (equation 1)}$$

$$Z = 0.717X + 0.697$$

Equation 1 can be explained as follows:

- a) The regression coefficient of the transformational leadership variable (ρ_1) is 0.717 and is positive, meaning that every time there is an increase in one unit of the transformational leadership variable, it will increase the work motivation of the Village Apparatus by 0.717 units.
- b) $e1$ = Total work motivation variance (Z) which cannot be explained by transformational leadership variable (X) is 0.697.

The coefficient of determination is used to see how many percent (%) of the variation in the dependent variable, work motivation (Z) can be explained by the variation of the independent variable, transformational leadership (X). The coefficient of determination of the calculation seen is the R Square column in the SPSS version 26 output displayed below:

Table 2. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717a	.514	.509	3.477

a. Predictors: (Constant), Transformational (X)

Source: SPSS-26 Data Processing, 2022

Based on table 2, the value of R Square because of data analysis is 0.514. This means that the percentage contribution of the transformational leadership variable (X) to work motivation (Z) is 51.40% and the remaining 48.60% is explained by other factors not examined.

Table 3. Results of the Second Equation Test

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	17,557	2,716		6.464	.000
1 Transformational (X)	.304	.066	.502	4.638	.000
Work Motivation (Z)	.225	.094	.259	2,390	.019

a. Dependent Variable: Village Apparatus Performance (Y)

Source: SPSS-26 Data Processing, 2022

Based on the regression calculations in table 3, the regression equation can be explained as follows:

$$Y = 2X + 3Z + e_2 \text{ (equation 2)}$$

$$Y = 0.502 + 0.259 + 0.704$$

Equation 2 can be explained as follows:

- The regression coefficient value of the transformational leadership variable (ρ_2) is 0.502 and is positive, meaning that every time there is an increase in one unit of the transformational leadership variable, it will increase the performance of the Village Apparatus by 0.502 units.
- The regression coefficient value of the work motivation variable (ρ_3) is 0.259 and is positive, meaning that every time there is an increase in one unit of the work motivation variable, it will increase the performance of the Village Apparatus by 0.259 units.
- e_2 = The amount of variance in the performance of the Village Apparatus (Y) which cannot be explained by the variables of transformational leadership (X) and work motivation (Z) is 0.704.

Table 4. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711a	.505	.494	3.077

a. Predictors: (Constant), Work Motivation (Z), Transformational Leadership (X)

Source: SPSS-26 Data Processing, 2022

Based on table 4, the value of R Square because of data analysis is 0.504. This means that the percentage contribution of the transformational leadership variable (X) and work motivation (Z) on the

performance of the Village Apparatus is 50.50% and the remaining 49.50% is explained by other factors not examined.

Partial Hypothesis Test Results

The results of testing the transformational leadership variable (X) on work motivation (Z) obtained a significant value of the transformational leadership variable (X) = 0.000 this value is smaller than the alpha value (α) 0.05 and the t count value of 9.654 is greater than the t table value = 1.987 {table = $t(\alpha/2)$ (nk) = $t(0.05/2)$ (90-3) = $t(0.025.87)$ } or (df = 0.025;87). The decision is the value of t count (9.654) > t table (1.987), so that H0 is rejected, or Ha is accepted, which means that transformational leadership (X) directly has a significant positive effect on work motivation (Z) in East Halmahera Regency (the first hypothesis is accepted).

Results testing the transformational leadership variable (X) on the performance of the Village Apparatus (Y) obtained a significant value of the transformational leadership variable (X) = 0.000 this value is smaller than the alpha (α) 0.05 and the t count value of 4.638 is greater than the t table value = 1.987 {t table = $t(\alpha/2)$ (nk) = $t(0.05/2)$ (90-3) = $t(0.025.87)$ } or (df = 0.025;87). The decision is the value of t count (4.638) > t table (1.987), so H0 is rejected, or Ha is accepted, which means that transformational leadership (X) directly has a significant positive effect on the performance of Village Apparatus (Y) in East Halmahera Regency (the second hypothesis is accepted).

Furthermore, the results of testing the work motivation variable (Z) on the performance of the Village Apparatus (Y) obtained a significant value of the work motivation variable (Z) = 0.019 this value is smaller than the alpha value (α) 0.05 and the t count value of 2.390 is greater than the t table = 1.987 {t table = $t(\alpha/2)$ (nk) = $t(0.05/2)$ (90-3) = $t(0.025.87)$ } or (df = 0.025;87). The decision is the value of t count (2.390) > t table (1.987), so that H0 is rejected, or Ha is accepted, which means that work motivation (Z) directly has a significant positive effect on the performance of Village Apparatus (Y) in East Halmahera Regency (the third hypothesis is accepted).

Sobel Test Results

Testing the mediation or intervening hypothesis is carried out using a procedure developed by Sobel and known as the Sobel test. The Sobel test was carried out by testing the strength of the indirect influence of transformational leadership (X) on the performance of the Village Apparatus (Y) through work motivation (Z). Ghazali (2015), the value used to calculate the indirect effect is the unstandardized coefficient.

To perform the Sobel test, the first step is to calculate the regression coefficient using the SPSS Version 26 application, where regression testing is carried out 2 times, the first regression is carried out between transformational leadership (X) and work motivation (Z) as in table 1 above, then the second regression between transformational leadership (X) and work motivation (Z) on the performance of village officials (Y) as shown in table 3 above. From tables 1 and 3 above, the regression results show that the regression coefficient (unstandardized coefficient) of the transformational leadership variable (X) on motivation (Z) is 0.499 with a standard error of 0.052, then for the motivation variable (Z) on the performance of Village Apparatus (Y) get a coefficient value of 0.225 with a standard error of 0.094,

Table 5. Sobel Calculation Reference

Variable	unstandardized	Std. Error
X against Z	0.499(a)	0.052 (Sa)
Z against Y	0.225(b)	0.094 (Sb)

Source: Data processed by SPSS-26, 2022

Based on table 5 as a reference for calculating the Sobel test above, the next step is to calculate the standard error of the indirect effect coefficient (Sab) as follows:

$$Sat= b2Sa2 + a2Sb2 + Sa2Sb2$$

$$Sat = \frac{(0.225)^2(0.052)^2 + (0.499)^2(0.094)^2 + (0.052)^2(0.499)^2}{0.00013689 + 0.002200172836 + 0.000023892544}$$

$$Sat = 0.00236095538$$

$$Sat = 0.0486$$

Based on the calculation results from Sab, then to test the significance of the indirect effect, it is necessary to test the t value of the ab coefficient with the following formula:

T count = ab

Sat

T count = 0.499 x 0.225

0.0486

T count = 2,322

Based on the results of these calculations, the t count value (2.322) is greater than (>) the t table value (1.987), so it can be concluded that there is a significant mediation effect or transformational leadership indirectly has a significant positive effect on the performance of Village Apparatus in East Halmahera Regency through work motivation (the fourth hypothesis is accepted).

In order to ensure that the calculation results are correct, the researcher also uses the Calculation for the Sobel Test which is accessed via the web <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>. The results can be seen in the image below:

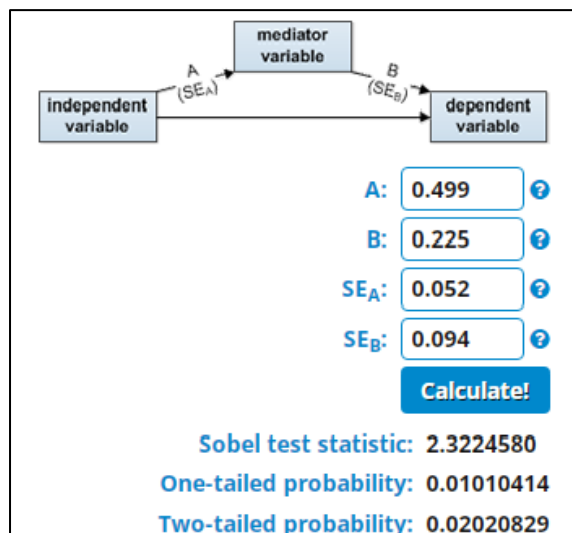


Figure 2. Calculation Results for The Sobel Test

Discussion

The Effect of Transformational Leadership on the Performance of Village Apparatus

The results of testing the first hypothesis show that transformational leadership has a positive and significant effect on the performance of Village Apparatus in East Halmahera Regency, thus the first hypothesis (H1) is accepted and rejected (H0). The results of this test are based on partial test results which show that t count > t table with a significance level less than $\alpha = 0.05$. This shows that transformational leadership has an impact on the performance of the Village Apparatus, where the higher the transformational leadership style applied by the Village Head, the better the performance of the Village Apparatus in East Halmahera Regency. Based on the average value of respondents' answers to the transformational leadership variable (X) is 4.08.

The Effect of Transformational Leadership on Work Motivation

The results of testing the second hypothesis indicate that transformational leadership directly affects the work motivation of Village Apparatus in East Halmahera Regency. This shows that the higher the transformational leadership style is applied, the higher the work motivation of the Village Apparatus in East Halmahera Regency. The results of this test are based on partial testing which shows that the value

of $t_{\text{count}} > t_{\text{table}}$ and the significance level is less than $\alpha = 0.05$, so the second hypothesis (H2) is accepted and rejected (H0).

The Effect of Work Motivation on Village Apparatus Performance

The results of testing the third hypothesis indicate that work motivation has a positive and significant effect on the performance of Village Apparatus in East Halmahera Regency, thus the third hypothesis (H3) is accepted and rejected (H0). The results of this test are based on partial test results which show that $t_{\text{count}} > t_{\text{table}}$ with a significance level less than $\alpha = 0.05$. This shows that work motivation has an impact on the performance of the Village Apparatus, where the higher the motivation of the Village Apparatus, the better the performance of the Village Apparatus in East Halmahera Regency. Based on the average value of respondents' answers on the work motivation variable (Z) is 4.04. This value is in the agree or good category because it is in the score range of 3.4 - 4.2. So, it can be concluded that the work motivation of the Village Apparatus of East Halmahera Regency is good.

The Effect of Transformational Leadership on Village Apparatus Performance Through Work Motivation.

The results of testing the fourth hypothesis indicate that indirectly transformational leadership has a positive and significant effect on the performance of Village Apparatus in East Halmahera Regency through work motivation, thus the fourth hypothesis (H4) is accepted and rejected (H0). The results of this test are based on the results of the Sobel test which shows that $t_{\text{count}} > t_{\text{table}}$. This shows that there is a significant mediation effect or transformational leadership that indirectly has a significant positive effect on the performance of the Village Apparatus in East Halmahera Regency through work motivation, where when the Village Head applies a transformational leadership style to his Village Apparatus, they will be motivated. in the work will result in better performance.

In testing the influence of transformational leadership on the motivation and performance of the Village Apparatus, it shows that this study has provided empirical evidence showing that transformational leadership will improve the performance of the Village Apparatus either directly or indirectly through motivation first. The findings on path analysis with this regression analysis approach have confirmed that there is a relationship between transformational leadership, motivation, and performance. The results of this study thus increase understanding of the importance of transformational leadership to improve the performance of Village Apparatus by suggesting motivation as a mediating factor.

Transformational leadership is described as a leadership style that can generate or motivate the performance of Village Apparatus, so that they can develop and achieve performance at a high level, beyond what they previously anticipated. As explained earlier, the mediating effect of work motivation on the relationship between transformational leadership and village apparatus performance provides evidence indicating the importance of the village head applying transformational leadership styles among his village apparatus first so that it will strengthen their work motivation to improve their performance.

CONCLUSION

Based on the results of research and discussion, it can be concluded that transformational leadership has a positive and significant effect on the performance of village officials in East Halmahera Regency. Transformational leadership has a positive and significant effect on the work motivation of Village Apparatus in East Halmahera Regency, Work motivation has a positive and significant impact on the performance of Village Apparatus in East Halmahera Regency and Transformational Leadership indirectly has a positive and significant impact on Village Apparatus Performance in East Halmahera Regency through motivation work.

Suggestion

Based on the results of the research, discussion, and conclusions above, here are some suggestions that can be taken into consideration to improve the performance of the Village Apparatus in East Halmahera Regency. The Village Head in East Halmahera Regency must be able to apply a transformational leadership style and motivate the Village Apparatus so that the Village Apparatus has high work motivation and will result in good Village Apparatus performance as expected. And village

apparatus in East Halmahera Regency must have high work motivation towards their duties and responsibilities so that they can produce a good performance in accordance with expectations. Further researchers are expected to develop this research by adding other variables that affect the performance of the village apparatus that was not examined by the researcher.

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