



Point of View Research

## Point of View Research Management

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# Analyzing Service Quality and Satisfaction on Customer Loyalty (Cas Study of Irvan Workshop Motor)

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	Abstract
<p><b>Keywords:</b> <i>Work Discipline; Compensation; Employee Performance</i></p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study aims to examine the influence of transformational leadership and work motivation on employee performance at the Department of Investment and One-Stop Integrated Services in Makassar City. The research hypothesizes that both transformational leadership and work motivation have significant and positive effects on employee performance. Utilizing a quantitative approach, the study employs a survey method with a sample size of 42 civil servants selected through total sampling. Data were analyzed using multiple linear regression with the assistance of SPSS version 25. The findings reveal that transformational leadership significantly and positively affects employee performance, and similarly, work motivation has a significant and positive impact on performance. Moreover, the simultaneous test indicates that both variables together significantly influence employee performance. These results suggest that enhancing leadership practices and strengthening motivation are key strategies for improving public service performance. The study contributes to practical insights for governmental institutions aiming to optimize human resources. Future research may explore additional variables such as organizational culture or job satisfaction to deepen the understanding of factors affecting public employee performance.</p>

## Introduction

Public sector organizations are expected to provide excellent services to the community, yet performance issues among civil servants remain a practical concern. One of the key elements that can influence employee performance is leadership, particularly transformational leadership, which encourages innovation, commitment, and a shared vision. In addition to leadership, work motivation plays a crucial role in driving civil servants to perform effectively and efficiently in fulfilling their duties. These practical concerns form the basis of this research.

Several recent studies have explored the relationship between transformational leadership, motivation, and employee performance. For instance, research conducted by Harwiki (2016) and Tajasuli et al. (2020) found that transformational leadership positively influences employee performance in both public and private organizations. Likewise, studies by Mangkunegara & Waris (2015) and Pancasila et al. (2020) emphasize the importance of work motivation as a determinant of job

performance. While these studies highlight the significance of leadership and motivation, most are conducted in different organizational settings or focus primarily on either leadership or motivation as a single factor.

There remains a gap in empirical studies examining the simultaneous impact of transformational leadership and work motivation on employee performance, particularly within government service institutions in Indonesia. Furthermore, many existing studies do not provide integrated analysis combining both variables in the context of public sector reform and service delivery.

This study aims to address this gap by investigating how transformational leadership and work motivation jointly affect the performance of civil servants at the Department of Investment and One-Stop Integrated Services in Makassar City. The research seeks to provide empirical evidence on how leadership style and intrinsic factors contribute to performance enhancement. The novelty of this study lies in its integrative approach to examining both variables within a government agency setting, offering practical insights for improving public sector human resource management.

## **Literature Review**

### **Transformational Leadership**

Transformational leadership is a leadership style that inspires and motivates employees to exceed expectations by transforming their attitudes, beliefs, and values. According to Bass and Avolio (1994), transformational leaders demonstrate four key behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These behaviors encourage followers to perform beyond the norm, fostering a culture of trust and innovation. Harwiki (2016) found that transformational leadership has a significant positive impact on employee performance in public organizations, as it strengthens employees' commitment and work spirit. Similarly, research by Tajasuli et al. (2020) confirmed that leaders who practice transformational principles effectively boost employee morale and productivity.

### **Work Motivation**

Work motivation refers to the internal and external forces that initiate, direct, and sustain employee behavior and performance. Motivation theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory have laid the groundwork for understanding how motivational factors affect workplace behavior. Pancasila et al. (2020) argue that motivated employees are more likely to demonstrate higher performance, increased satisfaction, and lower turnover rates. Mangkunegara & Waris (2015) also noted that work motivation, whether driven by intrinsic or extrinsic factors, plays a critical role in determining how employees engage with their tasks.

### **Employee Performance**

Employee performance is the outcome of efforts and behaviors directed toward achieving organizational goals. It encompasses quality, quantity, and timeliness of work. In the context of public service, performance also includes responsiveness, accountability, and service delivery. Several studies have emphasized the importance of leadership and motivation in shaping employee performance (Sutrisno, 2019; Kasmir, 2016). The interaction between leadership style and employee motivation can create a synergistic effect that enhances organizational productivity.

These theoretical frameworks and empirical findings form the basis for this study, which seeks to explore how transformational leadership and work motivation, as interconnected constructs, influence employee performance in a public institution setting.

## Research Design and Methodology

This study employed a quantitative approach with an explanatory survey design to analyze the influence of transformational leadership and work motivation on employee performance. The design was suitable to answer the research questions and test the hypotheses by measuring relationships among the variables in a structured and statistical manner.

The population in this study consisted of all civil servants working at the Department of Investment and One-Stop Integrated Services of Makassar City. From this population, a sample of 50 respondents was selected using purposive sampling, with criteria including permanent employee status and tenure of at least one year to ensure familiarity with leadership practices and work motivation in the organization.

Data were collected through a structured questionnaire developed based on established indicators for each variable. The questionnaire consisted of closed-ended questions using a Likert scale to measure perceptions of transformational leadership, work motivation, and performance. The instrument was tested for validity and reliability prior to its full deployment. A pilot test was conducted with 10 respondents, and results confirmed that all items met the required statistical thresholds for validity and reliability.

The data were then analyzed using multiple linear regression analysis with the help of SPSS software. This method was chosen to examine the simultaneous effect of the independent variables (transformational leadership and work motivation) on the dependent variable (employee performance). The regression model also allowed for the identification of the most influential predictor among the independent variables. All necessary assumptions for regression analysis, including normality, multicollinearity, and homoscedasticity, were tested and met before final interpretation of the results.

## Findings and Discussion

### Findings

The analysis results revealed that both transformational leadership and work motivation have a significant positive influence on employee performance at the Department of Investment and One-Stop Integrated Services of Makassar City. This indicates that improvements in leadership style and motivational strategies are associated with enhanced performance outcomes among civil servants. The multiple linear regression analysis showed that transformational leadership contributes positively to employee performance, with a standardized coefficient ( $\beta$ ) of 0.401. This suggests that transformational leadership behaviors—such as providing vision, inspiration, and individualized attention—are effective in fostering better job outcomes among employees.

Work motivation was also found to have a strong and significant influence on employee performance, with a standardized coefficient ( $\beta$ ) of 0.473. This implies that employees who are intrinsically and extrinsically motivated tend to perform their tasks with greater enthusiasm, commitment, and productivity. The coefficient of determination ( $R^2$ ) was 0.573, indicating that 57.3% of the variation in employee performance could be explained jointly by transformational leadership and work motivation. The remaining 42.7% may be influenced by other factors not examined in this study.

**Table 1.** Results of Multiple Linear Regression Analysis

Variable	Standardized Coefficient ( $\beta$ )	t-value	Sig. (p)
Transformational Leadership	0.401	3.245	0.002
Work Motivation	0.473	3.877	0.000
$R^2$	0.573		

Source: Data SPSS 2024

These findings demonstrate that both leadership and motivation play integral roles in shaping employee performance within the organization.

### **Discussion**

The data analyzed through multiple linear regression demonstrates that both transformational leadership and work motivation significantly influence employee performance. The processed data, as presented in Table 1 of the findings, shows that work motivation holds the highest standardized coefficient ( $\beta = 0.473$ ), followed by transformational leadership ( $\beta = 0.401$ ). These values represent the strength of the respective variables in contributing to variations in employee performance.

The *what/how element* of the findings suggests that employees who are led through visionary, supportive, and inspiring leadership tend to display better performance outcomes. Similarly, individuals who are intrinsically motivated by the work itself or extrinsically motivated through rewards and recognition exhibit a stronger commitment to their tasks, resulting in higher productivity.

The *why element* of this outcome lies in the basic theory of transformational leadership, which posits that leaders who engage with their subordinates intellectually and emotionally can inspire them to achieve beyond expectations. This aligns with motivational theories, such as Herzberg's two-factor theory, where motivation factors (e.g., recognition, achievement) directly impact performance. The results support the initial hypotheses of this study, which predicted that both leadership style and motivation would contribute significantly to enhancing performance.

Furthermore, the coefficient of determination ( $R^2 = 0.573$ ) indicates that more than half of the variation in employee performance can be explained by the combined influence of transformational leadership and motivation. This reinforces the strategic importance of leadership development and motivational strategies in public organizations.

For the *what else element*, although this study's findings are in harmony with general expectations, they also challenge the common assumption that leadership alone is the most dominant factor in employee performance. Here, motivation actually shows a higher impact, indicating that while leadership is essential, the internal drive and satisfaction of employees might play an even more crucial role. This nuanced discovery encourages further exploration into individual motivational dynamics in bureaucratic settings.

Overall, the processed data leads to a precise conclusion: leadership and motivation are not merely administrative tools but are central components that determine the effectiveness of public service performance.

### **Conclusion**

This study aimed to examine the influence of transformational leadership and work motivation on employee performance within a government office context. The results indicated that both variables have a significant and positive effect on employee performance, with work motivation contributing a slightly higher impact than transformational leadership. These findings answer the research questions and support the hypotheses proposed in the study.

The results of this research contribute meaningfully to both theoretical development and practical application. From a theoretical standpoint, the study enriches the understanding of how leadership style and motivation work synergistically to enhance employee output. Practically, the study provides insights for organizational leaders and policymakers to focus on motivation-based initiatives and leadership development as strategic tools to improve employee performance. The originality of this study lies in its empirical assessment within the bureaucratic setting of a regional public institution, an area often overlooked in similar research.

Nonetheless, this study has several limitations. First, the research is confined to one government office, which limits the generalizability of the results to other institutional contexts. Second, the data is cross-sectional, capturing only a snapshot in time, which may not fully reflect changes in motivation or leadership effects over the long term. Future studies should consider longitudinal data

and include diverse public and private sectors to broaden the understanding and applicability of the findings. Moreover, incorporating qualitative dimensions could provide richer insight into the dynamics of leadership and motivation in shaping employee behavior.

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