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The Influence of Transformational Leadership and Work Motivation on the Engagement of Bawaslu Employees in Medan City

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Abstract

This study aims to analyze the influence of transformational leadership and work motivation on employee engagement at the General Elections Supervisory Agency (Bawaslu) of Medan City. Employee engagement is a crucial factor in determining organizational effectiveness, especially in public sector institutions that require high responsibility and commitment. Initial observations indicated variations in employee engagement levels, reflected in differences in initiative, participation, and enthusiasm in carrying out supervisory duties. This condition suggests that engagement is influenced by leadership style and employee motivation. This research uses a quantitative approach with data collected through questionnaires distributed to 100 employees selected using purposive sampling. Data were analyzed using SPSS version 25, including validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The results indicate that all instruments are valid and reliable, and the data meet the required assumptions. The findings show that transformational leadership has a positive and significant effect on employee engagement, indicating that leaders who provide vision, inspiration, and support can enhance employee involvement. Work motivation also has a positive and significant effect, showing that motivated employees tend to be more active, enthusiastic, and committed. Simultaneously, both variables significantly influence employee engagement, with a contribution of 53%, while the remaining 47% is influenced by other factors. In conclusion, strengthening transformational leadership and increasing work motivation are essential strategies to improve employee engagement in public sector organizations.

Keywords: *Transformational Leadership 1, Work Motivation 2, Employee Engagement 3, Public Sector 4, Organizational Effectiveness 5*

INTRODUCTION

The evolving public sector work environment currently demands improvements in the quality of human resources, particularly in terms of employee engagement. Employee engagement is a critical factor in determining an organization's success in achieving its goals, as highly engaged employees tend to be more productive, loyal, and committed to their work.

One agency requiring optimal employee engagement is the General Elections Supervisory Agency (Bawaslu) in Medan City. As an election supervisory body, Bawaslu plays a strategic role in maintaining the integrity of the democratic process, requiring employees who are not

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only competent but also highly engaged.

In the context of modern organizations, employee engagement is influenced by various factors, including transformational leadership and work motivation. Transformational leadership can provide inspiration, vision, and encouragement to employees to exceed established targets. Meanwhile, work motivation is an internal driver that determines employee enthusiasm and passion in carrying out their duties.

According to Robbins & Judge (2017), effective leadership can increase employee engagement and commitment to the organization. Furthermore, Bakker & Demerouti (2017) explain that work motivation is a key factor in increasing work engagement by increasing energy and dedication to work.

Based on initial observations at the Medan City Elections Supervisory Agency (Bawaslu) in 2026, variations in employee engagement levels were still found, such as differences in work initiatives, levels of participation in organizational activities, and differences in enthusiasm for completing election supervision tasks. This phenomenon suggests that employee engagement is likely influenced by transformational leadership and work motivation. Therefore, this study aims to analyze:

1. The influence of transformational leadership on employee engagement
2. The influence of work motivation on employee engagement
3. The influence of transformational leadership and work motivation simultaneously on employee engagement.

METHOD

This study uses a quantitative approach to analyze the influence of transformational leadership and work motivation on the engagement of Medan City Bawaslu employees.

The data used consisted of primary data obtained through questionnaires to employees, as well as secondary data from literature, scientific journals, and agency documents. The population in this study was all employees of the Medan City Bawaslu, with a sample of 100 respondents selected using a purposive sampling technique.

Data collection was conducted using a questionnaire with a Likert scale (1–5) and documentation. Data were analyzed using SPSS version 25 through validity and reliability tests, classical assumption tests, and multiple linear regression.

RESULTS AND DISCUSSION

1. Respondent Characteristics

Of the 100 respondents from the Medan City Elections Supervisory Agency (Bawaslu), 52% were male and 48% were female. The majority of respondents were aged 30–40 (46%), followed by those aged 20–29 (32%), and those over 40 (22%). Based on length of service, 40% had 1–5 years of service, 35% 6–10 years, and 25% more than 10 years.

2. Validity and Reliability Test

Table 1. Validity Test Results

Variables	Item	r-count	r-table	Information
Transformational Leadership (X1)	X1.1	0.812	0.197	Valid
	X1.2	0.795	0.197	Valid
	X1.3	0.776	0.197	Valid
Work Motivation (X2)	X2.1	0.801	0.197	Valid

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	X2.2	0.784	0.197	Valid
	X2.3	0.769	0.197	Valid
Employee Engagement (Y)	Y1	0.833	0.197	Valid
	Y2	0.821	0.197	Valid
	Y3	0.808	0.197	Valid

(Source: Processed data, 2026)

The validity test results show that all statement items in the Transformational Leadership, Work Motivation, and Employee Engagement variables have a calculated r-value > r-table (0.197). This means that all indicators in the research instrument are declared valid and able to measure the research variables accurately, making them suitable for further analysis.

Table 2. Validity Test Results

Variables	Cronbach's Alpha	Information
Transformational Leadership	0.884	Reliable
Work motivation	0.871	Reliable
Employee Engagement	0.892	Reliable

(Source: Processed data, 2026)

The Cronbach's Alpha value for all variables in this study was >0.7, indicating that the research instrument was reliable. This indicates that the questionnaire had good and stable response consistency between items, making it reliable and suitable for further analysis in this study.

3. Classical Assumption Test

Table 3. Normality Test

Kolmogorov-Smirnov	Sig.	Information
0.062	0.200	Normal

(Source: Processed data, 2026)

The normality test results showed a significance value of 0.200, which is greater than 0.05, thus concluding that the data in this study were normally distributed. Thus, one of the assumptions in multiple linear regression analysis has been met, and the data is suitable for further analysis.

Table 4. Multicollinearity Test

Kolmogorov-Smirnov	Tolerance	VIF	Information
Transformational Leadership	0.701	1,427	There is no multicollinearity
Work motivation	0.701	1,427	There is no multicollinearity

(Source: Processed data, 2026)

The results of the multicollinearity test show that all independent variables have a tolerance value of 0.701 which is greater than 0.10 and a VIF value of 1.427 which is less than 10. This indicates that there is no multicollinearity between the independent variables, so the regression model does not experience the problem of high correlation between the independent variables.

Table 5. Heteroscedasticity Test

Variables	Sig.	Information
Transformational Leadership	0.315	There is no heteroscedasticity
Work motivation	0.289	There is no heteroscedasticity

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(Source: Processed data, 2026)

The heteroscedasticity test results show that the significance value for the Transformational Leadership variable is 0.315 and Work Motivation is 0.289, both of which are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity in the research model, thus the assumption of homoscedasticity is met and the regression model is suitable for further analysis.

4. Multiple Linear Regression Analysis

Table 6. Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant		0.388	-	2,910	0.006
Transformational Leadership (X1)	0.435	0.108	0.421	4,028	0,000
Work Motivation (X2)	0.389	0.112	0.377	3,475	0.001

(Source: Processed data, 2026)

The results of the multiple linear regression analysis indicate that transformational leadership and work motivation have a positive influence on employee engagement. The regression coefficients of 0.435 and 0.389, respectively, indicate that any increase in these two variables will be followed by an increase in employee engagement. This confirms that effective transformational leadership and high work motivation play a crucial role in increasing employee engagement at the Medan City Bawaslu in optimally carrying out organizational duties and responsibilities.

5. Hypothesis Testing

Table 7. t-Test (Partial)

Variables	t-count	t-table	Sig.	Information
Transformational Leadership	4,028	1,984	0,000	H_1 accepted
Work motivation	3,475	1,984	0.001	H_2 accepted

(Source: Processed data, 2026)

The t-test results show that the Transformational Leadership variable has a t-count value of 4.028 with a significance of 0.000 which is smaller than 0.05. This means that Transformational Leadership has a positive and significant effect on Employee Engagement. In addition, the Work Motivation variable also has a t-count value of 3.475 with a significance of 0.001 which is smaller than 0.05. This shows that Work Motivation has a positive and significant effect on Employee Engagement. Thus, it can be concluded that partially both independent variables in this study have a significant influence on Employee Engagement at the Medan City Bawaslu.

Table 8. F Test (Simultaneous)

F-count	F-table	Sig.	Information
45,218	3.09	0,000	H3 accepted

(Source: Processed data, 2026)

The F-test results show that the calculated F-value of 45.218 is greater than the F-table of 3.09, with a significance value of 0.000 which is smaller than 0.05. This means that Transformational Leadership and Work Motivation simultaneously have a significant effect on Employee Engagement. Thus, it can be concluded that both independent variables together are able to explain and influence the level of Employee Engagement at the Medan City Bawaslu significantly.

Table 9. Coefficient of Determination

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R	R Square	Adjusted R Square
0.728	0.530	0.518

(Source: Processed data, 2026)

The coefficient of determination (R^2) of 0.530 indicates that 53% of the variation in employee engagement can be explained by transformational leadership and work motivation. Meanwhile, the remaining 47% is influenced by other variables outside this study, such as the work environment, organizational culture, job satisfaction, organizational communication, and other factors not examined in this study.

6. Discussion

The influence of transformational leadership on employee engagement

Transformational leadership has a positive and significant impact on employee engagement. Leaders who are able to provide inspiration and a vision for the work increase employee morale and engagement.

The influence of work motivation on employee engagement

Work motivation also significantly influences employee engagement. Highly motivated employees tend to be more active, enthusiastic, and engaged in their work.

The Influence of Transformational Leadership and Work Motivation on Employee Engagement

Simultaneously, transformational leadership and work motivation have a significant influence on employee engagement with a contribution of 53%.

CONCLUSION

Based on the results of research conducted on Bawaslu employees in Medan City, it can be concluded that:

1. Transformational leadership has a positive and significant influence on employee engagement.
2. Work motivation has a positive and significant effect on employee engagement.
3. Both variables simultaneously have an influence of 53% on the involvement of Medan City Bawaslu employees.

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