

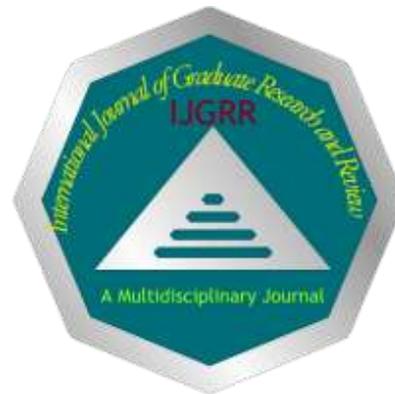


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Research Article

The Impact of Transformational Leadership, Work Motivation, Education and Training on Civil Servants' Performance in The Government of Central Sulawesi Province

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Abstract

This study aims to find out and analyze the impact of transformational leadership, work motivation, education and training on the performance of Civil Servants in the Government of Central Sulawesi Province. The simultaneous relationship between transformational leadership, work motivation, and simultaneous education and training and the performance was also measured. The combination of quote and purposive sampling technique were used to identify the numbers of samples. There were 378 respondents involved out of 6.856 people work in the Government of Central Sulawesi Province. Pilot study was taken to validate the questionnaire by expert judgment and empirical validation. Classic assumption test, such as, normality, multicollinearity, heteroscedasticity, and linearity as well as hypothesis used in this study using SPSS. The results of this study found several evidences, for example: 1) transformational leadership has a significant effect on the performance of Civil Servants in the Government of Central Sulawesi Province; 2) work motivation has a significant effect on the performance of Civil Servants in the Government of Central Sulawesi Province; 3) training has a significant effect on the performance of Civil Servants in the government of Central Sulawesi Province; and 4) variable of education and training has a greater and significant influence on Civil Servants performance than work motivation and transformational leadership. Finally, variable of work motivation has significant impact on Civil Servants performance than transformational leadership in the Government of Central Sulawesi Province.

Keywords: Transformational Leadership; Work Motivation; Education and Training; Civil Servants Performance

Introduction

The dimensions of the civil servants that need improvement include competence, educational qualifications, work experience, and conformity with main duties and functions. The performance of the civil servants needs attention because humans play an important role in civil servants among the various aspects that support the administrative mechanism. Bureaucrats must have good performance with indicators: 1) work results; 2) workers, projects or organizations; 3) proven concretely; 4) can be measured. In

addition, the performance of civil servants can also be measured from the aspect of job quality, employee honesty, initiative, presence, attitude, cooperation, reliability, knowledge of work, responsibility, and utilization of work time.

The performance of the civil servants of the Government of Central Sulawesi Province is a performance reference for the Level II regional government (districts and cities). However, it seems that the performance of the civil servants of the Government of Central Sulawesi Province has not

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been seen optimally. Based on the previous study, it can be identified the problems of civil servants performance in the Government of Central Sulawesi Province, such as; 1) the quality of work still needs improvement; 2) civil servants initiatives have not been optimal; 3) the level of discipline in the presence of the civil servants is not optimal; 4) delaying work behavior is still dominantly found in civil servants circles; 5) civil servants knowledge and skills towards main duties and functions are not comprehensive; 6) civil servants responsibilities still need to be improved; 7) utilization of work time has not been efficient; and 8) compliance with the rules and rules of civil servants such as uniforms still need to be improved. The empirical fact analysis shows the performance of civil servants is still low.

The low performance of officials in the Government of Central Sulawesi Province is important to be studied scientifically because performance is a problem of institutional productivity so that the problems of low performance need to be solved. The performance of the civil servants can be improved by various approaches, such as: optimizing leadership factors. Soetopo & Soemanto (1984) explains leadership is an activity in guiding a group in such a way that it reaches the goals of the group, namely a common goal. In the context of leadership, leadership style has an influence on the performance of the civil servants.

Nasution (2005) provides an understanding of leadership style is a way used by leaders in interacting with their subordinates. Other variables that also potentially affect the performance of the civil servants are work motivation. Ishac dan Hendri (2003) asserted motivation as a main thing that encourages every motive to work. Motives or motivations are crucial in working. Hasibuan (2007) added motivation is the giving of driving force that creates the enthusiasm of one's work so that they want to work with all their efforts to achieve satisfaction.

The problem is that preliminary study data indicates that work motivation is still problematic because in terms of the quality of work, initiative, attendance, attitude postponing work, responsibility, and utilization of time is still problematic. As a result, the performance of civil servants is also not optimal. It was found that there was a relationship between motivation and performance indicators. Therefore, it is very important to be one of the predictors (variables) in the study to further examine the effect of motivation on the performance of civil servants in the Government of Central Sulawesi Province.

Hasibuan (2007) suggested one of the goals of education and training is to improve work productivity. The performance of the civil servants can be improved because productivity always shows performance. Saydam (2006) stated that one of the benefits of education and training was to increase knowledge, abilities and skills in the task. It means that the presence of qualified knowledge and skills,

the civil servants are more skilled in carrying out their duties, but there is a problem research that some civil servants do not have maximum performance.

Problems in this study: 1) Is there any influence of transformational leadership on civil servants' performance within the Government of Central Sulawesi Province? 2) Is there an influence of work motivation on the performance of civil servants in the Government of Central Sulawesi Province? 3) Is there an influence of education and training on civil servants' performance within the Government of Central Sulawesi Province? and 4) How much influence does transformational leadership, work motivation and education and training simultaneously have on civil servants' performance in the Government of Central Sulawesi Province?

The purpose of this study: 1) to address and to analyze the influence of transformational leadership on the performance of civil servants within the Government of Central Sulawesi Province; 2) to acknowledge and to analyze the effect of work motivation on the performance of civil servants in the Government of Central Sulawesi Province; 3) to understand and to analyze the influence of education and training on the performance of civil servants within the Government of Central Sulawesi Province; and 4) to recognize and to analyze the intensity or level of influence of transformational leadership, work motivation, and simultaneous education and training on the performance of civil servants within the Government of Central Sulawesi Province.

Literature Review

Transformational Leadership

Wahyudi (2011) gives a leadership limitation is a person's ability to move, direct, and influence the mindset, how each member works to be independent in working, especially in decision making in the interest of accelerating the achievement of predetermined goals. Theoretically leadership can be seen as a process of influencing the activities of a person or group in an effort to achieve the stated goals. Terry (1972) defined leadership as the relationship in one person, or the leader, influences others to work together willingly on related tasks to attain that which the leader desires. Leadership can be interpreted as relationships that exist in a person or leader, impact other people to cooperate consciously in the relationship of tasks to achieve what the leader wants. One of the leadership models that is now widely studied and applied is transformational leadership. Bryman (1992) asserts since the early 1980s a transformational approach. This approach is part of the new leadership paradigm. Komariah and Triatna (2008) explain micro-leadership processes influence between individuals, on a macro basis is the process of mobilizing the power to change the social system and reform institutions.



Transformational leadership increases the awareness of followers by attracting ideals and values such as justice, peace and equality (Sarros and Santora, 2001). Transformational leadership is a way to influence others so that they want and are willing to bring up virtues in the value creation process (Soegoto & Wollah, 2015). According to Bass (1985), transformational leadership motivates followers to do something more than expected by doing the following things: (a) increasing the level of followers' awareness of the importance and value of the goals set and desired, (b) asking followers to prioritize the interests of the team or organization above personal interests, and (c) moving followers towards the needs at a higher level. Meanwhile, indicators of transformational leadership specifically stated by Quinnati and Hamidah (2016) consist of; 1) self-ability as a renewal tool; 2) courage; 3) trust in others; 4) ability to move values; 5) the attitude of learners of all time; 6) ability to deal with the complexity of the problem; and 6) have a visionary attitude.

H1 Transformational leadership has a relationship to the performance of civil servants in the Government of Central Sulawesi Province

Work Motivation

Munandar (2006) explained that motivation is a process where needs will encourage someone to carry out a series of activities so that the goal is achieved. Motivation is related to goals and needs, namely psychological needs that already have a style or direction that exists in an individual that must be fulfilled so that his mental life is maintained, that is always in a comfortable balanced state. Emphasis on goals, is evident in Wibowo's thinking, (2009) which explains motivation is an encouragement to a series of processes of human behavior on achieving goals. Motivation is very important so that each leader needs to increase the motivation of subordinates. Motivation is considered important because it has a fundamental goal. According to Hasibuan (2007) the goals of motivation are: 1) Increasing morale and job satisfaction of employees; 2) Increase employee work productivity; 3) Maintaining the stability of company employees; 4). Improve employee discipline; 5) Effective procurement of employees; 6) Creating a good working atmosphere and relationship; 7) Increase loyalty, creativity and employee participation; 8) Increase the level of employee welfare; 9) Enhancing employees' sense of responsibility towards their duties; 10) Improve the efficiency of the use of tools and raw materials. George & Jones (2005) emphasizes motivation as a psychological impulse that determines the direction of behavior, level of effort, and persistence or resilience in the face of obstacles or problems.

Anoraga (2006) provided a limitation work motivation is something that gives rise to enthusiasm or recognition given by the workforce. Therefore, the motivation of work in the

work psychology is usually called a motivator. Umar (2006) stated work motivation is the drive and desire that is inside the human being to carry out work tasks properly. The key words of work motivation are the existence of workers or labor, encouragement or enthusiasm, and the existence of work. An important variable in work motivation was also stated by Gibson (1997) that work motivation is a force that drives and directs employees. Several factors that influence work motivation are proposed by Siagian (2001), as follow: 1) a person's perception of oneself; 2) self-esteem; 3) personal expectations; 4) needs; 5) desires; 6) job satisfaction; and 7) work performance produced. The external factors consist of; 1) type and nature of work; 2) the group of work; 3) workplace; 4) environment; and 5) the compensation system.

H2 Work motivation has a relationship to the performance of civil servants in the Government of Central Sulawesi Province

Education and Training

Manullang (2001) explains employee education and training is a job requirement that can be determined in relation to expertise and knowledge based on activities that are actually carried out on the job. Nitisemito (2007) provides an understanding of training or education and training as an activity of a company or agency that intends to be able to improve and develop the attitudes, behavior, skills and knowledge of employees. Swasto (2003) defines education and training conceptually as part of education that involves the learning process to acquire and improve skills outside the prevailing education system in a relatively short time, and with methods that prioritize practice rather than theory.

The purpose of education and training in general is to foster employees to be able to: 1) Improve personality and spirit of service to organizations and society; 2) Improve quality and ability, as well as skills both in carrying out their duties and leadership; 3) Training and improving work mechanisms and sensitivity in carrying out tasks; 4). Training and improving work in planning; and 5) Improving work knowledge and skills. Hasibuan (2007) explains the purpose of education and training is work productivity; efficiency; damage; accident; service; moral; career; conceptual; leadership; reward, and consumers. The purpose of the education and training program reflects the education and training benefits and it has a number of indicators. Saydam (2006) states that the indicators of education and training include: duration of training, notes on training participants, quality of teaching staff who provide training, used of equipment and training materials, and amount of costs incurred.

H3 Education and training has a relationship to the performance of civil servants in the Government of Central Sulawesi Province

Performance

Suwatno (2014) explains that performance is also called performance, work performance, or the results of the implementation of work. The quality and quantity which is taken by an employee is depend on his or her responsibilities (Mangkunegara, 2008). Performance is a record of the results obtained from the function of work or activities during a certain period of time (Farida, 2012). Meanwhile, Wibowo (2009) concluded performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it. Akdon (2007) defined the performance as the work of an organization in order to realize strategic goals, customer satisfaction and its contribution to the strategic environment. There are three performance substances, such as, knowledge, experience, and personality (Nawawi, 2006). Interaction between these concepts can be a trigger to deliver productive performance as expected. Similar to previous research, Hasibuan (2007) argued that work performance is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience and sincerity and time.

Simamora (2006) explains that performance is the level of the employees achieving job requirements. That is, to achieve good, high, and productive performance, each employee needs to work based on criteria or requirements that have been previously set. Byars & Rue (1991) In addition to the level of accomplishment of the tasks achieved by the individual, performance also reflects how well the individual has met the requirements. Sedarmayanti (2007) makes details of several performance keywords, namely: (1) work results; (2) workers, projects or organizations; (3) proven concretely; (4) can be measured; (5) compared to predetermined standards. Details reflect performance indicators so that the performance can be viewed from the keyword performance. Performance indicators refer to Mangkunegara (2008) can be seen as follow: job quality, employee honesty, initiative, attendance, attitude, cooperation, reliability, knowledge of work, responsibility, and utilization of work time.

Emil Ryan Subhi (2014) specifically put forward the performance indicators as follows: 1) the level of accuracy of work results; 2) timeliness in completing work; 3) ability to carry out tasks according to procedures; and 4) ability to be independent without supervision. Mathis and Jackson (2001) formulate factors that influence individual performance, include: 1. Their abilities, 2. Motivation, 3. Support received, 4. Existence of the work they do, and 5. Their relationship with the organization.

H4 Transformational leadership, work motivation, and simultaneous education and training on the performance of civil servants in the Government of Central Sulawesi Province

Research Methods

Research uses an explanatory quantitative paradigm that aims to explain the relationship between two or more symptoms or variables. This research was carried out at the Office of the Governor of Central Sulawesi Province. This study had been taken for six months from May 2018 until November 2018. The population in this study was 6,856 people but this study was successfully delivered questionnaires to 378 respondents. The sampling method was used quota sampling and purposive sampling. Data was collected by delivering questionnaires, interviews, and observations. The pilot study was also taken to validate the instrument by expert and empirical validation. For empirical validation, the validity of data was carried out using the latest version of SPSS. The results of data processing show that all instruments are declared valid with the following reliability levels: for instruments of leadership variable the reliability level reached 0.959, the instrument of work motivation variable reliability level reaches 0.927, the variable training instrument reliability level reaches 0.976, and the instrument performance variable reaches 0.955.

Research Results and Discussion

According to classical assumption test which was taken to confirm whether all variables are normal before conducting a hypothesis test. The results of the normality test showed that all groups of data met the normality test because they obtained $p > 0.05$. The leadership variable p value is $0.47 > 0.05$, the work motivation variable is $\text{sig } 0.72 > 0.05$, the training variable sig value is $0.925 > 0.05$, the performance variable gets the sig value of $0.88 > 0.05$. Therefore, it was concluded that all groups of data were normally distributed so parametric tests could be carried out. VIF values smaller than 5 indicate no multicollinearity problems in this research model. When viewed from tolerance values on transformational leadership style variables, work motivation, and training, all of which have values greater than 0.1 (tolerance > 0.1), then among the three independent variables are free from multicollinearity problems.

According to heteroscedasticity test, it is shows that none of the independent variables obtained a sig value < 0.05 means that the research data on three independent variables have passed the classical assumption of heteroscedasticity because the acquisition of $p > 0.05$ means there is no heteroscedasticity in the data group in this research. Linearity tests show transformational leadership, work motivation, and training have a sig value of 0.00 which means below 0.05 (sig value $0.00 < 0.05$). Overall, all the variables studied in this study passed the classical assumption test on the aspect of linearity. A correlation matrix between variables is presented as shown in the Table 1.



Table 1: Matrix Correlation

	X1	X2	X3
X1	1	0,601	0,395
X2	0,601	1	0,567
X3	0,395	0,567	1

The matrix explains the relationship between exogenous variables as part of the path analysis process. The coefficient correlation (r) between transformational leadership and work motivation ($r = 0.601$). Following that, the test is carried out with the criteria for decision making that if the value is $\rho \geq 0.05$, H_0 is accepted, meaning that the relationship between variables is not significant. Conversely, if the value is $\rho \leq 0.05$, H_0 is rejected, meaning that the relationship between significant variables. The SPSS results show Sig. = 0,000 which means the value of Sig. < 0.05, thus it is concluded that H_0 is rejected, which means the relationship between significant variables. This means that there is a significant relationship between transformational leadership and work motivation.

The result of correlation between transformational leadership and education and training is shown in the coefficient correlation (r) of 0.395. The results of the SPSS analysis show the nature and quality of the correlation is low and positive. However, from the acquisition of the sig value of 0,000 so the formulation is the value of sig. < 0.05. Therefore, it can still be concluded that there is a significant relationship between exogenous variables (X1) on exogenous variables (X3). Coefficient correlation between work motivation and education and training obtained r value of 0.567 with a value of sig 0,000. Thus, it can be stated that the correlation characteristic is strong and positive. In addition, the sig value is obtained. < 0.05, which it means that there is a significant relationship between work motivation and training.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.552	8.08517

Based on the Table 2., the deviation standard value is 8085. The value of R is 0.745, the value of R Square is 0.555. Thus, it can be further elaborated that in this study R Square or R^2 was obtained or the coefficient of determination was 0.555. Meanwhile, the results of ANOVA analysis are shown in the following Table 3.

The results of ANOVA for F values are 155.736 while sig is 0.000. Meanwhile, the results of the coefficient analysis to be used as the basis for path analysis can be seen in the Table 4.

Based on the Table 4 in the Standardized coefficient column, it is the path coefficient of variables X1 to X3 variables which are usually called Beta or Beta Calculating coefficients. Transformational leadership $\beta = 0.109$, Work motivation $\beta = 0.383$, Education and Training $\beta = 0.383$. The acquisition coefficient of determination equal to 0.555 as seen in the summary model and the coefficient the other variable path outside β the model is $\rho X4\epsilon$ with the formula: $\rho X4\epsilon = \sqrt{1 - 0.555} = 0.667$.

The first criteria show that there is a significant influence between transformational leadership variables and performance ($\rho < 0.05$). The comparison between t-test and t-table shows that t-test is higher than t-table ($2.525 > 1.656$). It means that there is a significant influence between transformational leadership and civil servants' performance. The test for the second condition revealed that work motivation is significantly related to civil servants' performance. This study found objectively that work motivation had an effect on the performance of the Civil Servants in the Government of Central Sulawesi Province. The summary of the path coefficient results also includes the value of t (t-test) which is 7.935. This value is greater than the table so it is formulated t-test $7,935 > 1,656$ t-table. The third test show that relationship between education and training and civil servants' performance in the Government of Central Sulawesi Province is significant ($\rho < 0.05$). It can be seen that t-test is higher than t-table ($9,123 > 1,656$).

Table 3: The Result of Anova

Model	Sum of Square	Df	Mean Square	F	Sig
1. Resregion	30541,456	3	10180.485	155,736	.000 ^b
Residual	24448,366	374	65,370		
Total	54989,823	374			

Table 4: Transformasional Leadership, Work Motivation, and Education and Training

Model	Unstandardized coefficient		Standardized coefficient	T	Sig
	B	Std. Error	Beta		
1 (constant)	27,518	4,861		5,661	.000
Transformasional Leadership (X1)	,083	,033	,109	2,525	.012
Work Motivation (X2)	,422	,053	,383	7,935	,000
Education and Training (X3)	,281	,031	,383	9,123	,000

Based on Fig. 1. can be stated the simultaneous influence of exogenous variables consisting of transformational leadership, work motivation, and training on endogenous civil servants' performance variables. The values between transformational leadership variables and performance variables ($\beta = 0.109$). Work motivation variables with performance variables has value ($\beta = 0.383$) and the values between transformational leadership variables and performance variables ($\beta = 0.383$). Thus, the magnitude of the simultaneous influence reaches 86.70%, the rest as a residual variable but not examined in this study. The three exogenous variables, transformational leadership, work motivation, and education and training certainly have different degree. For transformational leadership variables $t\text{-test} = 2.525$, motivation variables work $t\text{-test} = 7.935$, and the training variable $t\text{-test} = 9.123$. Thus, the highest is education and training variable, work motivation, and the last is the transformational leadership.

The results of Path analysis show that all exogenous variables contribute significantly to endogenous variables. Transformational leadership variable has a significant effect on civil servants' performance ($\beta = 2.525, \rho < 0.05$). Work motivation variable has an impact on the civil servants' performance ($\beta = 7.935, \rho < 0.05$). Furthermore, the relationship between education and training and civil servants' performance is significant ($\beta = 9.123, \rho < 0.05$).

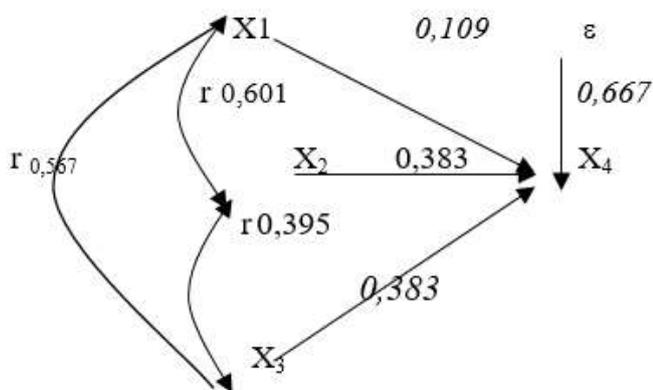


Fig. 1: Path Analysis Results

Discussion

This empirical finding is in line with the findings of Ondang (2010) which concluded the magnitude of the influence of leadership on customer service performance in the management of PT. PLN (Persero) Distribution of West Java and Banten, is significantly determined by the dimensions of the leader, followers, and situation. The results of other studies that specifically examined transformational leadership were the findings of Ali (2012) concluded that transformational leadership style is a deep choice in which in its application must be balanced in transactional leadership and reduce relaxed leadership. Research conducted by Susanti (2012) can be

used as one of the empirical references which concludes transformational leadership has a positive and significant effect on the quality of basic education services in Donggala Regency. Susanti managed to find a hierarchical variable in transformational leadership that most contributed to the quality of service, sequentially, was the dimension of individual consideration, then idealized influence, and intellectual stimulation. While the smallest dimension is inspirational motivation.

The empirical findings are theoretically in line with Hollander (2000) stating certainly the leader is the central and often vital part of the leadership process. Nawawi and Martini (1993) provide an explanation leadership also means the process of giving people motivation. others sincerely and truly do something. In the context of transformational leadership, Desy & Agus (2015) explains with transformational leadership, then subordinates can be influenced effectively. Therefore, Masaong & Tilome (2011) asserts that transformational leadership is here to answer the challenges of an age filled with change. Yukl (2007) stated that transformational leadership has a positive and significant effect on civil servants' performance. Suryadana (2015) explains transformational leadership involves values, ethics, and long-term goals. It also involves and treats subordinates as full human and includes charismatic and visionary leadership. The main strength of transformational leadership lies in the ability to empower and mobilize subordinates. Bass & Riggio (2006) provide a limitation of core elements of transformational leadership is to enhance their capabilities and their capacity to lead. Thus, the most fundamental transformational leadership is developing, empowering, and giving satisfaction to subordinates in carrying out tasks and functions to achieve common goals.

These empirical findings are in line with Silalahi (2007) in the study found that motivating employees has a significant effect on the performance of government services, especially population administration services in Bandung Regency. In addition, interesting findings were actually shown by Nawawi. (2014) in concluding in health activities, the influence of employee motivation on health performance is stronger than the competency. Nawawi (2014) also proved that motivation is more powerful than employee competency, even though the general understanding of competence is very important compared to other variables in employee performance because it is related to the quality of HR. The research results which was taken by Mathis and John H. Jackson (2001) found that one of the factors that influence individual performance is motivation. Mangkunegara (2008) further stated factors that affect performance among others: Motivational factors that are formed from the attitude of an employee in the face of the work situation. Similarly, Manullang (2001) defined



motivation is the work done by a manager to provide inspiration, enthusiasm and encouragement to others.

Theoretically, the findings of this study are in line with Wursanto's theory (1989) which emphasizes 1) Education and training can improve the workings of employees, meaning that employees are more creative in carrying out their work; and 2) Education and training to develop employees quickly, efficiently in carrying out their duties. It means that with training, the civil servants can be more creative and innovative in carrying out their tasks because education and training is a means of developing the practical competence of the civil servants. Saydam (2006) explained that training can 1) increase knowledge, abilities and skills in assignments; 2) Streamlining the implementation of duties; 3) Grow work motivation to carry out tasks; 4) Growing enthusiasm and enthusiasm for work; 5) Encouraging employees to produce the best; and 5) Encouraging employees to provide good service.

Conclusion

The results of this study show that transformational leadership has a significant effect on the civil servants' performance. Transformational leadership has a significant effect on the Civil Servants performance in the Government of Central Sulawesi Province. Civil servants' performance is not only related to work productivity but also values and ethics. Transformational leadership has a strong connection to values and ethics to achieve goals. Work motivation has a significant effect on the performance of Civil Servants in the Government of Central Sulawesi Province. Education and training have a significant effect on the performance of Civil Servants. in the Government of Central Sulawesi Province. The simultaneous direct effect of transformational leadership, work motivation, and training is higher than other indirect or residual factors in this study.

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