

ABSTRAK

Penelitian ini bertujuan untuk menggambarkan kondisi kinerja pegawai, kepemimpinan transformasional, stimulasi intelektual, dan motivasi kerja serta menguji pengaruh kepemimpinan transformasional dari perspektif stimulasi intelektual terhadap kinerja pegawai melalui motivasi kerja pada Dinas Pendidikan, Pemuda, dan Olahraga Kabupaten Manggarai Timur, Nusa Tenggara Timur. Metode yang digunakan bersifat kuantitatif, dengan pengumpulan data melalui kuesioner yang diisi oleh 36 pegawai aktif dari populasi 54 pegawai. Analisis data dilakukan menggunakan Structural Equation Modeling (SEM) dengan perangkat lunak SmartPLS 4. Evaluasi meliputi outer model untuk menguji validitas dan reliabilitas indikator serta inner model untuk menguji hubungan antar variabel laten. Hasil penelitian menunjukkan bahwa rata-rata skor kinerja pegawai adalah 133 (kategori Tinggi), kepemimpinan transformasional 132,2 (kategori Baik), stimulasi intelektual 133 (kategori Mendukung), dan motivasi kerja 131,1 (kategori Termotivasi). Temuan menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kinerja pegawai. Stimulasi intelektual berpengaruh positif dan signifikan terhadap kinerja pegawai. Kepemimpinan transformasional berpengaruh negatif dan signifikan terhadap motivasi kerja. Stimulasi intelektual berpengaruh positif dan signifikan terhadap motivasi kerja. Selain itu, motivasi kerja berpengaruh negatif dan signifikan terhadap kinerja pegawai. Motivasi kerja mampu memediasi pengaruh kepemimpinan transformasional terhadap kinerja pegawai. Motivasi kerja belum sepenuhnya mampu memediasi pengaruh stimulasi intelektual terhadap kinerja pegawai ditandai dengan pengaruh negatif dan signifikan yang diperoleh. Berdasarkan hasil tersebut, disarankan: (1) untuk meningkatkan kinerja pegawai, kerja sama antar pegawai perlu diperkuat dan kedisiplinan ditingkatkan, terutama dalam hal ketepatan waktu dan kemandirian dalam menyelesaikan tugas; (2) terkait kepemimpinan transformasional, pimpinan diharapkan lebih aktif mendorong pegawai untuk mencari solusi melalui pemikiran kritis dan kreatif serta memberikan perhatian dan dukungan secara personal; (3) untuk stimulasi intelektual, instansi perlu secara rutin menyediakan forum diskusi terbuka dan pelatihan yang mendorong inovasi dan ide baru agar pegawai menjadi lebih kreatif dan produktif; (4) untuk meningkatkan motivasi kerja, pimpinan harus memberikan penghargaan yang adil, mengakui prestasi pegawai, serta memberikan kesempatan pengembangan diri melalui pekerjaan yang menantang dan pelatihan keterampilan.

Kata kunci: Kepemimpinan Transformasional, Stimulasi Intelektual, Kinerja Pegawai, Motivasi Kerja

ABSTRACT

This study aims to describe the conditions of employee performance, transformational leadership, intellectual stimulation, and work motivation, as well as to examine the influence of transformational leadership from the perspective of intellectual stimulation on employee performance through work motivation at the Department of Education, Youth, and Sports of East Manggarai Regency, East Nusa Tenggara. The method used is quantitative, with data collected through questionnaires completed by 36 active employees from a population of 54 employees. Data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 4 software. The evaluation includes the outer model to test the validity and reliability of indicators and the inner model to test the relationships between latent variables. The results show that the average employee performance score is 133 (High category), transformational leadership 132.2 (Good category), intellectual stimulation 133 (Supportive category), and work motivation 131.1 (Motivated category). The findings indicate that transformational leadership has a positive and significant effect on employee performance. Intellectual stimulation also has a positive and significant effect on employee performance. Transformational leadership has a negative and significant effect on work motivation. Intellectual stimulation has a positive and significant effect on work motivation. Furthermore, work motivation has a negative and significant effect on employee performance. Work motivation is able to mediate the influence of transformational leadership on employee performance. However, work motivation has not fully mediated the effect of intellectual stimulation on employee performance, as indicated by the negative and significant effect obtained. Based on these results, it is recommended that: (1) to improve employee performance, cooperation among employees should be strengthened and discipline enhanced, especially regarding punctuality and independence in completing tasks; (2) regarding transformational leadership, leaders are expected to be more active in encouraging employees to seek solutions through critical and creative thinking as well as providing personal attention and support; (3) for intellectual stimulation, the agency should regularly provide open discussion forums and training that promote innovation and new ideas so that employees become more creative and productive; (4) to increase work motivation, leaders must give fair rewards, recognize employee achievements, and provide opportunities for self-development through challenging work and skill training.

Keywords: *Transformational Leadership, Intellectual Stimulation, Employee Performance, Work Motivation*