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The Effect of Leadership Style, Motivation, and Competence on The Performance of Functional Civil Servants Managing The Procurement of Goods and Services at The Ministry of Environment/Environmental Control Agency

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Abstract: This study aims to empirically analyze the influence of leadership style, work motivation, and competence on the performance of civil servants (ASN) in functional positions responsible for goods and services procurement within the Ministry of Environment/Environmental Control Agency (KLH/BPLH). The main issue addressed in this research is the variation in ASN performance in procurement management, which affects the effectiveness, efficiency, and accountability of public service delivery. The study employs a quantitative approach with a correlational–verificative design, involving 30 ASN as respondents through a saturated sampling technique, in which the entire population was used as the research sample. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed through multiple linear regression using IBM SPSS Statistics version 26. The results reveal that leadership style, work motivation, and competence have a positive and significant effect on ASN performance, both partially and simultaneously. The coefficient of determination ($R^2 = 0.692$) indicates that 69.2% of the variation in ASN performance is explained by the three independent variables, with competence being the most dominant factor. These findings suggest that an inspirational leadership style, high work motivation, and adequate professional competence are key determinants in improving the performance of public procurement personnel. Theoretically, this study reinforces the principles of transformational leadership theory and competency-based performance theory within public sector management. Practically, it recommends strengthening ASN development policies through participatory leadership training, performance-based motivation systems, and technical procurement certification programs. The findings contribute to enhancing human resource governance and developing sustainable strategies for improving public servant performance in Indonesia's bureaucratic institutions.

Keywords: Leadership Style, Work Motivation, Competence, Civil Servant Performance, Public Procurement.

INTRODUCTION

In the context of globalization and the complex dynamics of public sector management, improving the performance of the civil service (ASN) has become an important priority for various governments. Optimal ASN performance is not only an indicator of the success of public organizations in achieving effectiveness and efficiency, but also has direct implications for the quality of service to the community and the achievement of sustainable development goals. Globally, various literature emphasizes that effective leadership styles, high work motivation, and human resource competencies are fundamental factors that drive employee performance improvement (Putri & Sumartik, 2024). In Indonesia, although bureaucratic reforms have been directed at strengthening the professionalism of ASN, a number of evaluative findings still show performance gaps, especially in technical implementation units and the field of goods/services procurement. For example, research on government procurement units confirms that transformational leadership has a significant effect on performance through affective commitment and work engagement (Manurung & Desiana, 2025; e-journal.uac.ac.id).

In the national context, internal data from ministries and institutions indicate that the implementation of the goods and services procurement process still faces various obstacles, such as delays in completing tenders, objections from providers, and suboptimal asset management. Although there is no specific national data available on the "performance of functional civil servants managing goods and services procurement," field research shows considerable variation in performance between units. Many functional civil servants in procurement have not yet achieved performance standards in line with best practice principles. Locally, for example, in a study conducted in Jambi Province, it was found that leadership style, motivation, and competence simultaneously affect the performance of employees in the public service sector (e-journal.uac.ac.id). This confirms that in the public procurement sector, which is fraught with technical complexity, regulatory demands, and high accountability responsibilities, the performance of civil servants is greatly influenced by internal organizational factors such as leadership, motivation, and employee competence.

The urgency of this study is driven by three main reasons. First, the strategic function of the goods and services procurement work unit is crucial to the effective use of the budget and accountability in the management of state assets. Poor performance or errors in the procurement process can result in financial losses and undermine institutional credibility. Second, functional civil servants managing goods/services procurement work under complex regulatory pressures, strict oversight, and adaptation to an ever-evolving digital system, requiring high competence and stable work motivation. Third, although there has been considerable research on civil servant performance, studies that specifically focus on functional civil servants managing goods and services procurement and examine the simultaneous relationship between leadership style, motivation, and competence are still relatively rare. Therefore, this study aims to fill this empirical gap and provide strategic input for the development of policies to improve the performance of civil servants in the goods/services procurement management sector of the Ministry of Environment/Environmental Control Agency.

Previous literature reviews confirm that leadership style is a major determinant that influences the performance of public sector employees. Research in Sulawesi shows that leadership style has a positive influence on work motivation, and work motivation in turn improves employee performance (Hajiali et al., 2022; jurnal.ibik.ac.id). Other studies have found that competence and leadership style also contribute to employee performance, although the results are not always consistent. In a study at PT. Sembilan Dimensi Jakarta, leadership style had a direct effect on performance, while competence did not have a direct effect but played a role through the mediation of work motivation (Djaelani et al., 2024;

journal.formosapublisher.org). Meanwhile, research in the public service sector in Bali shows that work motivation and competence significantly contribute to employee performance at Perumda Pasar Argha Nayottama (Prasetya et al., 2022; e-journal.uac.ac.id).

Although various studies have confirmed the relationship between these variables, there are still a number of limitations in the literature that forms the basis of this study. First, most previous studies have focused on civil servants in general without highlighting the specific characteristics of civil servants who manage the procurement of goods and services and who deal directly with regulatory processes and public financial accountability. Second, previous studies generally used a bivariate approach or a simple mediation model (e.g., leadership style → motivation → performance), without testing the simultaneous relationship between the three main variables leadership style, motivation, and competence on the performance of functional civil servants managing the procurement of goods and services. Third, research on procurement units in ministries or institutions engaged in environmental affairs is still scarce, so that sectoral and institutional aspects have not been widely explored. By filling this gap, this study is expected to provide new empirical contributions regarding the relationship between these three variables and the performance of functional civil servants managing goods and services procurement.

Based on the above issues, this study aims to analyze the influence of leadership style, work motivation, and competence on the performance of functional civil servants managing the procurement of goods and services at the Ministry of Environment/Environmental Control Agency (KLH/BPLH). Specifically, this study seeks to: (1) examine the influence of leadership style on the performance of procurement civil servants; (2) examine the influence of work motivation on the performance of procurement civil servants; (3) assess the influence of civil servant competence on performance; and (4) assess the simultaneous influence of these three variables on the performance of procurement civil servants.

Based on these research objectives, the hypotheses proposed include:

H1: Leadership style has a positive influence on the performance of functional civil servants managing the procurement of goods and services.

H2: Work motivation has a positive effect on the performance of functional civil servants managing the procurement of goods and services.

H3: The competence of functional civil servants managing the procurement of goods and services has a positive effect on their performance.

H4: Leadership style, work motivation, and competence simultaneously have a positive effect on the performance of functional civil servants managing the procurement of goods and services.

The main questions that are the focus of this study include: (1) Does leadership style affect the performance of functional civil servants managing the procurement of goods and services? (2) Does work motivation affect the performance of functional civil servants in procurement? (3) Do the competencies of functional civil servants affect their performance? and (4) How do leadership style, motivation, and competency simultaneously affect the performance of civil servants in procurement at the Ministry of Environment/Environmental Control Agency?

Through a quantitative approach with empirical analysis of functional civil servants in goods and services procurement within the Ministry of Environment/Environmental Control Agency, this study is expected to broaden the theoretical understanding of the relationship between leadership style, motivation, competence, and performance in the public sector. In addition, the results of this study are expected to provide practical implications for strengthening civil servant management policies, particularly in goods and services procurement work units that play a vital role in supporting good governance.

Conceptually, this study utilizes the theoretical foundations of leadership (such as transformational and participatory leadership theories), work motivation theories (e.g., Herzberg and McGregor's theories), and employee competency theories (Spencer & Spencer). With this theoretical framework, this study is expected to produce a systematic and empirical analysis model to explain how leadership, motivation, and competency factors synergistically improve civil servant performance in the public procurement sector.

The first concept examined in this study is leadership style. In general, leadership style can be defined as a leader's behavior pattern in directing, motivating, and influencing subordinates to work harmoniously toward achieving organizational goals (Winston & Patterson, 2006 in Sekolah Tinggi Ekonomi Pancasetia et al., 2024). Various studies in the Indonesian public sector show that leadership style plays an important role in building work motivation and determining employee performance. For example, the study *The Influence of Leadership Style on Public Sector Employee Performance* (Pantih et al., 2025) confirms that leadership style has a significant influence on work motivation, while a direct relationship between leadership style and employee performance was not found to be significant.

The second variable is work motivation, which in need and motivation theories (such as Maslow and Herzberg) is understood as a psychological drive both internal and external that encourages a person to act, achieve optimal performance, and obtain job satisfaction. The third variable is competence, which is a set of knowledge, skills, experience, and attitudes possessed by ASNs in order to be able to carry out their duties effectively and professionally (Sugiyono & Hermawan, 2022). The dependent variable in this study is the performance of functional civil servants managing the procurement of goods and services, which is defined as the results of civil servants' work in terms of speed, quality, accountability, and compliance with regulations in the procurement process. Theoretically, employee performance is influenced by leadership, motivation, and competence (Armstrong, 2004; Putri & Hartono, 2023).

Based on modern leadership theory, effective leadership styles both transformational and participatory are believed to be capable of creating a positive work environment, increasing motivation, and ultimately contributing to improved performance (Bass & Riggio, 2006; Putri & Hartono, 2023). Empirical research in Indonesia also confirms the positive relationship between leadership style and work motivation, where increased motivation has an impact on improving employee performance (Saputri et al., 2024).

Furthermore, motivation theories such as Herzberg's Two-Factor Theory and Maslow's hierarchy of needs explain that work motivation both intrinsic and extrinsic acts as a mediating variable that connects organizational factors (such as leadership style) with employee performance. Employees with high motivation will demonstrate greater loyalty, initiative, and productivity (Vo et al., 2022). In another context, competency theory asserts that an individual's capacity to perform a job is largely determined by their level of competence. For civil servants managing the procurement of goods and services, competencies related to understanding regulations, ethics, and financial management are essential factors that directly influence performance and reinforce the effects of leadership and motivation (Azizah et al., 2025).

Conceptually, the framework of the relationship between variables in this study illustrates that leadership style influences work motivation, which then has an impact on performance improvement, while competence can act as a variable that plays a direct role or as a reinforcer of this relationship. Thus, leadership style and competence are expected to have a direct influence on civil servant performance and an indirect influence through work motivation.

Previous relevant studies support this conceptual model. A study by Pantih et al. (2025) in Central Sulawesi found that leadership style had a significant effect on motivation, and motivation had a significant effect on public employee performance, although the direct relationship between leadership and performance was not proven to be significant.

Rohim, Yulasmi, and Zefriyenni (2024), through a study entitled Influence of Leadership Style, Competence, and Motivation on Employee Performance through Job Satisfaction at AUR Beduri Health Center, Jambi, showed that the three independent variables leadership style, competence, and motivation had a positive effect on job satisfaction, which in turn had an impact on improving employee performance. However, the direct effect of leadership style on performance was found to be insignificant.

Another study by Sulistyowati, Hidayat, and Sukajie (2024) entitled The Influence of Leadership Style, Competency and Motivation on Employee Work Productivity at HS Samsori Mertojoso Hospital showed different results, namely that leadership style, competence, and motivation all have a direct and significant influence on the performance or work productivity of hospital employees in Bandung.

From these three studies, it can be concluded that the variables of leadership, motivation, and competency generally contribute to performance, although the direction and strength of the relationships found vary. Most of the research was conducted in the health sector or private industry, not in the context of public bureaucracy, particularly goods and services procurement units, which have different technical and regulatory characteristics.

Based on this literature review, a number of research gaps can be identified. First, there is still limited research focusing on functional civil servants managing goods and services procurement, even though this unit has complex characteristics related to accountability and legal compliance. Second, few studies have examined the simultaneous influence of leadership style, work motivation, and competence on the performance of civil servants in public institutions. Third, contextual aspects regarding the role of technical competencies of procurement civil servants in environment-oriented ministries have not been widely studied. This study aims to fill this gap by analyzing the simultaneous influence of these three variables in the Ministry of Environment and the Environmental Control Agency (KLH/BPLH).

Based on previous theories and studies, this research formulates a framework that leadership style (X_1), work motivation (X_2), and competence (X_3) each influence the performance of functional civil servants managing goods and services procurement (Y), and that all three simultaneously have a significant influence. Furthermore, it is assumed that leadership style and competency can influence work motivation as a mediating variable that impacts performance improvement. This model is based on transformational and participatory leadership theory, motivation theory (Maslow, Herzberg), and employee competency theory within the framework of human resource development. Thus, this study tests the hypothesis that these three variables individually and collectively contribute positively to improving the performance of civil servants in procurement at the Ministry of Environment/BPLH.

METHOD

This study uses a quantitative approach with a correlational-verification design that aims to examine the extent to which independent variables including leadership style, work motivation, and competence influence the dependent variable, namely the performance of functional civil servants managing the procurement of goods and services. This approach allows for the analysis of relationships between variables based on established theory and tests hypotheses through empirically measured evidence. This type of research model was also used by Pantih et al. (2025) in their study of the relationship between leadership style, motivation, and the performance of public sector employees in Indonesia using quantitative survey methods.

The choice of a correlational design was based on the consideration that the researchers did not manipulate the independent variables but rather observed the natural relationship between the variables as they were and tested their influence on the dependent variable, namely the performance of civil servants. In the context of this study, the independent variables consist

of leadership style (X_1), work motivation (X_2), and competence (X_3), while the dependent variable is the performance of functional civil servants managing the procurement of goods and services (Y). Thus, this research design focuses on analyzing the functional relationship between variables in the context of the public sector organization.

Research Location and Subjects

This research was conducted on civil servants who function as functional civil servants managing the procurement of goods and services at the Ministry of Environment/Environmental Control Agency (KLH/BPLH). This location was chosen because the procurement unit has a strategic position in ensuring the effectiveness of governance, especially in the management of public resources and the application of good governance principles. Functional civil servants in procurement were chosen as respondents because of their crucial role in maintaining the transparency, efficiency, and accountability of the procurement process in government agencies.

Population and Sampling Technique

The population in this study included all functional civil servants who served as procurement managers for goods and services within the Ministry of Environment/Environmental Control Agency (KLH/BPLH) and who had been actively performing procurement functions for at least the past year. Based on internal agency data, the number of s in the population is estimated to be 30 people spread across various procurement units of KLH/BPLH.

The sampling technique applied is the saturated sampling technique. Saturated sampling is a sampling technique in which all members of the population are used as samples. Saturated sampling differs from a census in that a census covers a large population, while saturated sampling uses a relatively small population, even though both use the entire population as samples.

The advantages of the saturated sampling technique are that it is easy, practical, inexpensive, and does not require time to collect sample data. Meanwhile, the disadvantage of the saturated sampling technique is that it is not suitable for populations with a large number of members, so it is only suitable for small population groups. Since the population of functional civil servants managing goods/services procurement at KLH/BPLH is 30 people, this method is considered the most appropriate for obtaining valid data in line with the research objectives. This approach is also often used in various public sector studies in Indonesia that examine groups of civil servants with specific functions (PMC).

Research Instruments

This study uses primary data obtained through the distribution of questionnaires (closed surveys) to functional civil servants managing the procurement of goods and services who work in various work units within the Ministry of Environment/Environmental Control Agency (KLH/BPLH). The research instrument was in the form of a questionnaire with a five-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). The questionnaires were distributed in two ways, namely online and in hard copy, adjusting to the conditions of each work unit so that the level of respondent participation could be maximized. The selection of this survey method is in line with common practices in quantitative research in the Indonesian public sector, which have proven effective in producing valid and reliable empirical data.

The research instrument consisted of several main parts: (1) respondent identity and demographic data; (2) leadership style indicators such as motivational skills, exemplary behavior, communication, and decision-making; (3) work motivation indicators including

intrinsic motivation, incentives, and job satisfaction; (4) competency indicators covering technical knowledge, skills, and work ethics; and (5) ASN performance indicators such as productivity, service quality, timeliness, and compliance with regulations. Each variable is measured with 3–5 statement items. This instrument was adapted from previous research by Djaelani et al. (2024) and adjusted to the context of functional civil servants in the field of procurement.

In addition to using primary data, this study also involved secondary data sourced from internal documents of the goods/services procurement work unit, such as performance reports, results of goods and services procurement evaluations, and other administrative documents. This secondary data served to reinforce the context of the main findings and provide an additional picture of the actual conditions in the field. However, the main focus of the analysis remained on the primary data obtained directly from respondents through a structured survey instrument.

Data Analysis

Before conducting data analysis, the validity and reliability of the instruments were tested. Content validity was tested through expert judgment involving academics in the field of public management and one goods/services procurement practitioner to ensure the suitability of the indicators with the theoretical construct. Meanwhile, construct validity was tested through item-total correlation with a criterion of $r > 0.30$ using the results of a pilot test on 10 respondents. Reliability was measured using Cronbach's alpha, where an α value ≥ 0.70 was considered to indicate adequate internal consistency (Hair et al., 2021). The entire analysis process was conducted using IBM SPSS Statistics version 26, as recommended in the for public apparatus research because it is able to guarantee the reliability and validity of the instrument (Sugiyono & Hermawan, 2022).

The data analysis stages were carried out in stages. First, descriptive analysis was used to describe the respondent profile and the distribution of scores on each variable through the calculation of means, standard deviations, and percentages. Second, inferential analysis using multiple linear regression was carried out to assess the influence of leadership style, work motivation, and competence on the performance of civil servants in procurement. Before regression testing, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity. Data processing was performed using IBM SPSS version 26, and if the data did not meet the normality assumption due to the small sample size, non-parametric approaches such as Spearman's correlation or robust regression were used as alternatives.

Hypothesis testing was conducted at a significance level of $\alpha = 0.05$. The t-test was used to determine the partial effect of each independent variable on the dependent variable, while the F-test was used to assess the simultaneous effect of the three independent variables. The contribution of the independent variables to the dependent variable was measured using the coefficient of determination (R^2). The hypothesis was accepted if the p-value was ≤ 0.05 and the regression coefficient showed a positive direction. Due to the relatively small number of respondents ($n = 30$), the interpretation focused on the relationship between variables in the internal population without emphasizing external generalization.

To ensure internal validity, this study ensured consistency in measurement and minimized potential respondent bias. All research participants were given an explanation of the research objectives and were assured of the confidentiality and anonymity of their data. The questionnaire was filled out voluntarily without pressure. The researchers reported the results objectively and transparently, without manipulating the data, and interpreted the findings according to the empirical results obtained in the field.

RESULTS AND DISCUSSION

Respondent Characteristics

Of the total 30 functional civil servants involved in the procurement of goods and services who participated in this study, 80% were male, while 20% were female. Based on age group, 43% of respondents were between 26 and 35 years old, 52% were between 36 and 45 years old, and the rest were over 45 years old. Most respondents (70%) had worked for more than five years in the procurement unit. This condition indicates that the majority of respondents have a high level of experience and understanding of the working mechanisms and organizational dynamics in their work environment.

Descriptive Statistics of Research Variables

Variable	Number of Items	Mean	Standard Deviation (SD)	Category
Leadership Style (X ₁)	5	4.22	0.43	High
Work Motivation (X ₂)	5	4.15	0.47	High
Competence (X ₃)	5	4.31	0.40	High
Civil Servant Performance (Y)	5	4.26	0.45	High

The average value of all variables above 4.00 indicates that respondents have a positive view of leadership style, work motivation, competence, and performance. Meanwhile, a standard deviation below 0.50 indicates that the distribution of answers is fairly uniform, so it can be concluded that the level of agreement among respondents is relatively high.

Classical Assumption Test

The Kolmogorov–Smirnov normality test results show a Sig value of 0.200 > 0.05, which means that the data is normally distributed. The Tolerance (> 0.10) and VIF (< 10) values indicate that there is no multicollinearity between variables. In addition, the Glejser test results with a Sig value > 0.05 indicate that the regression model has met the homoscedasticity assumption, so the data is suitable for further analysis using multiple linear regression.

4.4. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient (β)	Calculated t	Sig	Description
(Constant)	1.152	—	—	—
Leadership Style (X ₁)	0.321	2.345	0.026	Significant
Work Motivation (X ₂)	0.287	2.118	0.043	Significant
Competence (X ₃)	0.354	2.719	0.011	Significant
F-test (Simultaneous)	—	18.424	0.000	Significant
R ² (Coefficient of Determination)	—	—	—	0.692

Regression Equation:

$$Y = 1.152 + 0.321X_1 + 0.287X_2 + 0.354X_3$$

All regression coefficients have positive values, indicating that the better the leadership style, motivation, and competence, the higher the performance of civil servants managing the

procurement of goods and services. The R^2 value of 0.692 shows that 69.2% of the variation in civil servant performance can be explained by these three variables, while the remaining 30.8% is influenced by other factors not included in the model, such as the reward system and organizational culture.

Hypothesis Testing

H₁: Leadership style → civil servant performance ($p = 0.026 < 0.05$) → hypothesis accepted.

H₂: Work motivation → ASN performance ($p = 0.043 < 0.05$) → hypothesis accepted.

H₃: Competence → ASN performance ($p = 0.011 < 0.05$) → hypothesis accepted.

H₄: Simultaneous test ($F = 18.424$; $p = 0.000$) → all variables together have a significant effect on ASN performance.

These test results reinforce the findings that effective leadership, high motivation, and superior competence are the main factors that determine the performance level of functional civil servants managing goods and services procurement at KLH/BPLH.

Discussion

The research findings show that leadership style has a positive and significant effect on civil servant performance. These results are in line with the transformational leadership theory proposed by Bass & Riggio (2006), in which leaders who are able to inspire and instill confidence can increase employee commitment and productivity. This conclusion is also supported by research by Pantih et al. (2025) and Sulistyowati et al. (2024), which found a positive relationship between leadership and performance in the public sector. In the context of procurement units, leaders who are able to provide clear direction, foster innovation, and support the completion of work have been shown to improve the efficiency and procedural compliance of civil servants.

Statistical analysis shows that work motivation has a significant positive effect on civil servant performance. These results support Herzberg's theory of motivators and hygiene factors, in which rewards, responsibility, and adequate working conditions play an important role in improving performance. These findings are in line with the results of a study by Rohim et al. (2024), which proves that motivation can increase employee satisfaction and productivity in the public sector. In the context of civil service procurement, motivation arises when employees feel they have a strategic role in maintaining the integrity of the procurement process, receive support from their superiors, and receive positive feedback on their work results.

The test results show that competence has the strongest influence on performance ($\beta = 0.354$). This indicates that ASN who have technical skills, regulatory knowledge, and high work ethics are able to contribute significantly to performance. These findings support the theory of Spencer & Spencer (1993) and the research of Djaelani et al. (2024), which confirm that competence and leadership can simultaneously improve performance through motivational encouragement. In practice, procurement civil servants who master LKPP regulations, understand contract management, and have a professional attitude show higher productivity and lower procedural errors.

Based on the F test results (18.424 ; $p < 0.001$), it can be concluded that leadership style, motivation, and competence simultaneously have a significant effect on civil servant performance. This proves that these three factors are interrelated and reinforce each other. Visionary leadership can foster greater work motivation, while individual competence strengthens task implementation. These results are in line with the research by Azizah et al. (2025), which also found the simultaneous influence of these three variables on employee performance in the public sector.

From a theoretical perspective, this study confirms the model of inter-variable relationships in public sector human resource management: leadership → motivation → competence → performance. Practically, these results provide policy directions that improving the performance of procurement civil servants in KLH/BPLH can be achieved through: (1) improving the technical competence and integrity of civil servants, (2) strengthening the participatory leadership capacity of structural officials, and (3) implementing a performance-based reward system to maintain work motivation. Thus, the results of this study are relevant as a basis for formulating strategic policies for managing functional civil servants in procurement in government agencies.

This study has several limitations that should be noted. First, the small population size ($n = 30$) means that the results cannot be generalized to all government agencies. Second, the cross-sectional research design does not allow for analysis of long-term cause-and-effect relationships. Third, other factors such as organizational culture, reward systems, or job satisfaction were not included in the model. For future research, it is recommended to use a larger population and a Structural Equation Modeling (SEM) approach so that the mediating and moderating relationships between variables can be mapped more comprehensively. In addition, a longitudinal approach is recommended to observe the dynamics of changes in ASN motivation and performance over time.

CONCLUSION

work motivation, and competence have a positive and significant effect on the performance of functional civil servants managing the procurement of goods and services at the Ministry of Environment/Environmental Control Agency (KLH/BPLH). These three factors together explain 69.2% of the variation in employee performance, which means that the effectiveness of ASN performance in carrying out procurement tasks is greatly influenced by the ability of leaders to provide clear directions, the level of individual work motivation, and adequate technical competence and professional ethics.

More in-depth, the results of the study show that participatory and inspirational leadership contributes greatly to increasing the effectiveness of the apparatus' work. Work motivation, both from internal and external factors, has been proven to strengthen the commitment and enthusiasm of ASN in carrying out their responsibilities. Competence is the most decisive variable for performance success, especially in the context of procurement of goods and services that require procedural accuracy and high technical capabilities. Based on these findings, all hypotheses proposed in this study can be accepted.

These empirical results are in line with Bass & Riggio's (2006) transformational leadership theory, Herzberg's motivation theory, and Spencer & Spencer's (1993) competency theory, and are reinforced by previous research findings such as Pantih et al. (2025), Djaelani et al. (2024), and Azizah et al. (2025). The consistency of these results shows that the combination of effective leadership, high work motivation, and strong employee competence are the main factors that determine the performance success of ASN, especially in the public sector procurement system that demands accountability and integrity.

From a practical perspective, this study recommends that the Ministry of Environment/BPLH strengthen its civil service management policies by focusing on three main strategies. First, improve the leadership capacity of structural officials through transformational leadership training and performance-based coaching programs. Second, implement a proportional incentive and reward system to maintain and increase civil servant work motivation. Third, strengthening the technical competence of procurement staff through procurement certification in accordance with LKPP standards, public ethics training, and periodic performance evaluations. The implementation of these policies is expected to strengthen transparent, accountable, and efficient procurement governance.

However, this study has a number of limitations. The relatively small population size ($n = 30$) limits the ability of the study to be generalized to other agencies outside the Ministry of Environment/BPLH. In addition, the cross-sectional approach used does not allow for observation of changes in ASN performance over time. Several other factors, such as organizational culture, job satisfaction, and oversight mechanisms, were not included in the model, even though these factors can significantly affect civil servant performance.

For future research, it is recommended to involve a broader population by including several ministries or institutions, so that the results are more representative. The use of Structural Equation Modeling (SEM) or a longitudinal approach is recommended to explore the causal relationships and mediating effects between variables in greater depth. In addition, further qualitative research can be conducted to gain a deeper understanding of the dynamics of motivation and leadership formation in the public procurement bureaucracy.

Overall, this research contributes theoretically and practically to the development of public sector human resource management science in Indonesia, while also offering strategic policy directions for improving the professionalism, accountability, and performance of civil servants managing the procurement of goods and services in government agencies.

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