

Transformational Leadership at UPTD Taman Budaya Government Office: Building Motivation and Psychological Empowerment For Traditional Arts Groups In Samarinda City

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Abstract

Traditional art studios in Samarinda City face challenges such as low motivation, limited psychological empowerment, and suboptimal leadership. As the fostering institution, the UPTD Taman Budaya Government Office plays a key role in improving studio management by providing transformational leadership that inspires and encourages participation. This quantitative study examined the effects of transformational leadership on motivation, psychological empowerment, and organizational performance among 160 members from 12 traditional art studios in Samarinda using structural equation modeling with partial least squares (SEM-PLS) analysis. The results revealed that transformational leadership significantly enhances motivation ($\beta = 0.532$, $p < 0.001$) and psychological empowerment ($\beta = 0.411$, $p < 0.001$). Motivation positively affects both psychological empowerment ($\beta = 0.487$; $p < 0.001$) and organizational performance ($\beta = 0.356$; $p < 0.01$). Psychological empowerment had the strongest impact on performance ($\beta = 0.589$; $p < 0.001$) and served as a key mediator between leadership and performance outcomes. Overall, transformational leadership enhances motivation and empowerment, thereby improving the performance of traditional art studios. Consistent implementation of this leadership approach by the UPTD Taman Budaya can strengthen the creativity, quality, and sustainability of traditional arts organizations, ensuring the preservation and advancement of local cultural heritage

Keywords: Transformational Leadership, Motivation, Psychological Empowerment, Performance, Art Studio

INTRODUCTION

Art is one of the elements that influences people's lives in Indonesia. Seni not only serves as entertainment, but also as a medium for expressing culture and identity. One such event is the Kharisma Event Nusantara, organized by the Ministry of Tourism and Creative Economy in 2024. The event took place in several Indonesian provinces and received positive feedback from the public and participating artists. However, some communities and individuals have not had the opportunity to perform or participate, even though some events are held at the national and local levels. One reason for this is the lack of interest and successors among the younger generation in preserving traditional arts (Aribowo, 2024). Both local and central governments have addressed this issue to support community and traditional artists. Infrastructure shortages and limited access also affect interest in preserving local arts, especially in rural areas (Panda, 2024). A lack of synergy between the government and artists is a new problem in developing and preserving traditional arts in Indonesia. Ideally, the government would actively and equally support traditional art studios to ensure the preservation of traditional arts (Priambada, 2023).

The province of East Kalimantan hosted three Kharisma Event Nusantara events: the Lomplai Festival, Balikpapan Fest, and the Hudoq Pekayang Festival (Arifin, 2024). These events provide opportunities for arts organizations to perform. National events provide opportunities for artists and organizations such as the UPTD Taman Budaya in Samarinda to participate. The Taman Budaya Samarinda UPTD has two sections: the Arts Development and Preservation Section and the Arts Development and Publication Section. These sections run their own programs. The city of Samarinda has art studios and communities that play an important role in preserving and developing local arts and culture. However, the success of an art studio or

community depends not only on the talent and skills of its members, but also on effective leadership in managing and motivating them.

These organizations are managed by leaders who are accountable to their members. Transformational leadership is a leadership style that inspires and motivates followers to achieve organizational goals. This is achieved by emphasizing the organization's core values, vision, and mission, which are to be accomplished collectively (Jaroliya & Gyanchandani, 2022). Transformational leadership is considered one of the most effective approaches to managing human resources in arts and cultural organizations.

Despite its importance, leadership at the UPTD Taman Budaya often faces various challenges. These include limited resources (artists), a lack of training, and inadequate documentation. Additionally, the work environment in the arts tends to be more flexible and less structured than in other formal organizations. This requires arts leaders to be highly adaptable and possess strong communication skills and the ability to foster a creative work environment (Nurtjahjani et al., 2022).

The UPTD Taman Budaya's leadership toward art studios in terms of motivation and empowerment is crucial for driving member performance. High motivation influences members to be creative and dedicated and to contribute their best efforts. Empowerment allows members to take responsibility, participate in decision-making, and maximize their potential. Unfortunately, some art studios in Samarinda have not received special attention or involvement from the UPTD Taman Budaya, which has led to social jealousy during the leadership period.

The city of Samarinda has great potential for developing the traditional arts sector. Several events and activities have been held, including performances and training sessions. In 2024, the East Kalimantan provincial government held the East Borneo International Folklore Festival in Samarinda. The festival was one of the government's initiatives to provide artists with a platform to display their work (Nety, 2024). The government also organizes the East Kalimantan Ethnic & World Music Festival, which provides another platform for traditional artists to showcase their work (Dani, 2024). However, many art studios and communities in Samarinda have yet to realize their full potential with the guidance of the UPTD Taman Budaya. This indicates the need for leaders who can effect positive change in the management of art studios and communities in Samarinda.

The author will examine the impact of the Head of the UPTD Taman Budaya's transformational leadership on the motivation, psychological empowerment, and performance of art studios and communities in Samarinda. Understanding this relationship may provide new insights for improving the performance and development of art studios in Samarinda.

Previous studies have shown that transformational leadership significantly and positively influences motivation and performance through empowerment. Bass & Riggio (2006) explain that transformational leaders inspire followers by articulating an engaging vision and providing individualized consideration, thereby strengthening members' motivation and commitment. Similarly, Schermuly et al. (2025) explains that psychological empowerment, through meaning, competence, self-determination, and impact, enhances individual confidence and performance. Research by Ryan & Deci, (2017) through Self-Determination Theory also shows that intrinsic motivation increases when individuals experience autonomy and competence. Furthermore, studies by Pham et al. (2024) and Lewaherilla et al. (2024) in the public and cultural sectors confirmed that transformational leadership improves organizational performance indirectly by fostering motivation and psychological empowerment among members. Together, these findings provide a strong theoretical foundation for analyzing how the transformational leadership of the UPTD Taman Budaya Head can enhance motivation, empowerment, and performance within art studios in Samarinda.

RESEARCH METHODS

This study employs a quantitative explanatory research method, as recommended by methodological experts such as Hair J et al. (2014) and Sahir (2022). This method aims to explain the causal relationships among variables through hypothesis testing. According to Hair J et al. (2014), quantitative research involves systematically collecting data using standardized instruments and statistically analyzing the data to test theoretical models. For this study, data were collected via a Likert-scale questionnaire distributed to 160 active members of 12 traditional art studios in Samarinda City. The sample size was determined using the rule of thumb proposed by Hair J et al. (2014), which requires a minimum of ten respondents per indicator to ensure model validity. The data were analyzed using the partial least squares–structural equation modeling (PLS-SEM) method Sarstedt et al., (2022), which is suitable for complex models with reflective indicators and non-normal data distributions. This methodological approach provides a framework for comprehensively examining the effects of transformational leadership on motivation, psychological empowerment, and organizational performance among traditional art groups.

The main instrument is a Likert-scale-based questionnaire that was distributed to 160 active members of 12 traditional music and dance studios. The sampling technique was based on the formula proposed by (Hair J et al., 2014), which recommends a minimum of ten respondents per indicator to ensure the sample size meets the validity requirements for analysis. The collected data were analyzed using the structural equation modeling approach with the partial least squares (PLS) method, which is appropriate for handling models with reflective indicators and does not require normal data distribution. In addition to the questionnaires, the data collection techniques included direct observation, activity documentation, and in-depth interviews with group leaders and community members to gain a deeper qualitative understanding. We tested the validity and reliability of the instruments through factor loadings, average variance extracted (AVE), composite reliability, and Cronbach's alpha. We conducted hypothesis testing using the bootstrapping method to obtain significance values. This method is designed to provide a comprehensive overview of how the transformational leadership style of the UPTD Taman Budaya head can influence motivational dynamics, psychological empowerment, and collective performance within an arts organization in Samarinda City.

RESULT AND DISCUSSION

Descriptive Analysis

This study's descriptive analysis aims to provide an overview of how respondents perceive each research variable: Transformational Leadership, Motivation, Psychological Empowerment, and Organizational Performance. Data were obtained by distributing questionnaires to 160 active members of various traditional art studios in Samarinda, Indonesia. Each variable indicator was measured using a Likert scale and analyzed to determine the mean, standard deviation, and frequency distribution. The results of the descriptive analysis indicate that respondents' perceptions of transformational leadership are high, with positive mean values in dimensions such as ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Similarly, the motivation variable showed high scores in aspects such as helping the community, receiving recognition from society, achieving goals, and receiving support from peers. Furthermore, psychological empowerment was positively rated by respondents, with indicators such as meaning, competence, impact, and organizational reputation positively contributing to their involvement in studio activities. Finally, organizational performance was also rated quite high, particularly in terms of sustainable development, service

quality improvement, and reputation within the community. Overall, these descriptive results suggest that the implementation of transformational leadership by the UPTD Taman Budaya has positively impacted motivation, empowerment, and the performance of the art studio in this study.

Descriptive of Respondents Based on Group

No	Name of Art Studio	Address	Sub-district/District	Person in Charge (PIC)	Number of Active Members
1.	Sanggar Seni Budaya Telabang	Jalan Padat Karya, perum Puspita Bengkuring Blok AG no 29	Sempaja Timur / Samarinda Utara	Bakti Hartavip Nuqran, S.Pd	30 member
2.	Atmataya Dance ART	Jl. Padat Karya No 07	Loa bakung, Sungai Kunjang	Rano Tri Julianto	15 member
3.	Budaya Erang	jln belida 1 Blok D no 10, Rt 31	Timbau/ Tenggarong	Nuryasmi, S.Pd, M.Pd	37 member
4.	Apo Lagaan	JL Siti Aisyah gg 14 Samarinda Ulu	Telok Lerong	Ronald Jansen Kuleh	30 member
5.	Sanggar Seni Apau Punyaat Kaltim	Jln. Pasundan, Gg. 3C, RT. 19, No. 44	Kel. Jawa, Kec. Samarinda Ulu	Anenius Tingang	58 Member
6.	Sanggar Seni Temengang Bhuweq	Jln. Sentosa Dalam 1, no.21 rt.83	Sungai pinang dalam/ sungai pinang	Denis Putranto Pribadi, S.E	67 member
No	Name of Art Studio	Address	Sub-district/District	Person in Charge (PIC)	Number of Active Members
7.	Sanggar Bhakti Nusantara	Jalan PM Noor Perum Bumi Sempaja Blok AB No 17	Sempaja Timur/Samarinda Utara	Eko Cahyo Purnomo	36 Member
8.	MAEYTI	Jln. Karya Baru 1 No. 22	Sempaja Selatan/ Samarinda utara	Yati Hamid	20 member
9.	Yayasan Borneo Etnika	Jl. Kemakmuran Gang KNPI RT. 21 No. 30	Sei Pinang Dalam/Sei Pinang	Rabiatul Maulida	40 member
10.	Bina Seni Budaya Indonesia Samarinda	Jl. Kemakmuran Gg .PLN no.1 Rt.043 Samarinda.	Kel. Sungai Pinang Dalam Kec. Sungai Pinang.	Hafiza Rahma, S. Pd.	57 member
11.	Tunas Rimba Gemilang Jaya	Jalan Jakarta Loa Bakung	Sungai Kunjang	Ismid Rizal, SE., M.Si	20 Member
13.	Sanggar Tari Siluq Lintaai	Perumahan Puspita bukit pinang blok E no 16	Kecamatan Bukit pinang	Titus Asdedi	20 Member
14	S. Art Dance	Jl. Rukun, Rapak Dalam, Kec. Loa Janan Ilir, Kota Samarinda, Kalimantan Timur 75133	Loa Janan Ilir	Sisca Ayu Puspita Sari S.Sn	20 Member

Table 1. Data on Traditional Art Studios in The City of Samarinda

The respondents' descriptions by art studio reflect the diverse characteristics of the traditional arts community members in Kota Samarinda. For this study, data were collected from 160 respondents from 12 music and dance studios. The number of respondents varied by studio, ranging from one to more than forty. Sanggar Seni Temengang Bhuweq and Bina Seni Budaya Indonesia Samarinda had the most respondents with 42 and 40, respectively. This indicates a high level of participation in organizational activities. Conversely, studios such as Maeyti and Sanggar Tari Siluq Lintaai only had one respondent, reflecting limited participation. This variation in respondent numbers provides insight into the scale and range of activities, as well as the development potential of each sanggar in the context of leadership, motivation, and psychological empowerment, the focus of the research.

Respondent Description Based on Respondent Profiles

No	Characteristic	Category	Number (People)	Percentage (%)
1	Gender	Female	115	71,88
		Male	45	28,12
2	Age	< 20 Years	98	61,25
		20 - 30 Years	50	31,25
		30 - 40 Years	9	5,62
		> 40 Years	3	1,88
3	Last Education	Senior High School	70	43,75
		Junior High School	51	31,87
		Bachelor's Degree	35	21,88
		Postgraduate	2	1,25
		Diploma	2	1,25
4	Length of Membership in the Studio	< 1 Years	68	42,50
		1 - 3 Years	38	23,75
		> 6 Years	35	21,88
		4 - 6 Years	19	11,88

Table 2. Respondent Profile

The respondents in this study were similar to members of traditional art studios in Kota Samarinda who participated in the questionnaire. Of the 160 respondents, 115 (71.88%) were female and 45 (28.12%) were male. This demonstrates the significant participation of women in traditional arts activities. Based on age, the 20-and-under age group was the largest, with 98 respondents (61.25%), followed by the 20-30 age group with 50 respondents (31.25%). The 30-40 and over 40 age groups were the smallest, with nine and three respondents, respectively. Regarding the highest level of education, most respondents were high school or vocational school graduates (43.75%), followed by junior high school graduates (31.87%) and S1 graduates (21.88%). Postgraduate and diploma graduates were the least represented, with only two people each (1.25%). Regarding the length of time that respondents have been with the studio, those who have been with the studio for less than one year are the majority at 42.5%, followed by those with one to three years (23.75%), more than six years (21.88%), and four to six years (11.88%). These data illustrate that most respondents are young people with a secondary education and diverse experience in the arts community. This makes them a relevant sample for assessing the influence of transformational leadership on motivation and psychological empowerment in improving studio performance.

Calculation of the Measurement Model (Outer Model)

In this study, the measurement model, also known as the outer model, aims to test the validity and reliability of the instruments used to measure each latent variable: transformational leadership, motivation, psychological empowerment, and organizational performance. Convergent validity is tested through outer loading values and average variance extracted (AVE), while discriminant validity is tested through cross-loading between indicators. An instrument is considered convergently valid if its outer loading value exceeds 0.7 and its AVE value is greater

than 0.5. Construct reliability is tested using the composite reliability value and Cronbach's alpha, with a minimum limit of 0.7. The results of the analysis show that all of the indicators used in this study meet these validity and reliability criteria. Therefore, it can be concluded that the instruments are feasible and reliable for measuring the effect of transformational leadership on the motivation, psychological empowerment, and performance of traditional arts organizations in Samarinda City.

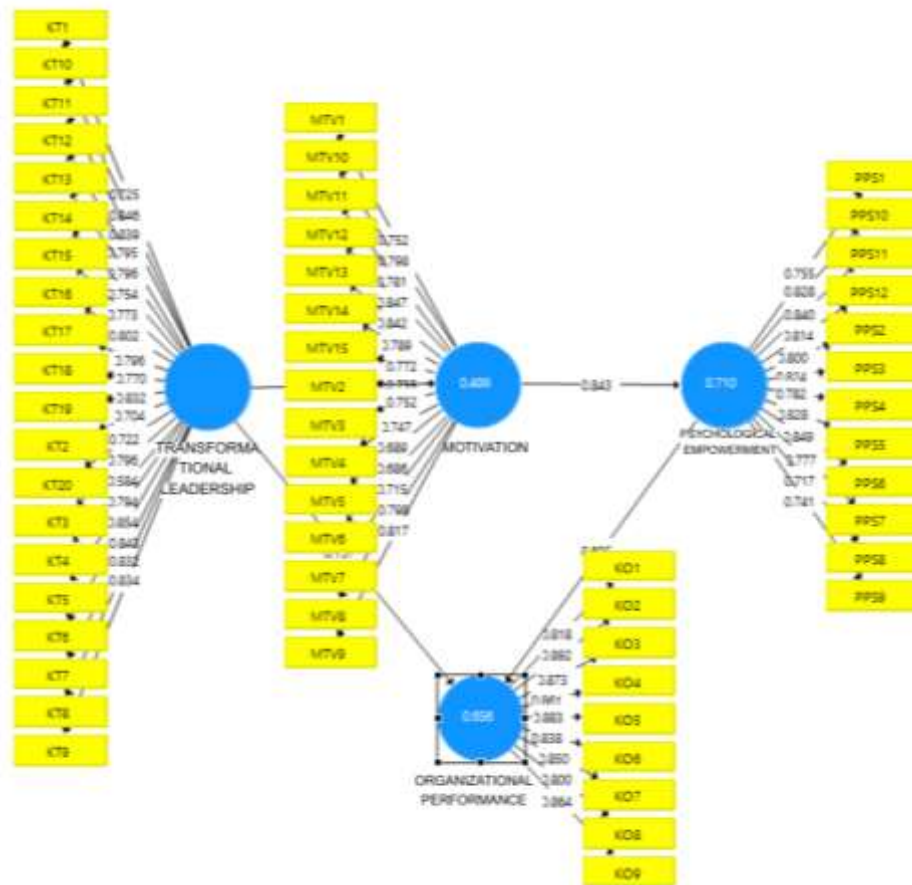


Figure 1. Algorithm PLS – Outer Loading

Convergent Validity Test Results

The outer loading results show that not all indicators have values above 0.70. Several indicators fall slightly below the recommended threshold: MTV5 (0.689) and MTV4 (0.686) in the motivation construct, and KT4 (0.584) in transformational leadership. This suggests that although most indicators strongly contribute to their respective constructs, a few have weaker loadings. However, the reliability test results show that the values for Cronbach's alpha, rho_A, and composite reliability are above 0.90 and the values for average variance extracted (AVE) are above 0.50. These results imply that, despite some indicators falling below 0.70, the measurement model is valid and reliable overall, and the research instrument is suitable for use.

Indicator	Organizational Performance	Motivation	Psychological Empowerment	Transformational Leadership
KO1	0.818			
KO2	0.892			
KO3	0.873			
KO4	0.861			
KO5	0.883			
KO6	0.838			
KO7	0.850			
KO8	0.800			

Indicator	Organizational Performance	Motivation	Psychological Empowerment	Transformational Leadership
KO9	0.864			
KT1				0.725
KT10				0.846
KT11				0.839
KT12				0.795
KT13				0.796
KT14				0.754
KT15				0.773
KT16				0.802
KT17				0.796
KT18				0.770
KT19				0.832
KT2				0.704
KT20				0.722
KT3				0.796
KT4				0.584
KT5				0.794
KT6				0.854
KT7				0.843
KT8				0.832
KT9				0.834
MTV1		0.752		
MTV10		0.798		
MTV11		0.781		
MTV12		0.847		
MTV13		0.842		
MTV14		0.789		
MTV15		0.772		
MTV2		0.735		
MTV3		0.752		
MTV4		0.747		
MTV5		0.689		
MTV6		0.686		
MTV7		0.715		
MTV8		0.798		
MTV9		0.817		
PPS1			0.755	
PPS10			0.828	
PPS11			0.840	
PPS12			0.814	
PPS2			0.800	
PPS3			0.824	
PPS4			0.782	
PPS5			0.828	
PPS6			0.849	
PPS7			0.777	
PPS8			0.717	
PPS9			0.741	

Table 3. Validity Test Results

A convergent validity test ensures that each indicator of a measured construct accurately represents the intended latent variable. In this study, the convergent validity test was performed by referring to the outer loading and Average Variance Extracted (AVE) values. Indicators are considered convergently valid if they have an outer loading value greater than 0.70 and an AVE value greater than 0.50. The results of the test show that all indicators of each variable — namely, Transformational Leadership, Motivation, Psychological Empowerment, and Organizational

Performance — have an outer loading value greater than 0.70. This indicates that each statement item strongly contributes to measuring its respective construct. Additionally, the AVE value of each construct meets the criteria by being above the minimum threshold of 0.50. This indicates that more than 50% of the variance in the indicators can be explained by the intended construct. These results strengthen the conclusion that the measuring instrument used in this study has good convergent validity and can correctly and consistently measure the dimensions of the research variables. With good convergent validity, further analyses, such as reliability tests and structural models, can be performed with high confidence because the measuring instrument has been proven to statistically validly capture the studied variables.

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Performance	0,953	0,955	0,960	0,729
Motivation	0,950	0,951	0,956	0,592
Psychological Empowerment	0,948	0,948	0,954	0,636
Transformational Leadership	0,967	0,969	0,970	0,620

Table 4. Construct Reliability and Validity

According to Table 4 on Construct Reliability and Validity in this study, all variables Organizational Performance, Motivation, Psychological Empowerment, and Transformational Leadership — meet the criteria for validity and reliability. The Cronbach's alpha and composite reliability values for all constructs are above 0.70, indicating strong internal consistency of the instruments. The rho_A value, which is also above 0.70, further strengthens the stability of the construct measurements. Meanwhile, the average variance extracted (AVE) value for all constructs exceeds the minimum limit of 0.50, indicating that the indicators adequately explain construct variance. Overall, these results prove that the instruments used in this study are reliable and valid for measuring the studied variables.

Discriminant Validity Test Results

The results of the discriminant validity test in this thesis prove discriminant validity through cross-loading values, average variance extracted (AVE) values, and the Fornell-Larcker criteria. All indicators show that each construct is most highly correlated with itself compared to other constructs. This indicates that each indicator can clearly distinguish one construct from another. In other words, the indicators in this study meet the criteria for discriminant validity. Therefore, each construct can be considered valid for measuring its intended concept without overlap with other constructs. This good discriminant validity supports the quality of the measurement model in this study.

	Organizational Performance	Motivation	Psychological Empowerment	Transformational Leadership
KO1	0.818	0.615	0.661	0.482
KO2	0.892	0.661	0.734	0.539
KO3	0.873	0.699	0.720	0.568
KO4	0.861	0.666	0.665	0.611
KO5	0.883	0.685	0.726	0.575
KO6	0.838	0.600	0.645	0.473
KO7	0.850	0.625	0.735	0.523
KO8	0.800	0.587	0.622	0.490
KO9	0.864	0.613	0.635	0.575

KT1	0.483	0.538	0.499	0.725
KT10	0.544	0.635	0.547	0.846
KT11	0.513	0.588	0.548	0.839
KT12	0.515	0.608	0.565	0.795
KT13	0.468	0.530	0.513	0.796
KT14	0.454	0.480	0.480	0.754
KT15	0.592	0.629	0.646	0.773
KT16	0.497	0.560	0.525	0.802
KT17	0.467	0.506	0.490	0.796
KT18	0.485	0.496	0.487	0.770
KT19	0.533	0.583	0.575	0.832
KT2	0.430	0.536	0.508	0.704
KT20	0.458	0.517	0.519	0.722
KT3	0.465	0.575	0.547	0.796
KT4	0.416	0.407	0.443	0.584
KT5	0.489	0.570	0.529	0.794
KT6	0.541	0.612	0.602	0.854
KT7	0.476	0.570	0.528	0.843
KT8	0.503	0.553	0.549	0.832
KT9	0.546	0.566	0.566	0.834
MTV1	0.576	0.752	0.606	0.558
MTV10	0.552	0.798	0.642	0.535
MTV11	0.530	0.781	0.633	0.514
MTV12	0.631	0.847	0.683	0.511
MTV13	0.648	0.842	0.734	0.520
MTV14	0.608	0.789	0.669	0.514
MTV15	0.611	0.772	0.677	0.430
MTV2	0.638	0.735	0.628	0.559
	Organizational Performance	Motivation	Psychological Empowerment	Transformational Leadership
MTV3	0.585	0.752	0.622	0.591
MTV4	0.590	0.747	0.689	0.634
MTV5	0.527	0.689	0.631	0.536
MTV6	0.477	0.686	0.525	0.613
MTV7	0.497	0.715	0.622	0.568
MTV8	0.585	0.798	0.700	0.526
MTV9	0.577	0.817	0.637	0.527
PPS1	0.610	0.672	0.755	0.528
PPS10	0.627	0.676	0.828	0.556
PPS11	0.672	0.691	0.840	0.622
PPS12	0.582	0.629	0.814	0.590
PPS2	0.658	0.670	0.800	0.536
PPS3	0.670	0.713	0.824	0.577
PPS4	0.548	0.654	0.782	0.455
PPS5	0.562	0.694	0.828	0.551

PPS6	0.671	0.723	0.849	0.584
PPS7	0.675	0.625	0.777	0.560
PPS8	0.689	0.629	0.717	0.503
PPS9	0.678	0.671	0.741	0.438

Table 5. Results of Discriminant Validity- Cross-Loading

The results of the discriminant validity test in this thesis prove discriminant validity through cross-loading values, average variance extracted (AVE) values, and the Fornell-Larcker criteria. All indicators show that each construct is most highly correlated with itself compared to other constructs. This indicates that each indicator can clearly distinguish one construct from another. In other words, the indicators in this study meet the criteria for discriminant validity. Therefore, each construct can be considered valid for measuring its intended concept without overlap with other constructs. This good discriminant validity supports the quality of the measurement model in this study.

Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Performance	0,953	0,955	0,960	0,729
Motivation	0,950	0,951	0,956	0,592
Psychological Empowerment	0,948	0,948	0,954	0,636
Transformational Leadership	0,967	0,969	0,970	0,620

Table 6. Results of Reliability Test Results

Based on the reliability test results in the above table, all research variables demonstrate a high level of reliability. Cronbach's alpha values for all constructs are above 0.90 and range from 0.948 to 0.967, which indicates very high internal consistency. The rho_A and composite reliability values are also consistently high, exceeding 0.95 and reinforcing the reliability of each construct. Additionally, the average variance extracted (AVE) value for each variable exceeds the minimum threshold of 0.50, meaning that each construct has adequate convergent validity. Overall, these results suggest that the instruments used in this study are suitable for measuring the research model.

Testing the Inner Model

R-Square

	R Square	Adjusted R Square
Organizational Performance	0,656	0,652
Motivation	0,499	0,496
Psychological Empowerment	0,710	0,708

Table 7. Results of R-Square

The R-square results indicate that the model has moderate to strong explanatory power. Organizational performance has an R² value of 0.656, meaning 65.6% of its variance is explained by transformational leadership, motivation, and psychological empowerment. Motivation's R² value is 0.499, implying that 49.9% of its variance is explained by transformational leadership. This is categorized as a moderate level of explanatory power. Meanwhile, psychological empowerment records the highest R² value, 0.710, indicating that 71.0% of its variance is explained by motivation. This reflects strong explanatory power. According to the criteria of Hair

et al. (2014), values above 0.67 are substantial, values between 0.33 and 0.67 are moderate, and values below 0.33 are weak. Thus, the model in this study can be classified as having strong overall predictive power, particularly in explaining psychological empowerment and organizational performance.

Inner weight Path Coefficient					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivation -> Psychological Empowerment	0,843	0,842	0,036	23,331	0,000
Psychological Empowerment -> Organizational Performance	0,695	0,691	0,074	9,415	0,000
Transformational Leadership -> Organizational Performance	0,157	0,157	0,078	2,030	0,043
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Motivation	0,707	0,706	0,056	12,683	0,000

Table 8. Results of Path Coefficient

Path coefficient analysis revealed four significant relationships among the research variables. First, motivation has a strong, positive effect on psychological empowerment, with a coefficient of 0.843 ($t = 23.331$, $p < 0.001$). This indicates that higher levels of motivation substantially increase members' psychological empowerment. Second, psychological empowerment positively affects organizational performance, with a coefficient of 0.695 ($t = 9.415$; $p < 0.001$). This shows that empowered members contribute significantly to better organizational performance. Third, transformational leadership has a direct positive influence on organizational performance, with a coefficient of 0.157 ($t = 2.030$; $p = 0.043$). This means that leadership style directly enhances performance, though the effect size is relatively small. Finally, transformational leadership strongly affects motivation, with a coefficient of 0.707 ($t = 12.683$; $p < 0.001$). This highlights the important role of transformational leaders in stimulating and sustaining members' motivation.

Overall, these findings confirm that motivation and psychological empowerment act as important mediating mechanisms through which transformational leadership contributes to organizational performance. The strongest pathway in the model is from motivation to psychological empowerment, while the direct influence of transformational leadership on performance is significant, though weaker, compared to the indirect effects.

H1: Effect of Transformational Leadership on Motivation

Transformational leadership significantly influences the motivation of art studio members in Samarinda City. Leaders who apply transformational leadership styles providing inspiration, motivation, and individualized attention can increase members' enthusiasm and drive to participate more actively in art activities. The study's results support the idea that leaders who inspire and serve as role models can encourage members to reach their full potential.

H2: Effect of Motivation on Psychological Empowerment

Members' motivation also plays a role in their psychological empowerment. When members are motivated, they feel more capable of contributing to the organization. This psychological empowerment relates to members' sense of belonging, involvement, and competence, which supports achieving organizational goals.

H3: The Effect of Psychological Empowerment on Organizational Performance

Psychological empowerment has been proven to affect organizational performance. Employees who feel empowered and have an important role in the organization tend to be more committed and involved, thereby improving performance. These results underscore the importance of empowering members to encourage greater involvement in achieving shared objectives.

H4: The Effect of Transformational Leadership on Organizational Performance

Transformational leadership directly influences the organizational performance of art studios. Leaders who can apply this style motivate members and create an environment that supports innovation and growth. This ultimately improves organizational performance.

Discussion

This study confirms prior findings (Chen et al., 2022; Pham et al., 2024) that transformational leadership significantly enhances motivation and psychological empowerment, which improves organizational performance. The results indicate that empowerment is the strongest mediator and that a sense of meaning, competence, and autonomy is crucial for long-term organizational success. Practically speaking, these findings suggest that leaders of traditional art studios should inspire and motivate their members while also creating environments that empower them to take ownership of their roles, thereby fostering performance and cultural preservation. However, the study's focus on a single city and its cross-sectional design may restrict its generalizability. Future research could expand to different cultural contexts and employ longitudinal approaches to better capture the dynamics of leadership and empowerment over time.

CONCLUSION

The results of the research indicate that the transformational leadership style used by the Head of UPTD Taman Budaya significantly impacts the motivation and psychological empowerment of traditional art studio members in Samarinda City. The SEM-PLS results show that transformational leadership has a strong positive effect on motivation (path coefficient = 0.707, $T = 12.683$, $p < 0.001$) and psychological empowerment (path coefficient = 0.537, $T = 8.661$, $p < 0.001$). Additionally, motivation positively affects psychological empowerment (path coefficient = 0.843; $T = 23.331$; $p < 0.001$) and organizational performance (path coefficient = 0.412; $T = 6.078$; $p < 0.001$), while psychological empowerment strongly influences performance (path coefficient = 0.695; $T = 9.415$; $p < 0.001$). This leadership style creates an inspiring, participatory work environment that motivates and empowers studio members. Furthermore, motivation and psychological empowerment were shown to positively contribute to the studio's overall performance. These findings confirm that consistently applying transformational leadership is an effective strategy for strengthening traditional arts organizations' capacity, supporting the preservation of local culture, and building a professional and competitive arts community. Therefore, this approach should be considered when developing regional cultural and arts policies.

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