



Research Paper

# The Effect of Transformational Leadership Style and Competence on Employee Performance Through Work Motivation as a Mediating Variable in Government Office

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## Abstract

This study aims to describe the Transformational Leadership Style, Competence, Employee Performance, and Work Motivation, and analyze the effect of Transformational Leadership Style and Competence on Employee Performance through Work Motivation as a Mediating Variable. The research was conducted at a "Human Resources Staffing Agency" or BKPSDM which is a well-known office located in East Java, precisely in Malang City. The population in this study amounted to 44 employees. Census method sampling technique. The research design is quantitative, that is, it examines the causal relationship by considering the mediation aspect. Data analysis techniques using descriptive analysis and path analysis (path analysis). Descriptive analysis shows that the Transformational Leadership Style is formed by idealized influence, inspirational motivation, intellectual stimulus, and individualized consideration. The main thing that supports the Transformational Leadership Style is the idealized influence of a leader. BKPSDM Malang City employees perceive that leaders can exert influence that has a positive impact on their performance results while inspiring their employees to achieve the vision and mission of BKPSDM Malang City. Competence is shaped by traits, self-concept, knowledge, and skills. The main thing that supports competence is skills which are reflected in the ability of employees to understand instructions and dig up information related to functional duties to be optimal at work. Employee performance is shaped by quality, quantity, and timeliness. The main thing that builds employee performance is work quality. Work quality is an important foundation so that the work of employees follows the standards set by the organization. Work Motivation is formed by physical needs, security needs, social needs, the need for appreciation, and the need for self-actualization. The main thing that builds Work Motivation is the need for security. The work environment at BKPSDM Malang City such as situations and conditions and coworkers feels conducive so that it creates a sense of security and comfort while working increases high motivation and can provide optimal work results. The result of this study is that the Work Motivation variable can be a moderating variable because it weakens the indirect effect of the Transformational Leadership Style and Competence variables on Employee Performance.

**Keywords:** Transformational Leadership Style, Employee Performance, Competence, and Work Motivation.

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## I. Introduction

The paradigm of governance has changed over time. Currently, we recognize Good Governance, which is good, efficient, and responsible governance. The government stipulates Law No. 5 of 2014 concerning Official government employees and more specifically stated in article 51 which mandates that Official Government Employees Management is carried out based on the Merit System, namely Official Government Employees policy and management based on qualifications, competencies, and performance fairly and reasonably without distinguishing political background, race, color, religion, origin, gender, marital status, age, or disability conditions. The Malang City Government has a vision to create an effective government, serve all its citizens, and improve employee performance. BKPSDM is one of the OPDs tasked with achieving this vision. BKPSDM is responsible for employee planning, development, and management. Over the past few years, BKPSDM Malang City has improved employee performance and achieved various awards, such as the "Good" category in the Merit System and Official government employees Professionalism Index. BKPSDM

leaders play an important role in encouraging employee performance by providing guidance, motivation, and facilities for development. Researchers also noted changes in government regulations related to employee transfers affecting administrative officials. Although there is uncertainty, these changes are part of the effort to achieve the government's vision and mission. Effective leadership is key to overcoming these challenges and realizing organizational goals.

Transformational leadership is the most widely developed leadership approach in the last 20 years. Farantia (2017) Beneficial impact of transformational leadership on production levels at Temanggung Regional Hospital [1]. It is possible that transformative leadership also impacts employee performance in the commercial sector [2] [18]. Transformational leadership is also known to affect work productivity with implications on employee performance [3].

The competence of a leader can also affect employee performance [20] [19][22]. Having competencies that match the needs of the organization is very important because these competencies will be able to direct human resources toward the goals that the organization wants to achieve. The most important thing for BKPSDM Malang City as the 'leading sector' of Official Government Employees management is to have competent Official government employees to carry out their duties and functions, resulting in achieving organizational goals. The achievement of improving the quality of meritocracy to the "Good" category and increasing Official Government Employees IP is an indicator of improving Official Government Employees performance and achieving the vision and mission of the organization. Competence can motivate employees to acquire and use knowledge and skills that are essential for success in the job. A worker's drive to work effectively, efficiently, and productively is closely related to how competent they are, which includes having the information, abilities, skills, and attitudes required for the position they hold. One of the reasons why the organization can benefit from employee competence is the increased capacity of employees to complete assigned tasks [4][21].

Based on a series of theories and phenomena that have been explained in the paragraphs above, the research problem is whether Transformational Leadership Style and Competence Affect Employee Performance through Work Motivation as a Mediating Variable in BKPSDM Malang City. The objectives of this research are, To describe the inspirational leadership, capabilities, teamwork, and production of employees of BKPSDM Malang City, To determine the effect of leader competence and transformational style on employee motivation at BKPSDM Malang City, To determine the effect of leadership style and transformational leader capabilities on labor productivity at BKPSDM Malang City, To determine the effect of production at BKPSDM Malang City on employee motivation, To test the effect of transformational leadership style and competence on employee performance and work motivation at BKPSDM Malang City.

## **II. Critical Review**

### **Employee Performance**

Employee performance is a central aspect of human resource management that has a significant impact on the overall productivity and well-being of the organization. The main dimensions of employee performance are the quality and quantity of work produced. However, in the context of modern management, it is increasingly recognized that employee performance is not only related to work output. Several additional concepts, such as commitment, satisfaction, innovation and psychological well-being, also play an important role in understanding and measuring employee performance. Performance is the result of job achievements made by employees when carrying out tasks with full willingness and a sense of responsibility [5][20]. Performance is the result of employee work in quality and quantity that has been achieved in carrying out the assigned tasks [6][22]. The understanding of performance also increasingly extends to non-performance aspects, such as ethical behavior, collaboration, and sustainability. This brings the assumption that superior performance includes not only the achievement of work targets but also how employees contribute positively to the culture of the organization and the wider community.

### **Transformational Leadership**

Transformational leadership is a leader who can inspire followers to put aside personal interests for the good of the organization and influence their followers tremendously [5][19]. Transformational leadership has become one of the most relevant topics in management literature and organizational psychology. In this context, it is important to understand that transformational leadership is not just a management tactic, but also a philosophy or view of how a leader should interact with his or her followers.

One of the key concepts in transformational leadership is the leader's influence on organizational culture. Transformational leadership leads to positive things and is defined as leadership that can influence employees because each employee feels trust, pride, loyalty, and respect for their leaders and is motivated to do more than what is expected of them [7]. Transformational leaders not only create change at the individual level through encouragement and motivation, but they also play a role in shaping deep values and norms within the

organization[21]. In this way, transformational leadership not only results in better performance from team members but also creates a work environment that supports innovation, sustainability, and long-term growth.

### **Competence**

Competence is a characteristic of a person that is related to effective and or superior performance in certain work situations [8]. The aspect of competency development is also a focus in human resource management. Organizations recognize the importance of identifying current and future competency needs and developing appropriate training and development strategies[20]. It is important to understand that competencies can be a strategic resource for organizations. Employees who have competencies that match the organization's goals and strategies can help create a competitive advantage[20].

Competence is an individual's ability to perform a job correctly and have excellence based on matters concerning knowledge, skills, and attitudes [9]. Rapid developments in technology and dynamic changes in the market have encouraged organizations to update and enrich their employees' competencies continuously. Along with technological changes and shifts in the work required in various industries, the identification and development of future skills are becoming increasingly important in preparing the workforce for upcoming tasks.

### **Work Motivation**

Motivation is the driving force that causes an organization member to be willing to exert his abilities, in the form of expertise and skills, energy, and time to carry out various activities that are his responsibility [10]. Work motivation is a driver or driver in a person to wants to behave diligently and well following the duties and obligations that have been given to him [11][22]. Leadership has a key role in motivating employees. Transformational leadership, for example, can inspire employees with a strong vision and provide clear direction. Motivated employees tend to be more productive and high-performing. Therefore, organizations often strive to design incentives and rewards that can increase the motivation of their employees, while improving overall organizational performance[22].

## **III. Research methods**

The research method to be used in this study is an explanatory method with an explanatory study design. This study aims to explain the relationship between the independent variables, namely transformational leadership style and competence, with the dependent variable, namely employee performance, by considering the mediating variable, namely work motivation. This study will use a post-facto data approach, which means data will be collected after the event has occurred. The scope of this research is human resource management, focusing on employee performance variables associated with transformational leadership style, competence, and work motivation. The research location is the government office in Malang City, East Java, Indonesia. The selection of this location is based on the fact that the researcher currently works at BKPSDM Malang City and there has been no previous research in this office. The variables to be studied in this research consist of independent variables, dependent variables, and mediating variables. The independent variables consist of transformational leadership style (X1) and competence (X2). The dependent variable is employee performance (Y), while the mediating variable is work motivation (Z). Furthermore, the validity test and reliability test will be carried out on the research instrument in the form of a questionnaire. The validity test aims to ensure that the instrument can accurately measure what it wants to measure. The reliability test aims to check the extent to which the instrument is reliable in measurement. Data will be collected through a questionnaire that will be distributed to all BKPSDM employees in Malang City. After the data is collected, data analysis will be carried out using SPSS statistical software. Data analysis will include descriptive analysis, path analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and hypothesis testing.

## **IV. Research Result**

The requirement to test partial hypotheses (H1, H2, H3) is seen from the significance value of t statistics, namely if  $\text{sig} < 0.05$  then the effect is significant. Meanwhile, to test the mediation hypothesis (H4), it is seen from the comparison of the direct effect value with the total indirect effect, namely if the direct effect  $<$  total indirect effect, it is proven that work motivation is a mediating variable.

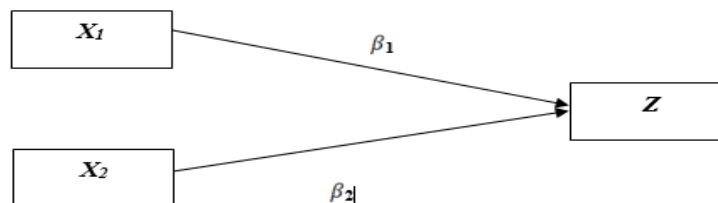
**Table 1.** Hypothesis Test Results 1 Effect of Transformational Leadership Style and Competence on Work Motivation

Variable	Coefficient	Value of t	Sig
Transformational leadership style (X1)	0,573	2,157	0,012
Competence (X2)	0,186	1,55	0,034
R	0,868		
R Square	0,754		
Adjusted R Squared	0,409		
F Value	15,568		
Sig	0		
Endogenous variable = Work motivation (Z)			

Transformational leadership style has a significant influence on work motivation in BKPSDM Malang City, with a  $\beta_1$  value of 0.573, a t value of 2.157, and a significance value (sig) of 0.012 ( $0.012 < 0.05$ ). This indicates that the better the transformational leadership style, the higher the work motivation in BKPSDM Malang City. Competence also has a significant influence on work motivation in BKPSDM Malang City, with a  $\beta_2$  value of 0.186, a t value of 1.550, and a significance value (sig) of 0.034 ( $0.034 < 0.05$ ). This shows that the higher the competence, the higher the work motivation in BKPSDM Malang City. The coefficient of determination (R Square) is 0.754 or 75.4%, which means that transformational leadership style and competence contribute 75.4% to work motivation in BKPSDM Malang City. Meanwhile, 24.6% of the work motivation variable is influenced by other factors outside the transformational leadership style and competence.

Next, when entered into the regression equation and figure, the results are as follows:

**Figure 1.** Hypothesis Test Results 1



$$Z = \beta_{1X1} + \beta_{2X2} + \epsilon$$

$$Z = 0,573 X1 + 0,186 X2 + \epsilon$$

**Table 2.** Hypothesis Test Results 2 Effect of Transformational Leadership Style and Competence on Employee Performance

Variables	Coefficient	Value of t	Sig
Head style. Transformational (X1)	0,371	1,819	0,027
Competence (X2)	0,186	1,232	0,041
R	0,633		
R Square	0,592		
Adjusted R Squared	0,043		
F value	16,411		
P value	0		
Endogenous variable = Employee performance (Y)			

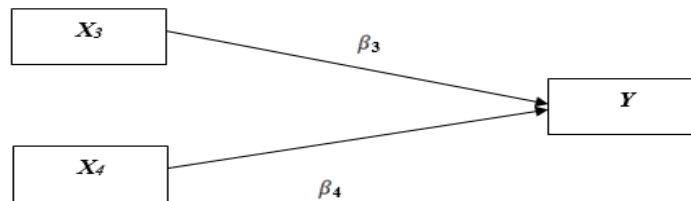
Transformational leadership style has a significant influence on employee performance of BKPSDM Malang City, with a  $\beta_3$  value of 0.371, a t value of 1.819, and a significance value (sig) of 0.027 ( $0.027 < 0.05$ ). This indicates that the better the transformational leadership style, the higher the performance of BKPSDM employees in Malang City.

Competence also has a significant influence on the performance of BKPSDM Malang City employees, with a  $\beta_4$  value of 0.186, a t value of 1.232, and a significance value (sig) of 0.041 ( $0.041 < 0.05$ ). This shows that the higher the competence, the higher the performance of BKPSDM employees in Malang City.

The coefficient of determination (R Square) is 0.592 or 59.2%, which means that transformational leadership style and competence contribute 59.2% to employee performance at BKPSDM Malang City. Meanwhile, 40.8% of employee performance variables are influenced by other factors outside the transformational leadership style and competence.

Then when put into the regression equation and figure, the results are as follows:

Figure 2. Hypothesis 2 Test Results



$$Y = \beta_{3X3} + \beta_{4X4} + \epsilon$$

$$Y = 0,371 X3 + 0,186 X4 + \epsilon$$

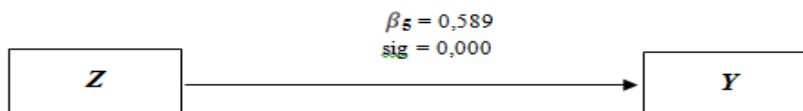
Table 3. Hypothesis Test Results 3 The Effect of Work Motivation on Employee Performance

Variable	Coefficient	Value of t	Sig
Work motivation (Z)	0,589	3,061	0
Endogenous variable = Employee performance (Y)			

The value of  $\beta_4 = 0.589$  the value of t 3.061 and the sig value ( $0.000 < 0.05$ ). Thus, it can be concluded that work motivation significantly affects the performance of BKPSDM employees in Malang City. This shows that the higher the work motivation, the more the performance of BKPSDM employees in Malang City will improve.

Below when put into the regression equation and figure, the results are as follows:

Figure 3. Hypothesis 3 Test Results



$$Y = \beta_{5Z} + \epsilon$$

$$Y = 0,589 Z + \epsilon$$

The total direct effect is 1.905, while the total indirect effect is 0.446. From these results, it can be concluded that the work motivation variable has a significant role as a mediator in mediating the influence of transformational leadership style and competence on employee performance in BKPSDM Malang City. This can be seen from the total direct effect which is greater (1.905) than the total indirect effect (0.446), indicating that work motivation plays an important role in explaining the relationship between transformational leadership style, competence, and employee performance.

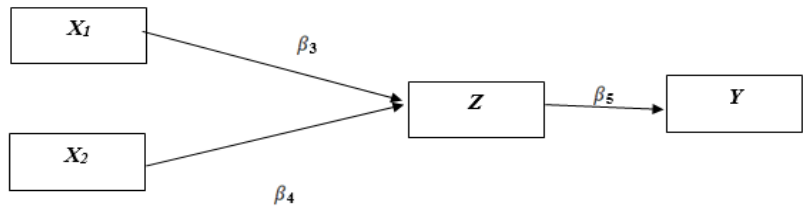
Table 4. Test Results of Direct Effect, Indirect Effect and Total Effect

Variable	Direct effect	Indirect effect
Transformational Leadership Style to Work Motivation	$\beta_1 = 0,573$	-
Competence to work motivation	$\beta_2 = 0,186$	-
Transformational Leadership Style on Employee Performance	$\beta_3 = 0,371$	-
Competence to employee performance	$\beta_4 = 0,186$	-
Work motivation to employee performance	$\beta_5 = 0,589$	-
Transformational Leadership Style on employee performance through work motivation		$\beta_1 \times \beta_5$ $0,573 \times 0,589$ $= 0,337$
Competence in employee performance through work motivation		$\beta_2 \times \beta_5$ $0,186 \times 0,589$

	= 0,109
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When put into the regression equation and figure, the results are as follows:

**Figure 4.** Hypothesis Test Results 4



$$Y = \beta_{3X1} + \beta_{4X2} + \beta_{5Z} + \epsilon$$

$$Y = 0,371 X1 + 0,186 X2 + 0,589 Z + \epsilon$$

### V. Discussion

Transformational leadership style plays a key role in organizations achieve their vision and mission. This leadership style affects employee performance through idealized influence, inspirational motivation, intellectual stimulation, and personalized attention. The results showed that the transformational leadership style in BKPSDM Malang City was rated well by the majority of respondents. Idealized influence is the main indicator that shapes the transformational leadership style there.

Leaders at BKPSDM Malang City successfully motivate employees by emphasizing moral values and providing confidence and optimism in organizational goals. They also provide intellectual stimulation by challenging employees and giving them opportunities to express ideas. Leaders at BKPSDM Malang City also establish good relationships with employees and provide attention and opportunities for skill development. This is supported by Yukl's opinion, (2010) By gaining respect, trust, and admiration, transformational leaders motivate their teams to go further [12].

The competence of employees at BKPSDM Malang City is considered good by the majority of respondents. These competencies include traits, self-concept, knowledge, and skills. The main indicator that develops employees' competencies is skills. Employees at BKPSDM Malang City can understand instructions related to their duties and work optimally.

Employee competence is very important, especially in human resource management, to achieve organizational goals. They must understand their duties and functions well to work professionally. As stated by Rande, (2016) an employee who has a high level of competence (i.e., the knowledge, skills, abilities, and qualities required for his job) is consistently driven to achieve his maximum potential results [4].

Employee performance at BKPSDM Malang City is also considered good by the majority of respondents. This performance includes work quality, quantity, and timeliness. Work quality is the main indicator that improves employee performance there.

Employees at BKPSDM Malang City are expected to understand work regulations and standards. They must carry out their duties and responsibilities following the work standards set by their agency. Good performance is considered the result of good work quality. As stated by Mangkunegara, (2017) "Performance is the result of work in quality and quantity that has been achieved by employees in carrying out the tasks that have been given" [6]. Supported by the opinion of Robbins, (2016) The effectiveness of an employee's work is determined by how effectively or poorly the work is completed, as well as how well he can perform the tasks assigned to him by the organization's management [5].

The work motivation of employees at BKPSDM Malang City is considered high by the majority of respondents. The need for security is the main indicator that increases employees' work motivation. Employees feel that their working environment is conducive and safe, which makes them feel comfortable while working.

Work motivation is very important in organizations, especially in public services. Employees must have the motivation to work optimally and professionally to maintain public trust. The success of improving performance and achievements that have been achieved by BKPSDM Malang City is a contribution to the performance of all employees because of the sense of belonging and responsibility inherent in each employee. As stated by Nurjaya, (2021) A person's motivation is what encourages him to utilize his resources-knowledge, skills, time, and energy to complete activities that are within his scope and fulfill the obligations he bears toward the organization to help it achieve predetermined goals [10]. Therefore, it makes sense that highly motivated employees will deliver the best results. Mangkunegara (2017) asserts, and I agree, that motivation is a condition that drives individuals toward achieving certain goals in an organization [6]. As a result, it can be said that productivity and work motivation are interconnected. Highly motivated employees will work hard to achieve

organizational goals.

Transformational leadership style and employee competence have a significant effect on employee work motivation in BKPSDM Malang City. Transformational leadership style affects employee work motivation, especially if employees believe that their leaders have a positive influence on their work. Leaders who apply a transformational leadership style can inspire employees to work well. The results of this research support the results of research conducted by Anggriani, et al. (2022) and the results of research by Nadeak, et al. (2022) which found that transformational leadership style significantly affects employee work motivation [2], [13].

Employee competence also plays a role in increasing their work motivation. Employees' skills in understanding instructions and their overall work can affect their level of confidence, which in turn affects work motivation. The better an employee's competence, the more his or her confidence will increase, resulting in high motivation at work. The results of this research support the results of research conducted by Firdaus, et al. (2022) and Pariesti, et al. (2022) which both found that competence significantly affects employee work motivation [14], [15].

Transformational leadership style and employee competence have a significant effect on employee performance at BKPSDM Malang City. Transformational leadership style motivates employees to work well, and their performance is reflected in this. Leaders who apply a transformational leadership style can inspire employees to work harder and more efficiently. As stated by Yukl, (2010) individuals led by people who have respect, admiration, loyalty, and trust will be motivated to give their best efforts, and can even create initiatives to carry out work more than expected by the organization [12]. The results of this study, along with the research findings of Surya & Setyawati, (2021), and Pariesti, et al. (2022) show that transformational leadership has a significant effect on employee performance. Employee competence also plays a role in improving their performance [16], [15]. Employees who have high competence can perform their duties well, which contributes to better performance.

Employees' work motivation has a significant effect on their performance at BKPSDM Malang City. Motivated employees will tend to work more effectively and efficiently. High work motivation positively affects employee productivity. It is important for employees to continue to be effectively motivated and have their specific needs met if the company is to see results that meet these goals. The results of this research support the research of Palembang, et al. (2020), which shows that motivation in the workplace has a major influence on productivity [17].

Transformational leadership style and employee competence affect employee performance at BKPSDM Malang City through work motivation as a mediator. A good transformational leadership style motivates employees, which in turn increases their work motivation and ultimately impacts better performance. The results of this research support the results of Pariesti, et al. (2022) and Firdaus, et al. (2022) who argue that the level of competence of an employee can affect their performance by providing inspiration or motivation [15], [14].

## VI. Conclusion

The results showed that transformational leadership style and employee competence in BKPSDM Malang City had a positive effect on work motivation and employee performance. Work motivation also affects employee performance. In addition, transformational leadership style and competence have a direct effect on employee performance through work motivation as an intermediary variable. Suggestions for employees are to improve self-concept, empathy, and discipline at work. For organizations, it is recommended to motivate employees by disclosing organizational achievements, evaluating performance allowances, and facilitating social activities to increase a sense of community. Future research is recommended to consider other variables that affect employee performance such as promotion opportunities, salary, and compensation.

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