

The influence of transactional leadership style, organisational commitment and competence on employee performance through work motivation in the regional secretariat of the Karimun District

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Abstract

Purpose: This study aimed to determine the relationship between leadership style, organizational commitment, and competence on employee performance through work motivation in the Karimun District Regional Secretariat.

Results: It was concluded that transactional leadership style, organizational commitment, and competence had no direct influence on employee performance. Transactional leadership style, organizational commitment, and employee competence have a significant direct influence on work motivation. Motivation has a significant and direct influence on employee performance. There is a significant influence of transactional leadership style, organizational commitment, and competence on employee performance among employees' work motivation.

Recommendations: It is recommended that the Head of the Regional Secretariat of Karimun Regency optimize the performance of the agency by improving employee performance by adjusting the leadership style applied, increasing organizational commitment, empowering employees according to competency in a fair and professional manner, and increasing employee work motivation.

Keywords: *Leadership Style, Organizational Commitment, Competence, Performance, Motivation*

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1. Introduction

Efficient and effective governance is a requirement in the era of globalization, which is full of competition and limitations in all fields. Reality demands the professionalism of state apparatus resources in carrying out governmental affairs. State civil apparatus (ASN) often receives attention from the public as service users; in fact, various mass media almost every day report on the poor performance of ASN. The reason is that ASN are considered less productive, waste state money, undisciplined, and have low work ethics. This stigma is generally directed at the ASN by almost all government agencies. The phenomenon of officers being absent during office hours or after national holidays is still a problem for various government agencies. This indicates that the attitude and commitment to organizational work among ASN have not grown in a better direction and have become collective awareness. Competence, which includes abilities, skills, and knowledge, is a crucial factor. Adequate competence allows employees to perform their duties effectively and efficiently, which ultimately has a positive impact on employee performance. Work motivation is a bridge that connects these factors. High

motivation can encourage employees to continue learning and developing themselves, increase their commitment to the organization, and maximize the use of their competencies. Work motivation can come from various sources, both intrinsic (e.g., satisfaction with completing tasks) and extrinsic (e.g., awards and recognition from superiors). Thus, the relationship between leadership style, organizational commitment, and competence and employee performance through work motivation forms a mutually supportive circle.

In the 2023 Karimun Regency Regional Secretariat Strategic Plan, it is explained that the formulation of the objectives and targets of the Regional Secretariat Renstra must not conflict with and must support the objectives and targets to achieve the Vision and Mission of the Regional Head and Deputy. The fifth mission of the Regional Head and Deputy Head is "Realizing a Professional and Excellent Bureaucracy or Fair in Public Services." Thus, the targets to be achieved by the Karimun Regency Regional Secretariat are: Increasing the Accountability of the Regional Secretary's Performance and Increasing the Quality of Government Administration, through Optimizing the Achievement of Strategic Targets, namely: 1) Improving the Regional Secretariat's personnel services; and 2) Improving the management of general office administration.

The targets to be achieved by the Karimun Regency Regional Secretariat are to increase the accountability of the Regional Secretariat's Performance and to increase the Quality of Government Administration through the Strategic Targets of Improving Personnel Services and Improving the Management of General Office Administration. The data showed that the performance achievement of the Karimun Regency Regional Secretariat in 2023, from the first quarter to the fourth quarter, was not optimal. In line with the data information, several problems were found:

1. Problems related to employee performance are indicated by the fact that there are still employees whose performance ratings are below expectations and need to be supervised and guided by the leadership.
2. Problems related to competence, motivation, performance, and leadership are indicated by the fact that several employees are less motivated to improve their performance ratings because they feel that they have not been empowered according to their competencies on the grounds that their competencies do not match the criteria expected by the leadership.
3. Problems related to organizational commitment, motivation, and performance are indicated by the fact that several employees tend to demand agency commitment, but the employee's own commitment is not optimal, including not having taken care of and completing their employee data and appearing to have low motivation to create professional working conditions.
4. Problems of differences in perception related to leadership style, motivation and performance, indicated by the fact that several employees tend to have high motivation to improve their performance ratings, because they view that the leadership will provide balanced feedback on the conditions of their performance achievements, but there are several employees who have the opposite level of motivation and views.

Referring to the existing phenomena and the conclusions of several previous researchers, who concluded that transactional leadership style, organizational commitment, and competence have an effect on employee performance and motivation can mediate the effect of transactional leadership style, organizational commitment, and employee competence on employee performance. The strategic target to be achieved by the Regional Secretariat of Karimun Regency is to Optimize the Improvement of Regional Secretariat Personnel Services; it is necessary to conduct a scientific study on the relationship between these variables with the title "The Effect of Transactional Leadership Style, Organizational Commitment, and Competence on Employee Performance Through Work Motivation at the Regional Secretariat of Karimun Regency".

2. Literature Review

2.1 Performance

Mangkunegara stated that employee performance is the result of work in terms of the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities

given to him (Hutagalung, 2022). Meanwhile, according to Wahyudi, Qomariah, and Sanosra (2022), performance is the level of success of individuals or groups in carrying out their duties and responsibilities as well as the ability to achieve the goals and standards that have been set (performance is the level of success of individuals or groups in carrying out their duties and responsibilities and the ability to achieve the goals and standards that have been set (Thalib, Kumadji, Edis, & Saikim, 2023). Several other experts have stated that performance is the result of work achieved by a person in carrying out a task or the level of success of a person during a certain period in carrying out a task (Silaen et al., 2021).

Performance is the result of work or achievement carried out by a person or the level of success of a person during a certain period in carrying out a task. This means that if employees can achieve work results according to the company's wishes, they can be said to have good employee performance (Denayah, 2023). Performance is the result of what is desired by the organization (Idayati et al., 2020). Employee performance is the work result achieved by a person who performs the tasks assigned to them to achieve work targets. Employees can work well if they perform well, so that they can produce good work. Employee performance is one of the factors determining the success of an organization or organization in achieving its goals (Chairunnisah, KM, & Mataram, 2021). It was concluded that employee performance in this study is the result of work achievements for one year by employees at the Karimun Regency Regional Government Secretariat (Akbar, 2017).

2.2 Transactional Leadership Style

According to Rambani, Pio, and Rumawas (2020) Leadership is the ability of a person to foster, guide, direct and motivate others to work together to achieve predetermined goals. Jopanda's (2021) leadership style is a pattern of behavior consistently played by leaders to influence others. Leadership style is the way a leader influences, directs, motivates, and controls subordinates in a certain way so that subordinates can complete tasks effectively (Suwaldiman & Rheina, 2023).

According to Siagian and Khair (2018), leadership style is the way a leader influences, directs, motivates, and controls subordinates in a certain way so that subordinates can complete tasks effectively and efficiently. Rizky (2022) Leadership style refers to the ability of a person to consider various functions to control future problems. According to Suwatno (2019), companies need a transactional leadership style to motivate and direct their subordinates to carry out tasks in accordance with company targets as well as provide rewards and sanctions for employees related to their work performance. According to Wibowo (2016), transactional leadership is one of the leadership styles used by companies (agencies) to achieve current targets efficiently by motivating subordinates to carry out tasks related to work results and to give awards. According to Samudera and Agustina (2024), a transactional leadership style motivates employees through reciprocal offers in the form of rewards from employees' contributions to the company (Astuti, 2020).

From the theories above, it is concluded that what is meant by transactional leadership in this study is the style of leadership elements in the Karimun Regency Regional Government Secretariat in fostering, guiding, directing, and motivating employees so that they can work together to achieve the set goals (Aliyyah et al., 2021).

2.3 Organizational Commitment

According to Colquitt, LePine, and Wesson (2019), organizational commitment is an employee's desire to remain part of the company. Employees who do not have a commitment will be negligent in carrying out their duties and will result in resignation from the company. Based on Mayer and Allen, Irawati et al. (2019). Organizational commitment reflects the extent to which an individual identifies with the organization and its goals.

Purnama, Nyoto, and Komara (2019) find that organizational commitment is an individual's decision to remain in their organization. Irawati et al. (2019) define organizational commitment in three ways: (a). Strength of attitude as well as a decision that is part of the organization. (b). A desire or will to realize

high performance must be developed in the organization. (c). A belief that is accepted as a value/value as well as a goal that must be achieved by the organization. Wirawan (2013) states that organizational commitment is a feeling of the psychological and physical attraction of employees to become part of the company where they work. It is concluded that organizational commitment in the study is a feeling of psychological and physical attraction of employees to become part of the institution where they work and try not to be negligent in carrying out their duties (Sahatatusa, Setiady, Tinambunan, et al., 2024).

2.4 Competence

Competence is the ability of an individual to carry out a job correctly, and has advantages based on matters relating to knowledge, skills, and attitudes. (Edison et al., Silaen et al. (2021)). According to Sutrisno, competence is an ability that is based on skills and knowledge supported by work attitudes, and its application in carrying out tasks and work in the workplace, with reference to the work requirements set (Lianasari & Ahmadi, 2022). Sukmanitri (2024) stated that competence is a basic characteristic or part of a person's personality in the form of knowledge and skills to be able to perform a job based on their knowledge and skills. Kenedi, Wibisono, Astriani, Noviyanti, and Syukur (2024) Competence is a crucial trait one must have to fulfill a specific job's duties (Competence is a crucial trait that someone must have to fulfill certain job duties). It is concluded that competence in this study is the ability possessed by employees of the Karimun Regency Regional Government Secretariat with all the knowledge and skills they have (Putra, Ahadiyat, & Keumalahayati, 2023).

2.5 Motivation

Idayati et al. (2020) generated heat generators that cause intensity, continents to achieve goals. Putri et al. (2022) found that work motivation supports and drives human behavior to act in a certain way or at least develop a trend. If someone has high motivation, he will do the job optimally and vice versa; if someone does not have motivation to work, there will be no new things that can be done to achieve the company's targets. According to Al Anshari et al. (2022), motivation is one of the factors that influence human behavior. Motivation is also known as a driver of desire, supporters, or needs that can make someone excited and motivated to reduce and fulfill their own drives, so that they can act in certain ways that will lead to the optimal direction (Rahayu & Dahlia, 2023).

Motivation is a very important factor that someone must have in the process of achieving a goal. Motivation is a very important factor that someone must have in the process of achieving a goal. High motivation will make someone enthusiastic to work hard to achieve a goal so that the productivity of the person will increase. Arisanti, Santoso, and Wahyuni (2019) state that work motivation is a condition that encourages and moves someone from within themselves or from outside themselves with the skills and abilities they have to carry out an activity in order to get good work results and achieve a goal. Astriani, Noviyanti, and Wibisono (2024) Motivation is the primary driving force that drives people, or the desire to devote all their energy to a goal. (Motivation is the main driving force that drives people or their desire to devote all their energy to a goal). It was concluded that motivation in this study is a series of processes that arouse, direct, and maintain the behavior of Karimun Regency Regional Secretariat employees towards achieving performance goals (Sahatatusa et al., 2024).

2.6 Framework of Thinking

In accordance with the objectives of the study, and referring to the conclusions of previous researchers, who concluded that there is a relationship between transactional leadership style and performance. Then related to the relationship between competence directly and work motivation and performance directly, or indirectly the relationship between organizational commitment and competence to performance through work motivation, there are two different opinions, then the framework diagram of this research is described as follows:

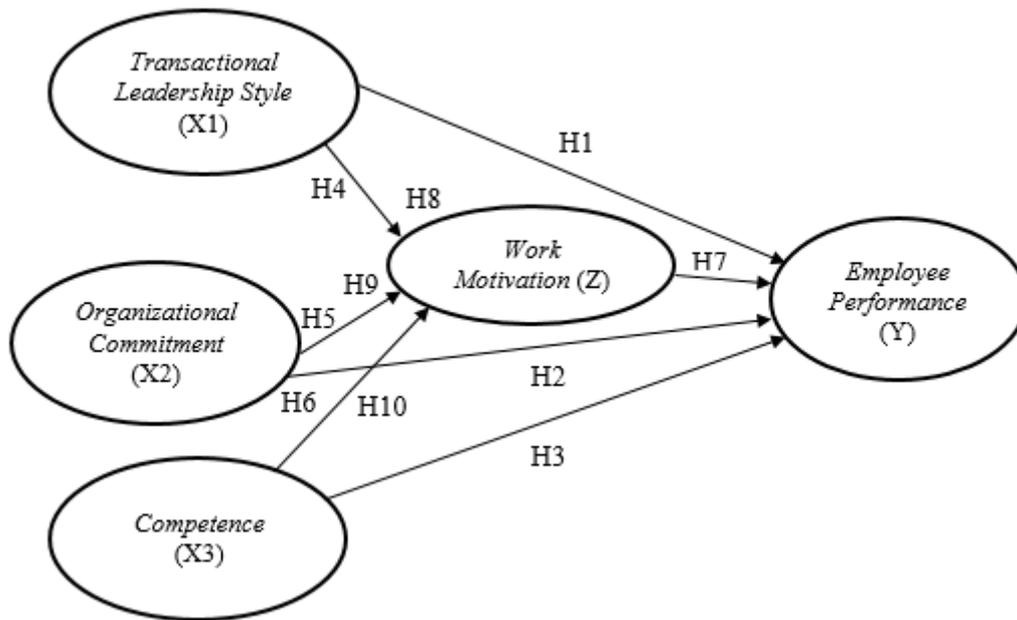


Figure 1. Thinking Framework Chart
Source: Processed by the Author, 2024

2.7 Research Hypothesis

The hypotheses of this study were as follows:

- H1: The transactional leadership style has a significant direct influence on employee performance at the Regional Secretariat of Karimun Regency.
- H2: Organizational commitment has a significant direct influence on employee performance at the Regional Secretariat of Karimun Regency.
- H3: Competence has a significant direct influence on employee performance at the Regional Secretariat of Karimun Regency.
- H4: The transactional leadership style has a significant direct influence on employee work motivation at the Regional Secretariat of Karimun Regency.
- H5: Organizational commitment has a significant direct influence on employee work motivation at the Regional Secretariat of Karimun Regency.
- H6: Employee competence has a significant direct influence on work motivation at the Regional Secretariat of Karimun Regency.
- H7: Work motivation has a significant direct influence on employee performance at the Regional Secretariat of Karimun Regency.
- H8: Transactional leadership style has a significant influence on performance in intervening work motivation of employees of the Regional Secretariat of Karimun Regency.
- H9: Organizational commitment has a significant influence on performance in intervening in the work motivation of employees of the Regional Secretariat of Karimun Regency.
- H10: Competence has a significant influence on performance in intervening work motivation among employees of the Regional Secretariat of Karimun Regency.

3. Research Methodology

3.1 Research Design

This study uses a quantitative approach using a questionnaire that will be distributed to employees of the Karimun Regency Regional Secretariat. The criteria used to determine the population in this study are listed in the following table:

Table 2. Number of Employees in the Regional Secretariat of Karimun Regency Based on Employee Status

Information	Employee Status	
	PNS	PPPK
Status		
Sum	127	33
Total of all PNS and PPPK employees	160	

Source: Karimun Regency Regional Secretariat, 2024

The data on the total number of ASN and PPPK employees at the Karimun Regency Regional Government Secretariat, based on positions that meet the criteria as samples, are shown in the following data table:

Table 3. Respondent Demographics

Age Group	Sum	Percent
19 Years to 35 Years	39	27.08%
36 Years to 45 Years	44	30.56%
46 Years to 55 Years	36	25.00%
56 Years and Over	25	17.36%
Total	144	100%
Gender	Sum	Percent
Male	64	44.44%
Female	80	55.56%
Total	144	100%
Employee Status	Sum	Percent
PNS	102	70.83%
PPPK	42	29.17%
Total	144	100%

Source: Survey Results, 2024.

The table above shows that the demographics of respondents based on employment status included 70.83% PNS respondents and 29.17% PPPK respondents.

3.2 Operational Definition of Variables

Table 4. Operational Definition of Exogenous Variables

Variable	Indicators	Questionnaire	Scale
Transactional Leadership Style (X1)	<i>Continent reward</i>	1	Likert STS=1 SS=5
		2	
		3	
		4	
		5	
	<i>Management by exception – active</i>	6	
		7	
		.8	
		.9	

		10	
	<i>Management by exception passive</i>	11	
		12	
		13	
		14	
		15	
	<i>Laissez-faire</i>	16	
		17	
		18	
		19	
		20	
Variable	Indicators	Questionnaire	Scale
Organizational Commitment (X2)	Affective Commitment	1	Likert
		2	STS=1
		3	
		4	SS=5
		5	
	Continuance Commitment	6	
		7	
		8	
		9	
		10	
	Normative Commitment	11	
		12	
		13	
		14	
		15	
Variable	Indicators	Questionnaire	Scale
Competence (X3)	1. Knowledge and Ability	1	Likert
		2	STS=1

		3	SS=5	
	2. Expertise and Skills	4		
		5		
		6		
	3. Willingness and Initiative	7		
		8		
		9		
	4. Ability to identify problems and solutions	10		
		11		
		12		
	5. Friendliness and Politeness	13		
		14		
		15		
Variable	Indicators	Questionnaire		Scale
Work motivation (Z)	1) Physiological Needs	1		Likert STS=1 SS=5
		2		
		3		
	2) Safety	4		
		5		
		6		
	3) Social Needs	7		
		8		
		9		
	4) Self-Actualization	10		
		11		
		12		
	5) Esteem Needs	13		
		14		
		15		
Variable	Indicators	Questionnaire	Scale	

Employee Performance (Y)	1. Able to increase the target number of jobs	1	Likert STS=1 SS=5
		2	
		3	
	2. Able to create innovation and create creativity	4	
		5	
		6	
	3. Able to minimize work errors	7	
		8	
		9	
	3. Able to fulfill absences or attendance according to the specified time	10	
		11	
		12	
	4. Able to work with other employees	13	
		14	
		15	

Table 5. Alternative Likert Scale Answers

Alternative Answers	Weight of Value
Strongly disagree (STS)	1
Disagree	2
Quite agree	3
Agree	4
Strongly agree (SS)	5

Source: Sugiyono (2021)

4. Result and Discussion

4.1 Validity and Reliability Test Results

4.1.1 Validity

The results of the outer model test showing the outer loading value using smart PLS are shown in the following image and table:

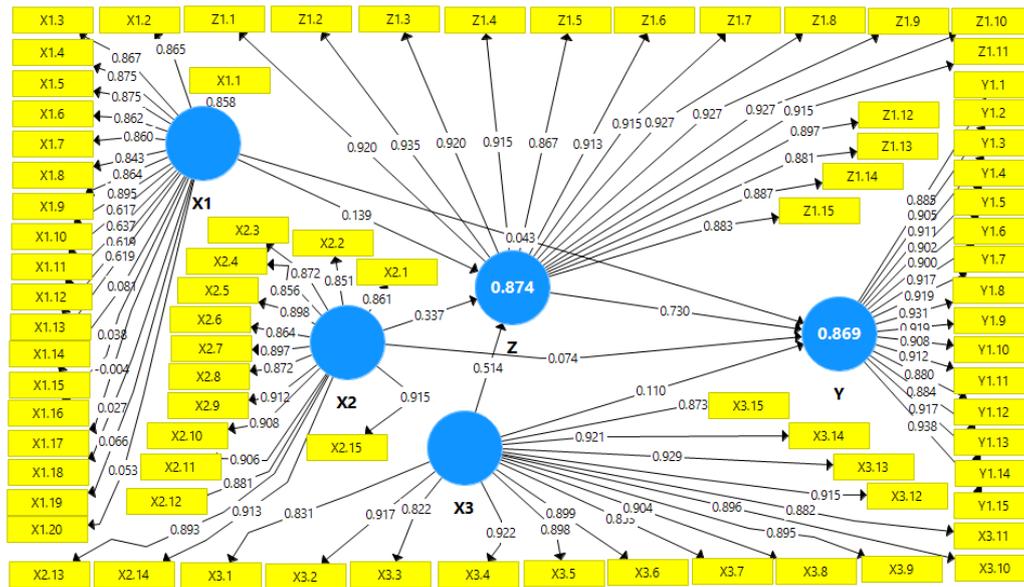


Figure 2. Initial Stage Outer Model Test Results
Source: Smart PLS Output, 2024

Table 6. Construct Reliability and Validity of Advanced Analysis Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.956	0.963	0.962	0.647
X2	0.981	0.981	0.982	0.787
X3	0.981	0.982	0.983	0.794
Z	0.985	0.985	0.986	0.826
Y	0.985	0.985	0.986	0.826

Source: Smart PLS Output

The above table shows that the item values produced by the construct of all variables are declared valid.

The results of the Discriminant Validity test by looking at the cross-loading factor value, which is useful for determining whether the construct has adequate discriminant, with the provision that the loading value on the intended construct is greater than the other values, and the standard value for each construct is greater than 0.7. The results of the test still had values below standard 07, so it was necessary to re-analyze the data. The results of the re-analysis did not include those that did not meet the criteria, namely X1.11, X1.12, X1.13, and X1.14. are listed in the following table:

Table 7. Cross Loading Values from Re-Analysis Results

	X1	X2	X3	Z	Y
X1.1	0.892	0.708	0.592	0.705	0.670
X1.2	0.889	0.696	0.572	0.663	0.627
X1.3	0.882	0.669	0.546	0.619	0.602
X1.4	0.902	0.665	0.536	0.609	0.594
X1.5	0.879	0.652	0.612	0.655	0.618
X1.6	0.897	0.653	0.564	0.656	0.639
X1.7	0.890	0.607	0.549	0.617	0.595
X1.8	0.870	0.638	0.597	0.666	0.622
X1.9	0.892	0.669	0.614	0.688	0.672

X1.10	0.919	0.682	0.628	0.703	0.694
X2.1	0.602	0.861	0.741	0.746	0.679
X2.2	0.604	0.851	0.735	0.733	0.684
X2.3	0.618	0.872	0.743	0.775	0.732
X2.4	0.588	0.856	0.738	0.716	0.716
X2.5	0.689	0.898	0.773	0.774	0.736
X2.6	0.662	0.864	0.750	0.746	0.714
X2.7	0.698	0.897	0.807	0.817	0.782
X2.8	0.681	0.872	0.795	0.831	0.803
X2.9	0.660	0.912	0.820	0.836	0.787
X2.10	0.648	0.908	0.781	0.834	0.822
X2.11	0.714	0.906	0.749	0.817	0.800
X2.12	0.701	0.881	0.737	0.773	0.760
X2.13	0.706	0.893	0.833	0.823	0.772
X2.14	0.665	0.913	0.778	0.814	0.787
X2.15	0.668	0.915	0.851	0.856	0.809
X3.1	0.538	0.740	0.831	0.716	0.718

	X1	X2	X3	Z	Y
X3.2	0.613	0.837	0.917	0.851	0.794
X3.3	0.490	0.667	0.822	0.682	0.704
X3.4	0.559	0.799	0.922	0.826	0.772
X3.5	0.547	0.711	0.898	0.787	0.784
X3.6	0.582	0.822	0.899	0.849	0.805
X3.7	0.583	0.799	0.853	0.838	0.795
X3.8	0.552	0.751	0.904	0.794	0.766
X3.9	0.611	0.799	0.895	0.784	0.753
X3.10	0.687	0.860	0.896	0.889	0.833
X3.11	0.532	0.759	0.882	0.794	0.735
X3.12	0.622	0.799	0.915	0.842	0.769
X3.13	0.644	0.818	0.929	0.866	0.801
X3.14	0.578	0.762	0.921	0.807	0.778
X3.15	0.563	0.752	0.873	0.766	0.769
Z1.1	0.678	0.843	0.852	0.920	0.827
Z1.2	0.684	0.845	0.863	0.935	0.862
Z1.3	0.658	0.825	0.862	0.920	0.845
Z1.4	0.647	0.840	0.866	0.915	0.847
Z1.5	0.633	0.745	0.833	0.867	0.847
Z1.6	0.652	0.790	0.839	0.913	0.846
Z1.7	0.659	0.833	0.861	0.915	0.838
Z1.8	0.686	0.834	0.865	0.927	0.860
Z1.9	0.700	0.811	0.808	0.927	0.853
Z1.10	0.707	0.810	0.832	0.927	0.847
Z1.11	0.696	0.821	0.796	0.915	0.866
Z1.12	0.688	0.812	0.771	0.897	0.857
Z1.13	0.660	0.807	0.771	0.881	0.831
Z1.14	0.666	0.778	0.767	0.887	0.825
Z1.15	0.674	0.812	0.771	0.883	0.810
Y1.1	0.623	0.698	0.776	0.789	0.885
Y1.2	0.612	0.723	0.800	0.821	0.905
Y1.3	0.645	0.821	0.817	0.853	0.911
Y1.4	0.609	0.788	0.798	0.823	0.902

Y1.5	0.606	0.738	0.784	0.817	0.901
Y1.6	0.641	0.780	0.834	0.834	0.917
Y1.7	0.673	0.824	0.791	0.879	0.919
Y1.8	0.707	0.820	0.811	0.885	0.931
Y1.9	0.678	0.791	0.766	0.869	0.919
Y1.10	0.649	0.745	0.780	0.845	0.908
Y1.11	0.680	0.765	0.811	0.855	0.912
Y1.12	0.673	0.762	0.735	0.814	0.880
Y1.13	0.591	0.745	0.723	0.817	0.884
Y1.14	0.629	0.825	0.799	0.862	0.917
Y1.15	0.684	0.849	0.795	0.889	0.938

Source: Smart PLS Output

In the table above, the values of all loadings on the intended construct are greater than the other values, and the standard value for each construct is greater than 0.7, so there is no need for re-analysis, and it meets the criteria. (D. Duryadi, 2021).

4.1.2 Reliability

The output results of the Composite Reliability test are listed in the following table.

Table 8. Construct Reliability and Validity of Advanced Analysis Results

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
X1	0.971	0.972	0.975	0.795
X2	0.981	0.981	0.982	0.787
X3	0.981	0.982	0.983	0.794
Z	0.985	0.985	0.986	0.826
Y	0.985	0.985	0.986	0.826

Source: Smart PLS Output

The table above shows that all variable values in the reliability test, both Cronbach's alpha and composite reliability, have values above 0.7, and AVE has a value of more than 0.5. Thus, it is concluded that the variables tested are valid and reliable, and thus, structural model testing can be carried out. (D. Duryadi, 2021).

4.2 Results of Inferential Analysis with Structural Model (Inner Model)

The R Square or Determinant coefficient value (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value can be seen in the following table:

Table 9. R Squares

	<i>R Square</i>	<i>R Square Adjusted</i>
Work Motivation (Z)	0.879	0.876
Employee Performance (Y)	0.869	0.865

Source: Smart PLS Output, 2023

The table shows that the R Square value of Work Motivation is 0.879, meaning that the work motivation variable (Z) is 87.9% influenced by the Transactional Leadership Style variable (X1), Organizational Commitment (X2), and competence, while 12.1% is influenced by other factors outside the variables studied. The R Square value of Employee Performance (Y) is 0.869, meaning that the Employee Performance variable (Y) is 86.9% influenced by the Transactional Leadership Style variable (X1), Organizational Commitment (X2), competence (X3), and Work Motivation (Z), while 13.1% is influenced by other factors outside the variables studied. The goodness of the model is shown in the following table:

Table 10. Model Fit/Model Goodness of Fit (NFI Value))

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.048	0.048
d_ ULS	5.693	5.693
d_ G	15.778	15.778
Chi-Square	8086.482	8086.482
NFI	0.633	0.633

Source: Smart PLS Output, 2024

From the data, the NFI value is shown to be 0.633 or close to 0.67, so it can be concluded that the goodness of the model is strong. Thus, after meeting the above requirements, it can be concluded that the model can be continued for the next test, namely the hypothesis test. According to Duryadi (2021) If the correlation coefficient value of variable X to Y with a T-Statistic value $T\text{-statistic} > 1.96$ and a P-Value value of less than <0.05 , then it can be concluded that it is significant. The results of the Path Coefficient test with Bootstrapping can be seen in the following table:

Table 11. Path Coefficient

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X1 -> Y	0.047	0.044	0.057	0.814	0.416
X1 -> Z	0.162	0.169	0.059	2.763	0.006
X2 -> Y	0.073	0.086	0.125	0.582	0.561
X2 -> Z	0.314	0.304	0.100	3.130	0.002
X3 -> Y	0.118	0.106	0.124	0.950	0.343
X3 -> Z	0.526	0.528	0.083	6.354	0.000
Z -> Y	0.722	0.724	0.120	6.033	0.000

Source: Smart PLS Output, 2024

From the above data, it is observed that all original values of the sample are positive, which can be interpreted as having a positive relationship pattern. The value of the influence of transactional leadership (X1) on employee performance (Y) was 0.047. The value of the influence of transactional leadership (X1) on work motivation (Z) was 0.162. The value of the influence of organizational commitment (X2) on employee performance (Y) was 0.073. The value of the influence of organizational commitment (X2) on work motivation (Z) was 0.314. The value of the influence of competence (X3) on employee performance (Y) was 0.118, and the influence of competence (X3) on work motivation (Z) was 0.526. The influence of work motivation (Z) on employee performance (Y) is 0.722.

Table 12. Specific Indirects Effects

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
X1 -> Z -> Y	0.117	0.122	0.048	2.458	0.014
X2 -> Z -> Y	0.227	0.218	0.077	2.958	0.003
X3 -> Z -> Y	0.380	0.384	0.095	4.006	0.000

Source: Smart PLS Output, 2024

From the above data, it is shown that all the original sample values are positive. The value of the influence of transactional leadership (X1) on employee performance (Y) through intervening work motivation (Z) is 0.117. The value of the influence of organizational commitment (X2) on employee performance (Y) through intervening work motivation (Z) is 0.227. The value of the influence of competence (X3) on employee performance (Y) through intervening in work motivation (Z) is 0.380.

5. Conclusion and Suggestions

5.1 Conclusions

1. There was no significant direct influence of transactional leadership style on employee performance at the Karimun Regency Regional Secretariat.
2. Organizational commitment has no significant direct influence on employee performance at the Karimun Regency Regional Secretariat.
3. Competence had no significant direct influence on performance at the Karimun Regency Regional Secretariat.
4. Transactional leadership style has a significant direct influence on employee work motivation at the Karimun Regency Regional Secretariat.
5. Organizational commitment has a significant direct influence on employee work motivation in the Karimun Regency Regional Secretariat.
6. Employee competence has a significant direct influence on work motivation at the Karimun Regency Regional Secretariat.
7. Work motivation had a significant direct influence on performance in the Karimun Regency Regional Secretariat.
8. There is a significant influence of transactional leadership style on performance in intervening work motivation of employees of the Regional Secretariat of Karimun Regency as a perfect intervening variable
9. Organizational commitment has a significant influence on employee performance when intervening in the work motivation of employees of the Regional Secretariat of Karimun Regency as a perfect intervening variable.
10. Competence has a significant influence on performance in intervening work motivation of employees of the Regional Secretariat of Karimun Regency, as a perfect intervening variable.

5.2 Suggestions

Based on the results of this study, it is recommended to the Head of the Regional Secretariat of Karimun Regency that:

1. Ensure that the leadership style applied can have an impact on increasing the ability to increase the target number and complete work on time, create innovation and create creativity in completing work, the ability to minimize errors in fulfilling attendance according to the time specified in their work, and the ability to work together with other employees, so that employee performance can achieve the performance predicate according to expectations and need to improve the supervision and guidance system
2. Ensure that organizational commitment from employees can increase the ability to increase the target number and complete work on time, create innovation and creativity in completing work, minimize errors in fulfilling attendance according to the time specified in their work, and work together with other employees. Among other things, providing balanced feedback on the conditions of employee performance achievement,
3. Ensure that employee competence has an impact on the ability to increase the target number and complete work on time, create innovation and creativity in completing work, minimize errors in fulfilling attendance according to the time specified in their work, and the ability to work together with other employees. Among others, by empowering employees according to their competencies, fairly and professionally
4. Ensuring that the work motivation conditions of employees always have an impact on the ability to increase the target number and complete work on time, create innovation and creativity in completing work, the ability to minimize errors in fulfilling attendance according to the time specified in their work, and the ability to work together with other employees, so that employees are always motivated to improve their performance predicate.
5. Optimizing the achievement of agency performance by improving employee performance by adjusting the leadership style applied, increasing organizational commitment to empowering employees according to their competencies fairly and professionally, and increasing employee work motivation.

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