



How Transformational Leadership and Competency Supporting Employee Performance: Role of Achievement Motivation as Mediation

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ABSTRACT

Purpose –The purpose of this paper is to analyze the influence of transformational leadership and competence on employee performance as mediated by achievement motivation in government agencies.**Methodology/approach** – This study employs quantitative methods, with purposive sampling techniques. The data analysis method uses Partial Least Square (PLS) with the help of SmartPLS 3.2.9 software and data collection is carried out through online distribution of questionnaires. The number of respondents in this study was 188 permanent employees in government agencies. The data was analyzed using the Slovin formula with a (e) 5% error rate.**Findings** – Transformational Leadership on Employee Performance, Transformational Leadership on Achievement Motivation, Competence on Employee Performance, Competence on Achievement Motivation, Achievement Motivation on Employee Performance, Transformational Leadership through Achievement Motivation on Employee Performance, Competence through Achievement Motivation on Employee Performance has a positive and significant effect .**Novelty/value** –Competence and achievement motivation are important in improving employee performance. **Keywords** Transformational Leadership, Competency, Achievement Motivation, Employee Performance.

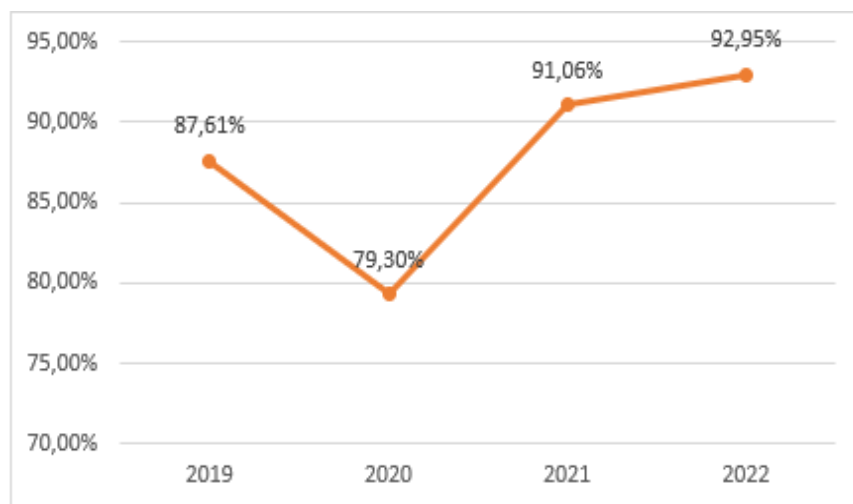
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INTRODUCTION

This government agency was established based on law. Government agencies in the field of law enforcement are expected to have leaders who have strong motivation and morals in every situation and convey their vision and mission clearly. Leaders are expected to be able to garner trust and respect from all employees. Employees are a very valuable human resource asset in an organization. Talking about human resources, this is very closely related to human resource management. According to Dessler in(Sutrisno, 2023)Human Resources Management is a policy and practice that is required for someone to carry out the "people" or human resources aspect of a management position, including recruiting, screening, training, rewards, and assessment. Apart from that, the work ability (output) produced by each member of the organization. The extent to which each member of the organization is able to demonstrate performance or work performance and achievement motivation will automatically indicate how long the existence of the organization can run as it should. So as to achieve maximum organizational performance.



One of the factors of organizational success will be determined by human resource factors. This government agency is an organization that has human resources whose educational background and experience are heterogeneous with a high level of variation. Of course, the competencies possessed by employees will vary in completing tasks. Apart from that, employee achievement motivation to fight extraordinary crimes with extraordinary systems must also always be maintained. When the Corona Virus Disease 2019 (COVID-19) outbreak occurred in Indonesia in 2020, changes were made to the way of working, because employees who usually worked in the office changed to working from home. so that employee performance targets fluctuate, the data is presented in Figure 1.1.



Picture1. Employee Performance

From Figure 1.1. It can be seen that the performance of government agency employees fluctuates. In 2019 it reached 87.61%, in 2020 it decreased to 79.30%, then in 2021 it increased to 91.06% and in 2022 it increased to 92.95%. To find out more about employee performance and more specifically, interviews were conducted with stakeholders there. The results of the interview suggest that the fluctuating factor in employee performance is that the agency is not prepared to work from home (WFH) because every job given to employees can be done directly. In his view, competence is one of the factors that can influence employee performance. Another factor is that every employee has achievement motivation in completing the work that is their duty and responsibility. Leadership also influences performance.

Leadership within this agency is directed towards the formation of a high-performing organization. Implementation The leadership also applies transformational leadership, namely by providing an example in carrying out a clear vision of the agency, inviting employees to think about ways to do their work, showing sympathy for employee problems, and motivating employees to contribute to the organization. This is in accordance with research(Purwanto et al., 2020)that transformational leadership has a positive and significant effect on performance.

A preliminary survey was conducted regarding fluctuating performance variables from the interview results, namely transformational leadership variables, competence, achievement motivation. The pre-survey results show that competency is the variable that most influences employee performance. This research will focus on employee performance by considering transformational leadership factors, examining whether achievement motivation is a mediator in the relationship between these factors. This

research is entitled "The Influence of Transformational Leadership, Competence on Employee Performance Mediated by Achievement Motivation in Government Agencies".

LITERATURE REVIEW (if any)

Transformational Leadership

Leadership obeys(Sutrisno, 2023)is a process of activity to mobilize other people, to do something in order to achieve the expected results. Leadership is defined as a commodity so that individuals can get the opportunity to lead.

(Hasibuan, 2017)Leadership is the way a leader influences the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals. According to(Mulianto, S. , Cahyadi, E.R. , Widjayakusuma, 2006)Transformational leadership is considered capable of continuing to increase the competitiveness of organizations/companies in an increasingly competitive world.

From the definitions above, it can be concluded that transformational leadership is the ability to influence and direct employees to perform high in order to achieve organizational goals in facing an increasingly competitive world.

H1: Transformational Leadership has a positive and significant effect on Employee Performance

H2: Transformational Leadership has a positive and significant effect on Achievement Motivation.

Competence

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitudes required by the job.(Wibowo, 2016). Competence makes an individual demonstrate work in accordance with the company's performance standards required to complete the assigned tasks. Each individual must be able to reflect thoughts and actions based on positive values in order to have an impact on employee performance.

In Government Regulation no. 101 of 2000 Article 3 explains that competence is the ability and characteristics possessed by civil servants in the form of knowledge, behavioral attitudes required in their duties and positions. In the opinion of Boulter et al. (2003), "competence is a basic characteristic of a person that enables him to provide superior performance in a particular job, role or situation".

In line with the above understanding of Spencer and Spencer's competence in(Sutrisno, 2023)is an underlying characteristic of an individual that is related to the results obtained from a job. This definition means that competence is a part of the personality that is deep and inherent to an individual and behavior that can be predicted in various situations and work tasks.

H3: Competency has a positive and significant effect on employee performance

H4: Competence has a positive and significant effect on Achievement Motivation

Achievement motivation

Achievement motivation is a combination of two words, namely "motivation" and "achievement" which can form a new meaning. According to Murray in(Mulia & Saputra, 2021)Achievement motivation is a person's efforts to master their tasks, achieve success, overcome obstacles, perform better than others, and gain appreciation for their talents.

Gill (2007) in(Mulia & Saputra, 2021), achievement motivation is defined as an individual's orientation to try to achieve success, persevere when they fail and get rewards when they achieve achievement.

Achievement motivation according to David McClelland (1974) in(Sutrisno, 2023)is when a person is considered to have high achievement motivation, if he has the desire to perform better than others in many situations and factors that cause, channel and maintain human behavior towards a certain determination. Apart from that, motivation is a tool that can be used by managers to regulate work relationships within the organization.

From a number of corner look on can concluded that motivationachievementisa person's effort to carry out tasks well so as to achieve success and gain appreciation for their abilities.

H5: Achievement Motivation has a positive and significant effect on employee performance

Employee Performance

According to (Mangkunegara, 2017) The term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Accuracy in completing work, namely thoroughness in completing work, attention to quality in completing work, ability to meet company targets and ability to complete work on time (Dehotman, 2023; Iskanto, 2022, 2023; Turmudhi & Ristianawati, 2023).

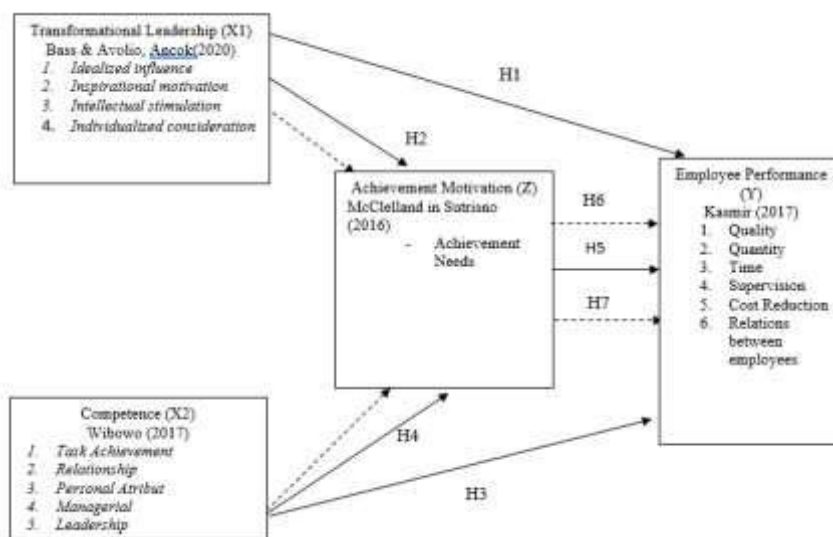
(Kasmir, 2017) stated that performance is the result of work that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is defined as an ability possessed by individuals where productivity plays a role in their work. Through this, workers will be able to achieve success in accordance with the company's goals (Rotinsulu & Hartono, 2015).

H6: Transformational Leadership has a positive and significant effect through Achievement Motivation on Employee Performance

H7: Competence has a positive and significant effect on Achievement Motivation on Employee Performance

METHOD

The independent variables used are Transformational Leadership (X1) and Competence (X2), the mediating variable is Achievement Motivation (Z), and the dependent variable is Employee Performance (Y). This research uses quantitative methods. The total population in this study was 354 employees using a purposive sampling technique with the criteria being permanent employees who had worked for more than 1 year, so the sample size was 188 employees. The data sources used are primary data obtained directly in the field such as interviews, observations and questionnaires using a Likert scale in selecting answers as well as secondary data obtained from literature studies through journals, documentation, books and others. The data analysis method in this research uses Partial Least Square (PLS) with the help of SmartPLS 3.2.9 software.



Picture 2. Research Framework

RESULTS AND DISCUSSION

In the description of the respondents, they explained the characteristics of the respondents including gender, age, education, and length of work. The following descriptions of the respondents are explained below.

Table1. Description of Respondents

Type sex	Amount	%
Man Man	126	67
Women	62	33
Total	188	100
Age	Amount	%
<30 Years	29	15.43
30-40 Years	98	52.13
40-50 Years	59	31.38
>50 Years	2	1.06
Total	188	100
Education	Amount	%
D3	4	2.13
S1	132	70.21
S2	52	27.66
Total	188	100
Position	Amount	%
<5 Years	7	3.72
5-10 Years	75	39.89
10-15 Years	69	36.7
>15 Years	37	19.68
Total	188	100

Source :Result of SmartPLS 3.2.9, 2023

From table 1 above it can be seen Men dominate this research with 67% of respondents. Then continued with the characteristics of respondents based on age which came from employees aged 30-40 years as much as 52.13%. Judging from the table, it turns out that the majority of employees with undergraduate backgrounds who took part in this survey were 70.21%. In terms of work experience, those who have worked 5-10 years dominate as much as 39.89%. From the characteristics of the existing respondents, it can be concluded that the employees are still of productive age and have a relatively long working period.

Data Analysis Results

Measurement Model (Outer Model)

Table2. Outer Loading, AVE, Composite Reliability and Cronbach's Alpha

Variable	AVE Value Variable	Dimensions	Indicator	Outer loading	AVE Value Dimension	Cronbach's Alpha	Composite Reliability
Transformational Leadership (X1)	0.704	<i>Idealized influence</i>	1	0.903	0.824	0.958	0.963
			2	0.853			
		<i>Inspirational motivation</i>	3	0.920			
			4	0.917			
			5	0.944			



			6	0.860	0.841						
		<i>Intellectual stimulation</i>	7	0.923							
			8	0.914							
			9	0.915	0.788						
		<i>Individualized consideration</i>	10	0.863							
			11	0.919							
			12	0.880							
		Competency (X2)	0.603	<i>Task accomplishment</i>	13			0.899	0.829	0.917	0.932
					14			0.922	0.823		
				<i>Relationships</i>	15			0.888			
	16			0.926							
<i>Personal attributes</i>	17			0.913	0.854	0.834					
	18			0.934							
<i>Managerial</i>	19			0.895							
	20			0.932							
	<i>Leadership</i>			21	0.848	0.680					
	22			0.878							
	23	0.741									
Achievement Motivation (Z)	0.654	Achievement Needs	24	0.739	0.654	0.865	0.904				
			25	0.829							
			26	0.850							
			27	0.902							
			28	0.707							
Employee Performance (Y)	0.588	Quality	29	1,000	1,000	0.921	0.934				
		Quantity	30	0.921	0.833	0.847					
			31	0.904							
		Time	32	0.918	0.877						
			33	0.923							
		Supervision	34	0.931							
			35	0.942							
		Cost Emphasis	36	0.930	0.844	0.899					
			37	0.907							
		Relations Between Employees	38	0.947							
			39	0.949							

Study(Ghozali & Hengky, 2020)variables are said to be valid with a loading factor of more than 0.7,Howeverloading factor 0.5 to 0.6 is still acceptable. In Table 2, it can be seen that all loading factor calculations have values above 0.7. This means that all statements submitted are valid and can represent the dimensions and variables studied. AVE is used to validate convergence. In this case, the variable must have a value greater than 0.50. This table shows that the value is more than 0.50. This shows that the information submitted is accurate and valid. All variables have a composite Cronbach's alpha reliability value above 0.70. This means that all latent variables are said to be reliable.

Table3. Fornell Larcker				
Variable	Transformational Leadership (X1)	Employee Performance (Y)	Competency (X2)	Achievement Motivation (Z)
Transformational Leadership (X1)	0.839			
Employee Performance (Y)	0.447	0.767		
Competency (X2)	0.413	0.820	0.776	
Achievement Motivation (Z)	0.409	0.801	0.717	0.809

Source :Result of SmartPLS 3.2.9, 2023

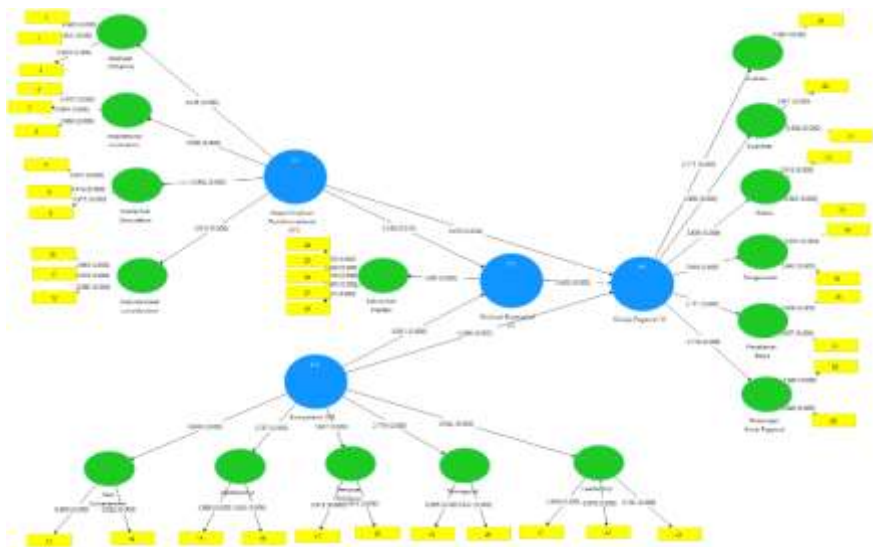
From Table 3, it can be concluded that each construct has the greatest value between one construct and another.

Table4. Heterotrait Monotrait Ratio				
Construct	Transformational Leadership (X1)	Employee Performance (Y)	Competency (X2)	Achievement Motivation (Z)
Transformational Leadership				
Employee Performance	0.475			
Competency	0.437	0.890		
Achievement Motivation	0.443	0.896	0.805	

Source :Result of SmartPLS 3.2.9, 2023

Hanseler at al (2016) recommends that the measurement value should be smaller than 0.85 and even though the value is above 0.85 up to a maximum of 0.90 is still considered sufficient. Table 4. It can be concluded that the value is still below 0.90.

Measurement Model (Inner Model)



Picture3. Results of SmartPLS Data Processing

**Table5. Mark R Square**

Construct	R Square	R Square Adjusted
Achievement motivation	0.529	0.524
Employee Performance	0.770	0.766

The R-Square test results show The relationship between constructs based on the adjusted R Square value can be explained that the Achievement Motivation (Z) variable is 0.524, this shows that 52% of the Achievement Motivation (Z) variable can be influenced by transformational leadership (X1) and competency (X2) variables, while the rest 48% is influenced by other variables outside those studied. Meanwhile, the relationship between constructs based on the adjusted R Square value for the Employee Performance variable (Y) is 0.766, this shows that 77% of the employee performance variable (Y) can be influenced by transformational leadership (X1) and competency (X2) as well as the achievement motivation variable (Z), while the remaining 23% is influenced by other variables outside those studied. To evaluate the R² value based on calculation results using the Calculate SmartPLS version 3.2.9 algorithm, the R² value was 0.529 for the Achievement Motivation variable and 0.770 for the Employee Performance variable. The R² value shows that the level of determination of the exogenous variables (transformational leadership and competence) on the endogenous ones is high.

Table6. Mark Q Square

ITEMS	SSO	SSE	Q² (=1-SSE/SSO)
Transformational Leadership (X1)	2068,000	2068,000	
Employee Performance (Y)	1880,000	1046,301	0.443
Competency (X2)	1692,000	1692,000	
Achievement Motivation (Z)	940,000	620,969	0.339

Source :Result of SmartPLS 3.2.9, 2023

Based on the Q-Square results, it can be concluded that employee performance has a Q² of 0.443, which indicates that the model used can explain around 44.3% of employee performance variability. Achievement motivation has a Q² of 0.339 which shows that the model used can explain around 34% of the variability in achievement motivation.

Table7. Path Coefficient

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Direct Effects				
Transformational leadership (X1) -> Employee Performance	0.075	0.034	2,169	0.015
Transformational leadership (X1) -> Achievement motivation	0.132	0.060	2,253	0.012
Competency (X2) -> Employee Performance	0.479	0.078	6,250	0,000
Competency (X2) -> Achievement motivation	0.662	0.051	12,874	0,000

Achievement motivation (Z) -> Employee Performance	0.426	0.065	6,520	0,000
Transformational leadership (X1) -> Idealized Influence	0.837	0.023	35,709	0,000
Transformational leadership -> Inspirational motivation	0.956	0.006	148,886	0,000
Transformational leadership -> Intellectual Stimulation	0.942	0.008	112,844	0,000
Transformational leadership -> Individualized consideration	0.919	0.016	57,794	0,000
Employee Performance (Y) -> Relations Between Employees	0.766	0.041	18,971	0,000
Achievement motivation (Z) -> Need for Achievement	1,000	0,000	8669,654	0,000
Indirect Effects				
Transformational leadership (X1) -> Achievement motivation (Z) -> Employee Performance (Y)	0.057	0.029	1,998	0.023
Competency (X2) -> Achievement motivation (Z) -> Employee Performance (Y)	0.282	0.048	5,830	0,000

Source :Result of SmartPLS 3.2.9, 2023

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

The statistical t value is 2.169 and the p value is 0.015. These findings show that there is a significant relationship between transformational leadership variables and employee performance, so that the first hypothesis can be accepted. This research is in line with research conducted(Raveendran & Gamage, 2019)who found a positive correlation between transformational leadership and employee performance. According to research conducted(Purwanto et al., 2020)found that transformational leadership had a significant effect on performance.

The Influence of Transformational Leadership on Achievement Motivation

The statistical t value is 2.253 and the p value is 0.012. These findings show that there is a significant relationship between transformational leadership variables and achievement motivation, so that the second hypothesis can be accepted. This research is in line with research conducted by(Rezky et al., 2022)which shows that transformational leadership has a positive and significant effect on achievement motivation.

The Influence of Competency on Employee Performance

The statistical t value is 6.250, the path coefficient is 0.486 and the p value is 0.000. These findings show that there is a significant relationship between competency variables and employee performance, so that the third hypothesis can be accepted. These findings indicate that employee performance is significantly influenced by competence. Employee performance will be better if their competence increases. This shows the importance of competency in improving employee performance. The results of this research are in line with research conducted by(Musnadi et al., 2019)which shows that competency has a positive and significant effect on employee performance. According to research conducted by(Sabuhari et al., 2020)found that competence has a positive correlation with employee performance.

The Influence of Competency on Achievement Motivation

The statistical t value is 12.874, the path coefficient is 0.661 and the p value is 0.000. This finding shows that there is a significant relationship between the competency variable and achievement motivation, so that the fourth hypothesis is accepted. This shows the importance of competence to increase achievement motivation. The competency map possessed by employees is a driving force to continue to be motivated. Achievement motivation is facilitated by domestic and foreign scholarships

thereby increasing employee competency. The results of this research are in line with research conducted by (Ngongo et al., 2023) which shows that competence has a positive and significant effect on achievement motivation.

The Influence of Achievement Motivation on Employee Performance

The statistical t value is 6.250, the path coefficient is 0.423 and the p value is 0.000. These findings show that there is a significant relationship between achievement motivation variables and employee performance, so that the fifth hypothesis is accepted. This means that the more employees are motivated to achieve, the more employee and agency performance can be improved. Employees who perform well will receive rewards, which are given at the end of each year. The results of this study are in line with research conducted by (Guo et al., 2021), (Kusumawardani & Lo, n.d.) which shows that achievement motivation has a positive and significant effect on employee performance.

The Influence of Transformational Leadership through Achievement Motivation on Employee Performance

The statistical t value is 1.998, the path coefficient is 0.057 and the p value is 0.023. These findings show that there is a significant relationship between transformational leadership through achievement motivation and employee performance, so that the sixth hypothesis is accepted. Achievement motivation is able to mediate the influence of transformational leadership on employee performance, which means that if transformational leadership runs well, the better the achievement motivation, the better the level of employee performance. The results of this study are in line with research (Rukmana, 2020) which is able to explain the significant influence of transformational leadership on employee performance.

The Influence of Competency through Achievement Motivation on Employee Performance

The statistical t value is 5.830, the path coefficient is 0.279 and the p value is 0.000. These findings show that there is a significant relationship between competence through achievement motivation and employee performance, so that the seventh hypothesis is accepted. Achievement Motivation is able to mediate competence on employee performance, which means that if the employee's competence is higher, the higher the achievement motivation will be so that the employee's performance will be better. The results of this research are supported by the results of research conducted by (Ngongo et al., 2023) which shows that competence has a positive and significant effect on performance which is mediated by achievement motivation.

CONCLUSION

from research and discussion of employee performance in government agencies regarding the Influence of Transformational Leadership, Competence on Employee Performance Mediated by Achievement Motivation has a positive and significant influence. Employee performance is most influenced by the competency dimension of leadership. Transformational leadership has a significant influence on employee performance, but the influence is weak, the achievement motivation component has quite a large influence on employee performance. Achievement motivation can mediate the relationship between transformational leadership and employee performance. And achievement motivation can mediate the relationship between competency and employee performance. The suggestion for agencies is that in order for employee performance to increase, leaders need to give awards to employees who have contributed to achieving organizational goals. Employee competency maps must be actively implemented so that employees can be more motivated, so that achievement motivation will be more developed. To increase competence through formal education with Masters and Doctoral scholarships. Non-formal education such as certification, training and workshops. Suggestions for further research. This research still has limitations which are expected to be material for improvement for future research,

such as further research with employee performance as the main topic, exploring the influence of other independent variables such as compensation, organizational culture, employee engagement, team leadership to predict their influence. on employee performance.

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