

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE WITH INTRINSIC MOTIVATION AS A MEDIATING VARIABLE

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Abstract

This study examines the effect of transformational leadership and employee competence on employee performance and explores the mediating effect of intrinsic motivation variables. The sample in this study was 120 employees at Lhokseumawe Customs and Aceh Province. The analytical tool used is path analysis with a Structural Equation Modeling method using the Amos program. The results showed that each variable of transformational leadership and employee competence has a positive and significant effect on intrinsic motivation and employee performance. The inherent motivation variable mediates transformational leadership with employee performance variables in partial mediation and the intrinsic motivation variable mediates employee competence with employee performance variables in full mediation.

Keywords: *Transformational leadership, employee competence, intrinsic motivation, employee performance.*

I. Introduction

The Directorate General of Customs and Excise is a government agency that serves the community by providing public services in the field of customs and excise (Rustianingtyas, 2016). Currently, negative sentiments from the wider community on the issue of poor employee performance in providing services still often fill the public information space or social media (Gunadi, et al., 2015). Employee performance is an important building block of an organization. And most public organizations, it is realized, still have relatively low performance and lack of quality (Indiyati et al., 2021). Low employee performance makes a public organization unprepared for various phenomena in the organization. Research (Rinawati & Ingsih, 2013) states that employee performance is largely determined by the quality of human resources.

Research conducted by Atatsi, et.al (2019) states that the success of an organization in achieving goals is strongly influenced by the performance of human resources. The progress and decline of an organization can be seen in the quality of its human resources. Performance appraisal is very important in achieving organizational goals and determining individual contributions to the organization (Rudman, 2013). Then transformational leadership affects employee performance (Alrowwad et al., 2020). According to (Atmojo, 2012) transformational leadership has an orientation toward comprehensive change which is influenced by the dimensions of the organization's vision and has a positive and significant influence on employee performance which in turn improves organizational performance (Almheiri et al., 2022; Adriansyah et al., 2018; Bastari et al., 2020). Transformational leadership is one of the leadership styles that is considered effective in building a good work process for employees in the office and the field (Andelilin & Widyadana, 2023), and is an important indicator for measuring employee performance (Angesty, 2019).

Furthermore (Zhu et al., 2018), revealed that one of the indicators to improve employee performance lies in the level of employee competence. This statement is also reinforced by (Otoo & Mishra, 2018; Mevik & Wehrens, 2007). And also research (De Vos & Van der Heijden, 2011), reveals

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how important employee competence is to support individual performance improvement which in turn will have an impact on improving performance. It is almost impossible to achieve individual performance without being supported by the competence of employees from an organization (Gunadi et al., 2015). Employee competence is a skill that employees can do in completing their work. According to (Salman et al., 2020) competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in their work. With adequate competence, it is hoped that employees will be able to improve their performance and if they work in the public sector, they can be motivated and provide maximum service to the community.

Furthermore, intrinsic motivation is also an important factor that will encourage employee performance. Employees who have intrinsic motivation will do their work happily so that their performance will continue to increase. According to (Onibala et al., 2017) an employee will produce high performance if motivated at work. Therefore, it is not surprising that employees who have high work motivation usually have high performance as well.

According to the results of research (Wijaya (2021) motivation also has a significant effect on employee performance, however, it is different from the results of research conducted by (Adha et al., 2023) which states that work motivation has an insignificant effect on employee performance. Meanwhile (Ansari & Lubis, 2022), states that motivation is one of the things that affect human behavior. Motivation is also referred to as a driver of desires, supporters, or needs that can make someone excited and motivated to reduce and fulfill their impulses so that they can act and act in certain ways that will lead to optimal direction.

II. Theoretical Review

According to (Sutanjar & Saryono, 2019), performance stands for energy kinetics as a result of activities that have been carried out by looking at indicators of work or profession in a certain period. Meanwhile (Johari et al., 2019; Rustianingtyas, 2016; Prayogi & Nursidin, 2018), performance is a process of evaluating the level of achievement of a program, activity, or policy based on the strategic planning of a particular organization. When an organization wants to achieve and improve its performance, it must be done through the process of improving employee performance (Dewi et al., 2023; David Wetik et al., 2019). Organizational performance is highly dependent on the performance of each employee, so it can be said that individual or employee performance will reflect organizational performance (Yuniarti et al., 2021; Onibala et al., 2017) According to Goksel et al., 2017; Gomez & Bernet, 2019), performance appraisal is a method for evaluating employee contributions to the company, so that the performance indicators are quality; quantity, timeliness; effectiveness and independence (Munadiah et al. 2015; Hasibuan 2013).

Transformational leadership is the process of influencing others in an organization to work well and achieve their goals (Irawan et al., 2023; Matriadi et al., 2021). Furthermore (Baek et al., 2018; Rafferty & Griffin, 2004), said the transformational leadership dimension model has five dimensions that are very strategic for improving organizational performance through improving employee performance, which includes vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. The five dimensions must be owned by someone who wants to be transformational. Furthermore, transformational leadership is a conscious moral and spiritual process where the same pattern forms a power relationship between leaders and followers to achieve certain goals or actual changes (Hossein et al., 2020). So the indicators of transformational leadership are intellectual stimulation; idealized influence; inspirational motivation; and individual attention (Sayadi, 2016; Hossein et al., 2020; Baek et al., 2018)).

Research (Lou et al., 2018) on competence can form the basis for optimal performance and engagement at work because there is a positive relationship between competence and individual performance. Meanwhile, (Kreitner & Kinicki, 2014; and Rosmaini et al., 2019) explain that the concept of competence is a combination of skills and abilities, which is the ability that exists in a person that can make him able to complete what is needed by work in the organization so that the organization can achieve what is expected. Meanwhile (Mangkunegara, 2013; Mahmood et al., 2018) argue that the fundamental characteristics possessed by employees directly affect superior

performance, which is a high-performing individual because he has advantages of his own. Further studies, (Sabuhari et al., 2020; Sulantara et al., 2020) Pramono & Prahiawan, 2021) assert that competence is a characteristic of a person that is associated with effective and or superior performance in certain work situations, so that what can be an indicator of competence is Knowledge; Expertise; Understanding; Attitude; Interest ((Handoko, 2012); Basori et al., (2017),

The concept of intrinsic motivation refers to the spontaneous tendency or internal drive of individuals to explore a job without any orders from others (Kusurkar, 2012; Melin-Johansson et al., 2018). Researchers recognize the importance of increasing intrinsic motivation to improve the experience (Everly et al., 1994; Deci and Ryan, 2012; Ramirez et.al., 2018), so intrinsic motivation is also related to the spontaneous internal drive of employees to work well. Intrinsic motivation is a drive that arises as a result of the desire to fulfill unsatisfied needs (Silalahi & Mifka, 2015). Intrinsic motivation occurs when a person is involved in a task for his pleasure, because it is interesting and enjoyable like the work itself, with self-determined task goals, for self-satisfaction including the work environment, the quality of colleagues, abilities and freedom and one's creativity (Wirawan, 2013; Maharani et al., 2022), so that the indicators of intrinsic motivation are hard work; future orientation; effort to progress; selected colleagues; high level of aspiration; task/goal orientation; perseverance (Mangkunegara, 2013; Hamzah et al., 2023).

III. Conceptual Framework and Research Hypothesis

According to (Rivai, 2010), performance is the action or activity of an organization in a period, and (Hasibuan, 2015) explains that performance is a result that a person achieves in carrying out the tasks assigned to him based on certain skills, experience, and seriousness and time, so that performance in this study has a relationship with transformational leadership, competence, and intrinsic motivation. While (Buil et al., 2019), examine the impact of transformational leadership and employee performance has a very strong positive relationship. Other research results, conducted by (Eliyana, & Ma'arif, 2019), stated that transformational leadership has a positive relationship with employee performance. This finding is also supported by other researchers, namely (Ndisya Susan Mwcngeli, 2016; Magasi, 2021; C.-W. Lee & Hidayat, 2018).

Furthermore, the competence and knowledge possessed by employees will have an impact on improving employee performance positively. This positive relationship, among others, was stated by (Indiyati et al., 2021). Other studies also reveal a positive influence between competence on employee performance, the results of the study (Martini et al., 2018; Tahir et al., 2019; Wijayanto & Riani, 2021). Competence is often a long-term investment that will have an impact on improving performance.

Other research results, that the relationship between intrinsic motivation and employee performance is positive, this is stated by many researchers such as (Li, Y & Di, Y., 2015; Laksmana & Riana, 2020). Intrinsic motivation is the main factor influencing the success of employee performance, as stated by (Dysvik & Kuvaas, 2013; Cho & Perry, 2012. The results of other studies, according to (Hidayat et al., 2022), motivation has a positive and significant effect on employee performance. This is because, with the support of motivation, employees can work more diligently and earnestly and put more effort into completing their work or tasks by the goals set by the organization.

Furthermore, intrinsic motivation has a mediating role in the relationship between transformational leadership and employee performance. This finding was revealed by many researchers such as (Satriyo, 2020. Their findings mean that intrinsic motivation can strengthen the influence of transformational leadership on employee performance. (Fahrezi, 2023) also emphasizes his findings that intrinsic motivation has a mediating role in the influence of transformational leadership on employee performance, as well as (Natalia, 2021) also revealed the same thing.

Intrinsic motivation has a mediating role in the relationship between employee competence and employee performance as found by (Diansyah et al., 2020; Ngurah Astawan & Putra Suryanata, 2020), namely, motivation mediates the relationship between employee competence and employee performance. Their findings mean that intrinsic motivation can strengthen the influence of employee competence on employee performance. However, some researchers found different results, namely

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intrinsic motivation does not mediate the influence between competence and employee performance, this was conveyed by (Palahudin et al., 2020). The same thing was also stated by (Masruroh & Fatimah, 2023), that intrinsic motivation does not mediate the influence of competence on employee performance.

Based on the theoretical review and the conceptual framework, the following hypotheses can be formulated: How do transformational leadership (H1), and competence (H2) affect intrinsic motivation at the KPPBC and DJBC of Aceh Province; How does transformational leadership (H3), competence (H4) affect employee performance at the KPPBC and DJBC of Aceh Province; How does intrinsic motivation (H5) affect employee performance at the KPPBC and DJBC of Aceh Province; Does intrinsic motivation mediate the influence between transformational leadership (H6) and competence (H7) on employee performance at the KPPBC and DJBC of Aceh Province.

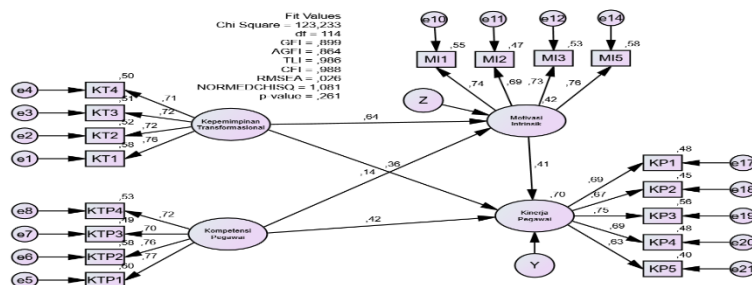
IV. Research Methodology

This research was conducted at KPPBC (Customs and Excise Supervision and Service Office) TMP C Lhokseumawe and Vertical Offices within the control range of the Aceh DJBC Regional Office, namely KPPBC TMP C Sabang, KPPBC TMPC Banda Aceh, KPPBC TMP C Meulaboh and KPPBC TMP C Langsa which are included in the management of the Aceh DJBC Regional Office. The object of this research is all employees of the State Civil Apparatus (ASN) at the KPPBC and the Regional Office of the Directorate General of Customs (DJBC) of Aceh Province. Population is a group of people, events, or everything that has certain characteristics (Indriantoro & Sopomo, 1999), so the population in this study is all ASN employees at KPPBC and DJBC in Aceh Province. The number of ASN employees is at 5 (five) KPPBC totaling 120 people. This population is not too large, but it is sufficient for a study that uses SEM as an analytical tool. The analytical model applied to test the hypothesis formulation is Structural Equation Modeling (Hair et al., 2012; Kline, 2015), to state the causal relationship between various research variables.

V.Results And Discussion

To analyze the research phenomenon in more detail, based on the background foundation, theoretical review, conceptual framework, and hypotheses and methods, the primary data that has been collected through field studies, Structural Equation Modeling (SEM) testing is used, to state the causal relationship of each variable can be explained in the form of a full model in the following figure:

Figure 1. Full Model of Research Relationship Between Variables



The results of the goodness of fit analysis show that all the value criteria set are good. Thus the overall research model can be said to be fit. To see how much influence the exogenous variables (transformational leadership) and (employee competence) have on the intervening variable (intrinsic motivation) and the endogenous variable (employee performance) is shown in the following:

Table 1. Effect of Exogenous Variables on Endogenous Variables

Endogenous Variable	Exogenous Variable	Stand. Estimate	Estimate	S.E.	C.R.	P
Intrinsic Motivation	<--- Transformasional Leadership	0,533	0,561	0,105	5,345	***
Intrinsic Motivation	<--- Employee Competence	0,18	0,181	0,091	1,987	0,047
Employee Performance	<--- Transformasional Leadership	0,346	0,293	0,094	3,118	0,002
Employee Performance	<--- Employee Competence	0,403	0,324	0,076	4,282	***
Employee Performance	<--- Intrinsic Motivation	0,439	0,352	0,092	3,836	***

Based on the results of data analysis as shown in Table 1, it can be explained that the exogenous variables of transformational leadership and employee competence have a positive and significant direct effect on the intervening variable of intrinsic motivation and the endogenous variable of employee performance. To see the effect of the mediation effect, we must first see how much the direct effect is an indirect effect and the total effect. Based on tests conducted using Amos, the results are shown in the following table:

Table 2. Direct Effect, Indirect Effect, and Total Effect

Variable	Employee Competence	Transformational Leadership	Intrinsic Motivation
Intrinsic Motivation	0,18	0,533	0
Employee Performance	0,403	0,346	0,439
Intrinsic Motivation	0	0	0
Employee Performance	0,079	0,234	0
Intrinsic Motivation	0,18	0,533	0
Employee Performance	0,482	0,58	0,439

From Table 2. it is known that the direct effect of transformational leadership on intrinsic motivation is 0.533 and on employee performance is 0.346. Then the direct effect of employee competence on intrinsic motivation is 0.18 and on employee performance is 0.403. Apart from the direct effect, Table 5.14 also shows the indirect effect between exogenous variables on endogenous variables, namely the indirect effect of transformational leadership variables and employee competence on employee performance of 0.234 and 0.079, respectively. Furthermore, the total effect of transformational leadership on intrinsic motivation is as large as the direct effect of 0.533, and on employee performance of 0.58. while the total effect of employee competence on intrinsic motivation is 0.18 and on employee performance of 0.482. The total effect of intrinsic motivation variables on employee performance is also the same as the direct effect between these variables, namely 0.439.

The Influence of Transformational Leadership on Intrinsic Motivation

There is an influence between transformational leadership on intrinsic motivation. This influence is proven by the probability value which is smaller than the error rate (alpha) α 0.05 of $(0.000^{***} \leq 0.05)$, thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis stating that transformational leadership has a significant effect on intrinsic

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motivation. The results of the study are in line with (Jensen, & Bro, 2018), which explains that transformational leadership has a positive effect on intrinsic motivation. The findings (Hadian, 2018; Conchie, S. M., 2013; Laksana & Riana, 2020) also found the same thing where transformational leadership has a positive effect on intrinsic motivation. The same thing is also the finding of the research results (Gilbert & Kelloway, 2016), which states that transformational leadership has a positive effect on intrinsic motivation.

The Influence of Employee Competence on Intrinsic Motivation

There is an influence between employee competence and intrinsic motivation. This influence is proven by the probability value which is smaller than the error rate (alpha) α 0.05 of 0.047 ($0.047 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis stating that employee competence has a significant effect on intrinsic motivation. The results of this study are in line with other studies which state that there is a positive and significant relationship between employee competence and employee performance, such as the results of research (Setyadi & Masdupi, 2021; Basori et al., 2017; Rahman, et.al. 2019; and Arlita et al., 2020). All of the researchers above have an agreement that the competence possessed by a person will encourage the spirit to work better or will be internally motivated more strongly.

The Influence of Transformational Leadership on Employee Performance

There is an influence between transformational leadership on employee performance. This influence is evidenced by a probability value that is smaller than the error rate (alpha) α 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis stating transformational leadership on employee performance. The results of this study are in line with previous studies, such as those conducted by (Eliyana, & Ma'arif, 2019), it was stated that transformational leadership has a positive relationship with employee performance. This finding is also supported by other researchers, namely (Ndisya Susan Mwcngeli, 2016; Magasi, 2021; Chai et al., 2017; C.-W. Lee & Hidayat, 2018). They stated that the competence and knowledge possessed by employees will have a positive impact on improving performance.

The Influence of Employee Competence on Employee Performance

There is an influence between employee competence on employee performance. This influence is proven by a probability value that is smaller than the error rate (alpha) α 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis states that employee competence affects employee performance. The results of this study are in line with several previous studies that found a positive and significant relationship with employee performance, including those stated by (Indiyati et al., 2021). Other studies also reveal a positive influence between competence and employee performance, such as the results of studies (Martini et al., 2018; Tahir et al., 2019; Mahmood et al., 2018; Wijayanto & Riani, 2021; Aima et al., 2017). From what they have found, it can be seen how important employee competence is in an organization to improve its performance. This is what drives large organizations to continue to improve the competence of their employees. The cost of improving competence is often a long-term investment that will have an impact on improving organizational performance.

The Influence of Intrinsic Motivation on Employee Performance

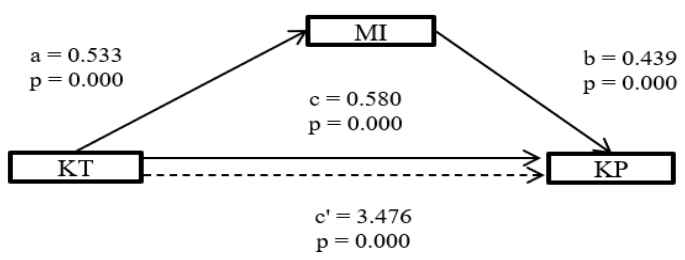
There is an influence between intrinsic motivation on performance. This influence is proven by a probability value that is smaller than the error rate (alpha) α 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis states that intrinsic motivation affects employee performance. The results of this study are in line with several other studies, such as (Li, Y. & Di, Y, 2015; Laksana & Riana, 2020), which state that intrinsic motivation has a positive and significant effect on employee performance. According to Kuvaas & Dysvik, 2009; Dysvik & Kuvaas 2013; Cho & Perry, 2012; Hidayat et al., 2022), employee motivation is the main factor that influences the success of employee performance. According to

(Hidayat et al., 2022), motivation has a positive and significant effect on employee performance. Supported by intrinsic motivation, employees can work more diligently and earnestly and make more effort to complete their work or tasks by the targets set by the organization.

Intrinsic Motivation Mediates the Influence between Transformational Leadership and Employee Performance

The results of the mediation effect test (intervening) of the relationship between transformational leadership (KT) variables and employee performance (KP) variables mediated by intrinsic motivation (MI) variables, show the calculation results obtained from the Sobel test an interactive calculation tool for mediation tests where the test statistic value obtained is 3.476 which is much greater than the minimum C.R required of 1.96 of $(3.476 \geq 1.96)$ and a p-value of $0.000 \leq 0.05$ and a standard error value of 0.067. Based on the results of the calculation of the significance value for path C' using the Sobel Test, the significance value for all paths (A, B, C, and C') can be seen in the following Figure:

Figure 2. Mediation Effect $KT \rightarrow MI \rightarrow KP$



The image above explains that the coefficients of path A, path B, and path C, are significant and the significance value of path C' is significant. The results of this study state that the intrinsic motivation variable (Mediation) is stated as a partial mediation variable. The results of this study are in line with (Satriyo, 2020; Nurhayati, 2019), which states that intrinsic motivation has a mediating role between transformational leadership and employee performance. This finding means that intrinsic motivation can strengthen the influence of transformational leadership on employee performance. Then (Fahrezi, 2023; Natalia, 2021) also emphasizes their findings that intrinsic motivation has a mediating role in the influence of transformational leadership on employee performance.

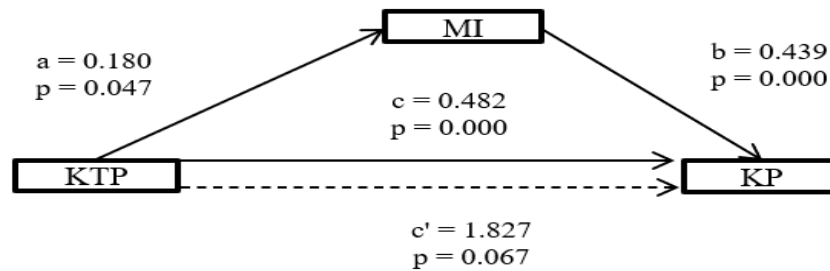
Intrinsic Motivation Mediates the Influence between Employee Competence and Employee Performance

The results of the mediation effect test (intervening) of the relationship between employee competency (KTP) variables and employee performance (KP) variables mediated by intrinsic motivation (MI) variables and the results of the calculations obtained from the Sobel test an interactive calculation tool for mediation tests are displayed where the test statistic value obtained is 1.827 which is smaller than the minimum C.R required of 1.96 of $(1.827 \geq 1.96)$ and the p-value is $0.067 \geq 0.05$ and the standard error value is 0.043. Based on the results of the calculation of the significance value for path C' using the Sobel Test, the significance value for all paths (A, B, C, and C') can be seen in the following Figure:

Figure 3. Mediation Effect $KTP \rightarrow MI \rightarrow KP$

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The image above explains that the coefficients of path A, path B, and path C are significant and the significance value of path C' is not significant. The results of this study state that the intrinsic motivation variable (Mediation) is stated as a full mediation variable. The results of this study state that intrinsic motivation has a mediating role between the influence of competence, as stated by (Diansyah et al., 2020), which means that intrinsic motivation can strengthen the influence between employee competence and employee performance, the same thing was also stated by (Ngurah Astawan & Putra Suryanata, 2020). However, some researchers find different results, namely that intrinsic motivation does not mediate the influence between competence and employee performance, this is stated by (Palahudin et al., 2020), as well as the results of the study (Masruroh & Fatimah, 2023), that intrinsic motivation does not mediate the influence between competence and employee performance.

VI. Conclusion and Recommendation

Conclusion

Based on the research results as explained in the previous chapter, the conclusions in this study are:

1. Transformational leadership has a positive effect on employee intrinsic motivation. This means that if the management or leadership of the organization can apply the appropriate transformational leadership style, it will increase the work motivation of KPPBC and DJBC employees in Aceh Province.
2. Competence has a positive effect on employee intrinsic motivation. This means that if the management or leadership of the organization can improve employee competence, it will increase employee work motivation at KPPBC and DJBC Aceh Province.
3. Transformational leadership has a positive effect on employee performance. This means that if the management or leadership of the organization can apply the appropriate transformational leadership style, it will increase employee performance at KPPBC and DJBC Aceh Province.
4. Competence has a positive effect on employee performance. This means that if the management or leadership of the organization can improve employee competence, it will increase employee performance at KPPBC and DJBC Aceh Province.
5. Intrinsic motivation has a positive effect on performance. This means that if the management or leadership of the organization can improve employee motivation, it will improve employee performance at KPPBC and DJBC Aceh Province.
6. Intrinsic motivation partially mediates the relationship between transformational leadership and employee performance. This means that intrinsic employee motivation can be used to encourage and assist the influence of leadership in improving employee performance partially at KPPBC and DJBC Aceh Province.
7. Intrinsic motivation fully mediates the relationship between employee competence and employee performance. This means that intrinsic employee motivation can be used to fully mediate the influence of competence in improving employee performance at KPPBC and DJBC Aceh Province.



Recommendation

1. To improve employee motivation and performance, KPPBC and DJBC Aceh Province must apply a transformational leadership model and style. The organization can apply the ideal influence of its leaders, and leaders must be a source of inspiration for employees. In addition, organizational leaders can also pay more attention, especially to the development of employee competence.
2. To improve employee motivation and performance, KPPBC and DJBC Aceh Province must implement various activities as a strategy to improve employee competence. In this case, the organization can carry out various programs to improve employee competence and performance, such as increasing employee knowledge through educational programs related to their work. Furthermore, the organization can also improve employee work skills by providing regular training. The organization can also provide a high understanding of the organization and their work, and practice proper attitudes with fellow members of the organization.

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THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE WITH INTRINSIC MOTIVATION AS A MEDIATING VARIABLE

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