

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE MEDIATED BY AFFECTIVE COMMITMENT, WORK ENGAGEMENT, AND SELF-EFFICACY (CASE STUDY: GOVERNMENT PROCUREMENT UNIT)



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Abstract

Public procurement has become a key sector in achieving a Good Procurement Governance Index. As a strategic unit responsible for procurement in ministries, agencies, and local governments in Indonesia, the Government Procurement Unit (UKPBJ) must optimize leadership to achieve its objectives. This study aims to analyze the influence of transformational leadership on job performance by considering the mediating roles of affective commitment, work engagement, and self-efficacy in the context of UKPBJ in ministries and government agencies in Indonesia. This study employs a quantitative approach with a cross-sectional design. Data were collected through questionnaires involving 232 Civil Servants (ASN) and analyzed using Structural Equation Modeling (SEM) with the assistance of LISREL 8.8 and SPSS 25 software. The results indicate that transformational leadership positively affects employee performance both directly and through the mediating roles of affective commitment, work engagement, and self-efficacy. This research provides practical contributions to human resource management policies in the public sector, particularly in optimizing transformational leadership styles to enhance employee performance. Moreover, this study is expected to serve as a reference for implementing leadership training programs and capacity-building initiatives for ASN in UKPBJ, supporting the success of procurement governance in Indonesia.

Keywords: Transformational Leadership, Affective Commitment, Work Engagement, Self-Efficacy, Government Procurement Unit

INTRODUCTION

The advancement of digital technology has become a global challenge, including for the Indonesian government. To remain competitive, the government continues to adapt to the digitalization era. Digital transformation not only affects the business sector, but also demands bureaucratic reform in Indonesia to create more adaptive and innovative governance. An adaptive, innovative, and open culture to change is needed for digital transformation in the government sector to run optimally. These changes can improve organizational performance if managed properly (Rohayatin, et al., 2017).

Digital transformation also significantly changes the way of working, demanding human resources with the skills and abilities to work quickly, adaptively, and innovatively (Kemenpanrb, 2020). Transformational leadership has emerged as one of the relevant approaches because of its focus on inspiring, motivating, and empowering employees to adapt to a changing environment. This leadership style ensures that digital transformation is not just a technology project, but also a strategic journey involving all elements of the organization.

Good employee performance not only increases efficiency, but also public trust in the image and services of the government. Fan et al. (2023) reinforce this view by stating that civil servants are the core of public organizations and are the most valuable resource. However, although digital transformation and improving employee performance are the main focus, these efforts have not been fully reflected in the effectiveness of the Indonesian government at the global level.

The implementation of bureaucratic reform in Indonesia has almost entered two decades since the 2010-2025 Bureaucratic Reform Design was implemented. The World Bank in its Worldwide Governance Indicators (WGI) release placed Indonesia in 73rd position out of 214 countries (Detik, 2023). Indonesia's percentile ranking was at 63.81 in 2020 and increased to 66.04 in 2022 (World Bank, 2022). Despite the increase, this score is still far below Brunei, Malaysia, and especially Singapore. This ranking indicates that the effectiveness of the Indonesian government, although increasing, is still not optimal compared to other countries in the world, especially in the Southeast Asia region. Indonesia showed an increase in government effectiveness from 2020 to 2022, but its progress is still

relatively slow compared to neighboring countries such as Malaysia, Brunei, and especially Singapore. The lower effectiveness score and not too high percentile ranking indicate that Indonesia needs to improve its governance performance to be more competitive in the region and globally.

Table 1.
Government Effectiveness Index 2020-2022

Indicator	Country	Year	Number of Sources	Governance (-2.5 to +2.5)	Percentile Rank	Standard Error
Government Effectiveness	Brunei Darussalam	2020	3	1.38	89.52	0.32
		2021	3	1.41	90.48	0.33
		2022	3	1.42	91.04	0.33
	Indonesia	2020	8	0.32	63.81	0.23
		2021	8	0.35	64.76	0.23
		2022	8	0.44	66.04	0.24
	Malaysia	2020	6	1.02	81.90	0.24
		2021	7	0.95	80.00	0.23
		2022	7	0.99	79.25	0.25
	Singapore	2020	7	2.28	100.00	0.24
		2021	7	2.25	100.00	0.23
		2022	7	2.14	100.00	0.25

Source: Worldwide Governance Indicators (www.govindicators.org)

Bureaucratic reform has now entered its third phase in a five-year period (2020-2024) with a focus on creating a clean and effective government. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the Road Map for Bureaucratic Reform 2020-2024, this effort includes improving policies, coaching, implementation, as well as monitoring and evaluation of reform programs in various agencies.

Employee performance is very important to achieve company or organizational targets. Several factors influence the quality of organizational performance, one of which is transformational leadership (Yacob et al., 2020). Recognized as one of the most effective leadership theories (Lei et al., 2020), transformational leadership is able to motivate its followers to achieve optimal performance. Transformational leadership plays an important role in driving performance effectiveness. Not only does it have a direct effect on performance, transformational leadership can also increase employee affective commitment,

namely a feeling of emotional attachment to the organization that drives dedication and loyalty (Meyer et al., 2002; Kundi et al., 2020).

In addition to affective commitment, work engagement plays a crucial role in supporting employee performance. Many empirical studies have shown that work engagement can improve performance (e.g. Schaufeli et al., 2006b; Gorgievski et al., 2010; Rich et al., 2010). Employee work engagement is defined as a positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption (Schaufeli et al., 2002). In the context of research, the relationship between self-efficacy and job performance has also been studied (Ozyilmaz et al., 2018). Leadership development activities, which are increasingly recognized to increase engagement, have received attention from academics and practitioners, resulting in research studies on employee perceptions of these activities (Bouckennooghe et al., 2022; Rabiul et al., 2022; Sarwar et al., 2020).

Self-efficacy or employee confidence in their ability to successfully complete certain tasks, is a concept introduced by Bandura (1986). This belief motivates employees to face difficult situations in expected ways and function according to expectations (Bandura, 1997; Jerusalem & Schwarzer, 1992). High levels of self-efficacy indicate that employees can imagine their success and find ways to achieve it. Increasing employee confidence and self-efficacy is essential to improving their performance (Hannah et al., 2016).

Transformational leaders provide regular and adequate feedback to employees, and encourage them to find solutions to problems themselves rather than offering direct solutions (Carless et al., 2000; Salanova et al., 2020). In this way, transformational leaders help improve employees' perceptions of their abilities, thereby increasing their self-efficacy (Walumbwa et al., 2008). When employees feel more confident in their abilities, they become more productive. Transformational leaders play a key role in raising employees' performance expectations and strengthening their self-efficacy (Pillai & Williams, 2004).

This study explores the relationship between transformational leadership as an independent variable, and job performance as a dependent variable, with affective commitment, work engagement, and self-efficacy as mediating variables. This study focuses on how transformational leadership style can improve employee performance through emotional attachment, work involvement, and employee self-confidence in their abilities. In

the existing literature, the impact of transformational leadership on job performance, especially in the public sector, is still rarely studied (Schaubroeck et al., 2016). Although many studies discuss transformational leadership in the private sector, studies on its influence on job performance in the public sector, especially in Indonesia, are still very limited. This study aims to fill this gap.

REVIEW OF LITERATURE

Social Learning Theory

Bandura (1977) introduced social learning theory, stating that followers learn required behaviors by observing the attitudes, values, and behaviors of their leaders. Role modeling has an important influence in supporting optimal performance, especially when a leader has high attractiveness and credibility, as is often seen in transformational leaders. In this context, transformational leaders not only act as a source of inspiration and motivation for employees but also create a conducive work environment to increase work engagement (Bakker et al., 2011; Sarwar et al., 2020). This supportive environment ultimately drives increased employee performance (Aftab et al., 2022a; Vakira et al., 2022). Bandura proposed that observational learning involves four component processes, namely: attention, retention, motor reproduction, and motivation

Job Performance

Job performance is a multidimensional construct that includes various behaviors relevant to achieving organizational goals (Campbell, 1990). The conceptual approach to job performance has evolved to address the needs of organizations in measuring performance holistically, including technical, social, and adaptive aspects. As stated by Choi, et al. (2018), job performance is an important part of organizational human resource management because it plays an important role in employee management (Organ & Paine, 1999). Optimal employee performance can only be achieved if company leaders are able to manage their human resources well to become a competent workforce (Mosadeghrad, 2003). There are six parameters in measuring individual employee performance to assess their contribution to the organization (Robbins, 2006; 260), namely: work quality, quantity, timeliness, effectiveness, independence, and commitment.

Transformational Leadership

According to Bass & Riggio (2006), transformational leadership is a type of leadership that encourages followers to maximize their potential and achieve extraordinary results. Transformational leaders provide intellectual inspiration to their followers to see leadership from a new perspective. Their charisma and inspirational leadership make them known as leaders who provide support and individual attention to their members (Bass, 1985). Transformational leaders motivate their followers to perform better than expected by changing their passion, ideals, interests, and values (Carless et al., 2000).

According to Fitzgerald and Schutte (2010), transformational leadership can be defined as a leadership style that motivates by clearly conveying the organization's vision, building good relationships with employees, and helping them reach their full potential, which has a positive impact on organizational performance. The focus of this leadership is individual development, which then drives the development of the organization as a whole (Rao, 2014). According to Bass & Riggio (2006:6-7), theoretically, transformational leadership style can be classified into four components, which include: idealistic influence, inspirational motivation, intellectual stimulation, and individual attention.

Affective Commitment as Part of Organizational Commitment

In the field of organizational behavior, organizational commitment is an influential variable in an organization because it can be understood as a pattern of behavior, a set of behavioral intentions, a motivating force, or an attitude (Klein et al., 2012). Allen & Meyer (1997) stated that organizational commitment is a continuing psychological condition that describes the relationship between employees and the organization and influences their decision to remain part of the company.

Mowday et al. (1979) stated that organizational commitment consists of 3 (three) interrelated attitudes, namely:

1. A strong desire to become and maintain a member within an organization.
2. High effort willingness for the organization
3. belief in the acceptance of the values and goals of the organization

Meyer & Allen (1990) stated that there are factors that influence organizational commitment based on three components, namely: affective commitment, continuance commitment, and normative commitment.

Work Engagement

According to Kahn (1990) stated that work engagement means that employees must direct and utilize their full potential so that they are more connected to their work roles (Salanova et al., 2005). Schaufeli et al. (2006) strengthen the statement that work engagement refers to a positive state related to work resulting from individual identification with their work; this arises from high intrinsic motivation. work engagement has a fairly broad meaning, especially when associated with employee performance, as follows:

The energy and focus inherent in employees enable them to give their full potential to the core work they do. Employees have the ability and motivation to concentrate on the task at hand and can support extra-role performance.

Job holders can go beyond the formal structure of their positions to take the initiative by taking a proactive approach by developing knowledge, having unique knowledge, and working harder. Work engagement is conceptualized into 3 (three) dimensions, namely: Vigor, Dedication, and Absorption.

Self Efficacy

In the cognitive behavioral literature, the term self-efficacy is used to describe a person's belief in his or her ability to achieve a goal. In the literature on positive organizational behavior, the term is used to define a person's belief in his or her own ability to achieve that goal (Namono et al., 2024).

Self-efficacy is defined as employees' beliefs about their ability to successfully complete a specific task or set of tasks (Bandura, 1986). These beliefs drive employees to perform in a desired manner and to overcome unfavorable situations (Bandura, 1997; Jerusalem & Schwarzer, 1992). Employees who have high levels of self-efficacy indicate that they are able to imagine success and find ways to achieve it. This is because employee self-confidence and high levels of self-efficacy are closely related to high levels of work performance (Hannah et al., 2016).

A person's belief in their own abilities (self-efficacy) comes from four main sources of information based on the statement conveyed by Bandura & Nancy (1977). These factors are:

1. Experience of success: Experience of success in previous tasks increases a person's confidence that they can overcome similar challenges in the future.
2. Other people's experiences: Seeing other people successfully complete a task with their own efforts can make a person feel more confident that they, too, can do the same.
3. Verbal persuasion: Encouragement or motivation from others that convinces a person that they have the ability to overcome challenges will strengthen their belief in themselves.
4. Physiological or emotional states: Feelings such as stress or anxiety affect a person's assessment of how vulnerable they are to pressure or challenges. If they feel more relaxed and calm, they will be more confident, while if they feel anxious, their confidence in their abilities may be reduced.

According to Bandura (2006), self-efficacy in each individual will vary in various dimensions and have implications for a person's performance with a person's performance. Some of these dimensions are: Dimension of level (magnitude/level), Dimension of strength (strength), and Dimension of generalization (generality).

RESEARCH METHOD

This study uses a confirmatory quantitative approach. The purpose of this approach is to evaluate the model and causality of previous studies in a different context from this study. In this case, the context studied is the Goods/Services Procurement Work Unit (UKPBJ) in ministries and institutions in Indonesia. In addition, because researchers collect relevant data on a particular topic, this study is included in the category of cross-sectional studies (Cummings, 2018; Cooper & Schindler, 2014). Cross-sectional studies are a type of research conducted over a period of time and present a picture of events at one time (Cooper & Schindler, 2014).

The main data of the study were collected through a respondent questionnaire, consisting of 45 closed questions representing the five variables studied. In this study, the

population studied included government agencies in Indonesia that carry out the function of procuring goods/services in accordance with the provisions of Presidential Regulation No. 12 of 2021 concerning Government Procurement of Goods/Services. Based on the Final Assessment Report of the Procurement Governance Index (ITKP) in 2023, the population consisted of a total of 624 government agencies, which were divided into:

- a. 82 central government agencies, including ministries and institutions
- b. 542 local governments, including provincial, city, and district governments.

This study uses a nonprobability sampling method, by applying a purposive sampling technique, where each member of the sample does not have a certain probability of being selected as a respondent. On the contrary, all members of the population who meet the research criteria can be sampled. The selection of purposive sampling was decided because each sample must meet the criteria determined by the researcher. namely:

- a) Working at UKPBJ Ministry/Institution for a minimum period of 1 year with the status of Civil Servant (PNS), Government Employee with Work Agreement (P3K) who is domiciled/working in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek)
- b) Not taking long leave or maternity leave during the research.

This study has 45 indicators, if referring to the formula, the minimum sample required is 225 respondents. In addition, the range of the number of SEM samples with the Maximum Likelihood Estimation estimate is between 150 and 400 samples, so that the research sample used in the study, amounting to 225 respondents, has met the requirements.

The data analysis method was carried out in two stages. First, the questionnaire readability test and improvements and adjustments were made. The second stage tested the validity and reliability of the questionnaire to ensure that the instruments and questions used in the questionnaire were valid and reliable. Furthermore, the SEM modeling test, hypothesis test, and mediation analysis used LISREL 8.8 software and the Sobel test.

RESULTS AND DISCUSSION

Hypothesis Testing

Direct Relationship Analysis

According to Wijanto (2015), the analysis of causal relationships is carried out through the paths generated from the final model that has met the Goodness of Fit (GOF) criteria. Based on the path diagram produced by the LISREL 8.8 software, path coefficients and t-values were obtained for each relationship between variables, where the direction of the relationship aligns with the hypotheses proposed in this study. The path coefficients represent the strength and direction of the relationships among variables in the model, while the t-values are used to assess the significance level of these relationships. The following presents the results of the structural model, including the path coefficient and t-value, as summarized from the LISREL 8.8 output.

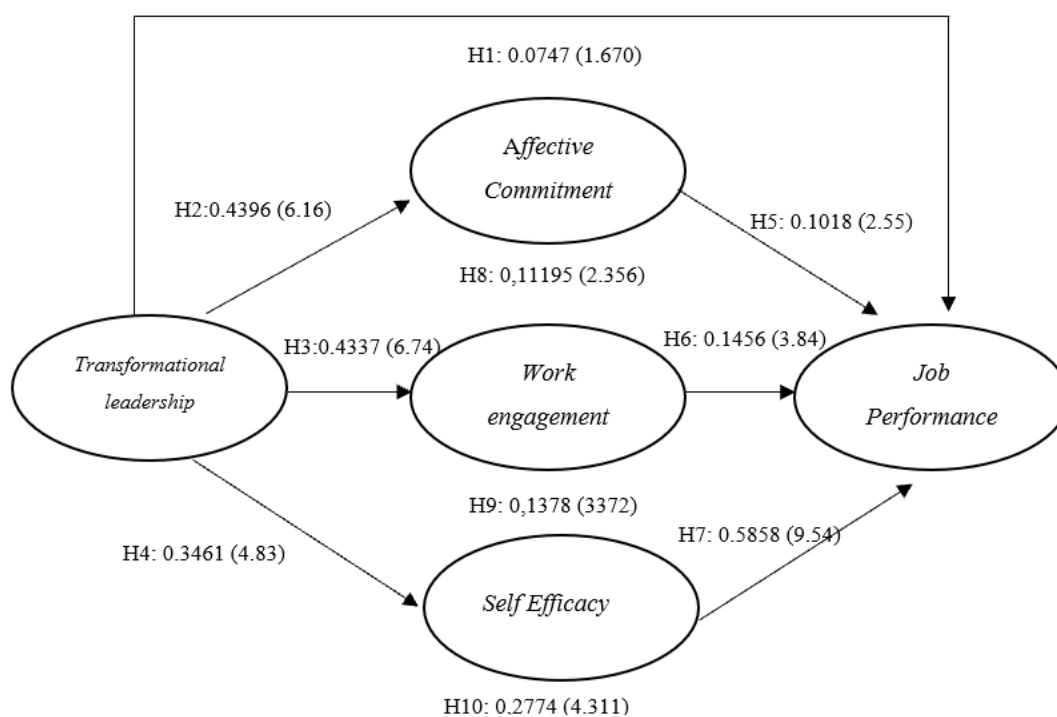


Figure 1

Structural Model Path Diagram of the Research

Figure 1 illustrates both the direct and indirect relationships in accordance with the hypotheses formulated in this study. Considering that this research employs a one-tailed test,

the relationship between variables is considered significant if the t-value is ≥ 1.645 . The following presents the hypothesis testing results for the direct relationships in this study:

Table 2.
Results of Direct Relationship Hypothesis Testing

Code	Hypothesis	Path Coefficient	T-Value	Conclusion
H1	Transformational leadership (TL) has a positive effect on job performance (JP)	0.0747	1,670	Data supports the Hypothesis (Proven Hypothesis)
H2	Transformational leadership (TL) has a positive influence on affective commitment (AC)	0.4396	6.16	Data supports the Hypothesis (Proven Hypothesis)

Source: Researched Processed Results (2024)

Table 3.
Results of Direct Relationship Hypothesis Testing (Continued)

Code	Hypothesis	Path Coefficient	T-Value	Conclusion
H1	Transformational leadership (TL) has a positive effect on job performance (JP)	0.0747	1,670	Data supports the Hypothesis (Proven Hypothesis)
H2	Transformational leadership (TL) has a positive influence on affective commitment (AC)	0.4396	6.16	Data supports the Hypothesis (Proven Hypothesis)
H3	Transformational leadership (TL) has a positive effect on work engagement (WE)	0.4337	6.74	Data supports the Hypothesis (Proven Hypothesis)
H4	Transformational leadership (TL) has a positive effect on self-efficacy (SE)	0.3461	4.83	Data supports the Hypothesis (Proven Hypothesis)
H5	Affective commitment(AC) has a positive effect on job performance (JP)	0.1018	2.55	Data supports the Hypothesis (Proven Hypothesis)

Code	Hypothesis	Path Coefficient	T-Value	Conclusion
H6	Work engagement (WE) has a positive effect on job performance (JP)	0.1456	3.84	Data supports the Hypothesis (Proven Hypothesis)
H7	Self-efficacy (SE) has a positive effect on job performance (JP)	0.5858	9.54	Data supports the Hypothesis (Proven Hypothesis)

Source: Researcher Processed Results (2024)

Based on Table 3, the path coefficient shows a positive value for all relationships between variables in this study, which means that the direction of the relationship is positive. In addition, all relationships have a t-value ≥ 1.645 , so that all relationships in this study are significant at the 95% confidence level. Thus, all hypotheses proposed are accepted.

In the direct relationship test (H1-H7), transformational leadership (TL) showed a significant positive influence on affective commitment (AC), work engagement (WE), and self-efficacy (SE), with path coefficients of 0.4410, 0.4288, and 0.3356, respectively. The relationship between the variables AC, WE, and SE on Job Performance (JP) was also significant, with self-efficacy having the greatest impact on job performance (path coefficient of 0.7789 and t-value of 8.47). These results indicate that self-efficacy plays a very important role in influencing employee performance compared to other mediators. As a practical implication, organizations can prioritize strengthening self-efficacy as a strategy to improve employee Job Performance.

Hypothesis Test of Mediation Effect

The following are the results of the hypothesis test for indirect relationships in this study:

Table 4.
Significance Results of Inter-Variable Relationships as a Requirement for Mediation Testing

Connection	t-value	Description
TL to JP	6.93	Significant
TL to AC	6.22	Significant
TL to WE	6.66	Significant
TL to SE	4.62	Significant

Connection	t-value	Description
AC vs JP	2.60	Significant
WE against JP	1.96	Significant
SE against JP	9.98	Significant

Source: Researcher Processed Results (2024)

Based on table 4, it can be seen that a mediation test can be carried out in this study because all direct relationships between variables are significant.

Indirect Effects of KSI on ETA

TL

AC --
SE --
JP 0.3107
(0.0494)
6.2908
WE --

From the results show that the direct influence of the transformational leadership variable on job performance has a path coefficient of 0.3107 and a t-value of 6.2908. These results are also supported by the results of the mediation test using the Sobel test as follows

Table 5.
Mediation Test Results Using the Sobel Test

Connection	A	B	SE-A	SE-B	Sobel Test Statistics	Conclusion
TL => AC => JP	0.4396	0.1018	0.07135	0.03992	2.356	Hypothesis Proven
TL => WE => JP	0.4337	0.1456	0.06438	0.03790	3.372	Hypothesis Proven
TL => SE => JP	0.3461	0.5858	0.07161	0.06138	4.311	Hypothesis Proven

Source: Researcher Processed Results (2024)

Information:

a = standard coefficient of the independent variable against the mediating variable

b = standard coefficient of the mediating variable on the dependent variable

SEa = Standard error of the influence of the independent variable on the mediating variable

SEb = Standard error of the influence of the mediating variable on the dependent variable

Hypothesis 8: Affective commitment (AC) mediates the relationship between transformational leadership (TL) and job performance (JP).

$$Z = \frac{0.396 \times 0.1018}{\sqrt{(0.1018^2 \times 0.07135^2) + (0.4396^2 \times 0.03992^2)}}$$

$$Z = 2.356$$

Hypothesis 9: Work Engagement (WE) mediates the relationship between transformational leadership (TL) and job performance (JP)

$$Z = \frac{0.4337 \times 0.1456}{\sqrt{(0.1456^2 \times 0.06438^2) + (0.4337^2 \times 0.03790^2)}}$$

$$Z = 3.372$$

Hypothesis 10: Self-efficacy (SE) mediates the relationship between transformational leadership (TL) and job performance (JP)

$$Z = \frac{0.3461 \times 0.5858}{\sqrt{(0.5858^2 \times 0.07161^2) + (0.3461^2 \times 0.06138^2)}}$$

$$Z = 4.311$$

From Table 5, it is obtained that the Sobel test statistic for the influence of transformational leadership variables on job performance through affective commitment is 2.356. The Sobel test statistic value exceeds 1.645, so that hypothesis 8 is accepted. The Sobel test statistic for the influence of transformational leadership variables on job performance through work engagement is 3.372. The Sobel test statistic value also exceeds 1.645, so that hypothesis 9 is accepted. The Sobel test statistic for the influence of transformational leadership variables on job performance through self-efficacy is 4.311. The Sobel test statistic value also exceeds 1.645, so that hypothesis 10 is accepted.

Table 6.
Results of Testing Direct Influence, Indirect Influence, and Total Influence on Job Performance

Track	Direct Influence	TL Coefficient -> Mediation	Mediation Coefficient -> JP	Indirect Influence	Total Influence	Caption
TL → AC → JP	0.0747	0.4396	0.1018	0.4396×0.1018 = 0.0448	0.1195	Partial Mediation
TL → WE → JP	0.0747	0.4337	0.1456	0.4337×0.1456 = 0.0631	0.1378	Partial Mediation
TL → SE → JP	0.0747	0.3461	0.5858	0.3461×0.5858 = 0.2027	0.2774	Partial Mediation

Source: Researcher Processed Results (2024)

Based on the analysis results in Table 6, Transformational Leadership (TL) has a direct and indirect effect on Job Performance (JP) through three mediators, namely Affective Commitment (AC), Work Engagement (WE), and Self-Efficacy (SE). The direct effect of TL on JP is 0.0747, while the indirect effect through AC is 0.0448, through WE is 0.0631, and through SE is 0.2027. The largest total effect is found in the mediation path through self-efficacy with a total effect of 0.2774, followed by work engagement of 0.1378 and affective commitment of 0.1195.

All paths show partial mediation, in accordance with Hair et al.'s (2019) theory, because the direct relationship between TL and JP remains significant even though the mediator is included in the model. This confirms that self-efficacy is the most dominant mediator in increasing the relationship between TL and JP, so that organizations can prioritize strengthening employee self-efficacy to maximize performance, followed by strengthening work engagement and affective commitment.

Table 7.
Results of Indirect Relationship Hypothesis Test (Mediation)

Code	Hypothesis	Path Coefficient	T-Value	Conclusion
H8	Affective commitment (AC) mediates the influence of Transformational leadership (TL) with job performance (JP)	0.1195	2.356	Data supports the Hypothesis (Proven Hypothesis)
H9	Work engagement (WE) mediating the influence of Transformational leadership (TL) with job performance (JP)	0.1378	3.372	Data supports the Hypothesis (Proven Hypothesis)
H10	Self-efficacy (SE) mediates the influence of Transformational leadership (TL) with job performance (JP)	0.2774	4.311	Data supports the Hypothesis (Proven Hypothesis)

Source: Researcher Processed Results (2024)

Based on Table 7, the results of the analysis show that all hypotheses regarding indirect relationships through mediators, namely affective commitment (AC), work engagement (WE), and self-efficacy (SE), support the proposed hypothesis. affective commitment (AC) mediates the effect of transformational leadership (TL) on job performance (JP) with a path coefficient of 0.1195 and a t-value of 2.356, indicating significance at a 95% confidence level. Similar things were found in mediation through work engagement (WE) with a path coefficient of 0.1378 and a t-value of 0.1378, which was also significant.

Mediation through self-efficacy (SE) has the highest path coefficient value of 0.2774 with a t-value of 4.311, making it the most dominant mediation path compared to other mediators. These results indicate that self-efficacy plays a key role in strengthening the influence of transformational leadership on job performance, although affective commitment and work engagement also make significant contributions. Thus, these three mediators provide evidence that the indirect effect of transformational leadership on job performance is supported by a partial mediation mechanism.

Discussion

The results of the study indicate that all hypotheses (H1 to H10) are accepted, indicating a significant relationship between variables in the model. Transformational

Leadership has a direct effect on Job Performance, although the impact is relatively small with a path coefficient value of 0.0747 and a t-value of 1.670. This study contributes to the understanding of how Transformational Leadership (TL) style can drive employee performance through increased self-efficacy (SE), work engagement (WE), and affective commitment (AC). Transformational leadership as an independent variable shows a direct and indirect relationship with job performance, highlighting the importance of transformational leadership in creating a productive work environment. By utilizing transformational leadership theory, self-efficacy theory, and work engagement theory, this study confirms the key role of transformational leadership in the public sector, especially in UKPBJ.

Based on the research results, transformational leadership plays an important role in creating a productive and supportive work environment. Indicator TL04 ("My immediate superior fosters a sense of trust, involvement, and cooperation among his subordinates") has the highest SLF of 0.93, but the average perception value (mean) of 5.625 is still below the grand mean TL of 5.655. The same thing happens to indicator TL06 ("My immediate superior conveys his values clearly and acts according to what he teaches"), with an SLF of 0.90 and a mean of 5.418. The low perception of employees on these two indicators indicates the need to strengthen leader competence, especially in building trust, communicating values, and showing consistency in action.

Transformational leaders play a vital role in helping employees at UKPBJ navigate challenges and achieve maximum results. By encouraging discussion and coordination, both among employees and with external parties, leaders can create a supportive work culture. In addition, effective leaders provide access to relevant resources, such as technical consultations with LKPP or the Indonesian Functional Managers Association (IFPI), which help employees complete challenging tasks. Through systematic strategic planning and clear direction, leaders also help employees overcome operational obstacles and achieve optimal results.

Leaders who set an example in terms of integrity, discipline, and dedication can be a source of motivation for employees. By showing real actions in completing tasks, leaders not only provide inspiration but also strengthen subordinates' confidence in their leadership

abilities. In addition, leaders who involve employees in discussions and accept input openly create stronger working relationships, strengthen a sense of ownership within the team, and encourage more effective collaboration.

Organizations need to ensure that leaders have adequate technical and managerial competencies to support their teams. Training that focuses on improving communication, delegation, and decision-making can help leaders provide better strategic direction and optimize team capabilities. As an organizational development step, investing in training and mentoring programs for leaders should be a priority. The managerial implications of this step are not only improving performance, but also creating a more productive work environment, strengthening a sense of ownership within the team, and supporting the achievement of the organization's long-term targets and vision, especially in the context of UKPBJ.

Affective commitment has a significant contribution to employee performance with a path coefficient value of 0.1593 and a t-value of 2.534. This shows that employee emotional attachment to the organization, which is built through transformational leadership, can drive better performance. Indicator AC06 ("I have a strong sense of belonging to this organization") shows the highest SLF (0.90), which illustrates that a sense of belonging to the organization is a key element in strengthening emotional attachment. Although the mean of the indicator (5.409) is slightly below the grand mean affective commitment (5.459), the high SLF confirms the importance of a sense of belonging in driving employee engagement.

A consistent reward and punishment system is needed to strengthen affective commitment. By giving appreciation to high-performing employees and encouraging less active employees to contribute better, organizations can create a sense of fairness in the workplace. In addition, a positive and inclusive organizational culture is also very important. Respondents want organizations that focus on things that provide real benefits to society and the country. Values such as family, innovation, and collaboration can create a work environment that encourages employees to work with dedication and passion.

To strengthen affective commitment, organizations also need to provide operational support and legal protection. This is especially relevant in the context of procurement of goods and services, where employees face challenges that require protection from legal risks.

With this support, employees will feel more secure and confident in carrying out their duties, which ultimately increases emotional attachment to the organization.

By integrating elements such as affective commitment, fair reward systems, inclusive work culture, and adequate operational support, UKPBJ can create a work environment that supports optimal performance. These elements not only increase employee emotional engagement but also contribute to the overall success of the organization, especially in providing positive impacts to society and the country through better procurement governance.

Employees at UKPBJ appreciate the complexity of their work, both technically and administratively. The challenges faced in the work are one of the factors that motivate them to continue to be involved and show high dedication. The complexity of the work reflects the high level of enthusiasm and energy of the employees, as seen from the Dedication indicator (DE01) with the highest SLF (0.95) and a mean of 5,802. Although slightly below the grand mean work engagement (5,858), this result shows that most employees feel enthusiastic about their work. This is further supported by the Vigor indicator (V02), which has an SLF of 0.92 and a mean of 5,914, indicating that employees feel strong and enthusiastic in their work.

In addition, employee engagement can be enhanced through ongoing competency development programs. Relevant technical training, seminars, or workshops can help employees better face their work challenges, while strengthening the vigor aspect, which is their energy and enthusiasm in working. With this ongoing development, employees can feel empowered to contribute more, both to the organization and to society.

Pride is also an important factor in increasing employee engagement. The contribution of their work to the organization, such as improving governance, budget efficiency, and supporting national development, creates a sense of satisfaction. This aspect is related to dedication, where employees feel they have a greater purpose in their work. To strengthen this, superiors need to actively communicate the positive impact of the team's work on the organization and society, so that employees feel appreciated for their contributions.

In addition to effective communication, giving awards to employees is also important to strengthen work engagement. This award not only increases motivation but also a sense of

job satisfaction. Employees will be more involved if the work process they do reflects the value of sustainability and supports MSMEs. Thus, employees feel that their work has a significant impact, both within the scope of the organization and society at large.

The results of the analysis show that dedication and vigor indicators are important elements in employee work engagement at UKPBJ. Most employees show high levels of emotional involvement and energy in their work. By supporting these aspects through competency development, rewards, and recognition of contributions, organizations can create a more positive and productive work environment.

Self-efficacy plays a significant mediating role in the relationship between Transformational Leadership and Job Performance. The most dominant indicator of self-efficacy is employee confidence to handle unexpected events (SE04), which has a first-order SLF of 0.91. The high SLF indicates that the ability to deal with difficult situations is a key element in supporting self-efficacy. However, respondents' perceptions of their ability to handle unexpected events are slightly lower than the overall average self-efficacy. This indicates that although the belief is significant, there is still room for strengthening employees' perceptions of their ability to deal with uncertainty.

The ability to handle difficult situations remains a key element that strengthens the relationship between transformational leadership and job performance. Effective transformational leaders are able to build employee self-confidence by providing support, direction, and motivation. By building self-efficacy, leaders help employees become more confident in completing their tasks, including in the face of unexpected challenges. This creates a work environment that supports improved performance, where employees feel able to overcome various obstacles with effective strategies.

Ultimately, high self-efficacy contributes positively to Job Performance. Employees who have a strong belief in their abilities tend to be more proactive, innovative, and efficient in carrying out their job responsibilities. Therefore, transformational leaders play a role not only in directing and motivating, but also in building employee self-confidence, which in turn has an impact on the overall success of the organization. Ensuring that self-efficacy remains a primary focus in leadership strategies can have a significant long-term impact on improving individual and organizational performance.

In the job performance dimension, indicator TP01 ("I am able to plan work well so that I can finish it on time") has an SLF of 0.88 and a mean of 6.259, above the grand mean of job performance (6.129), emphasizing the importance of planning in supporting optimal performance. Meanwhile, indicator AP07 ("I am able to cope with uncertain and unpredictable situations in work") has an SLF of 0.90, with a mean of 5.879, slightly below the grand mean of adaptive performance, indicating a significant contribution to employee adaptability. This indicates that UKPBJ needs to strengthen planning and adaptation skills in a dynamic work environment to ensure optimal performance and responsiveness to unexpected challenges.

Practically, this study provides important insights to improve Job Performance in organizations. Transformational Leadership can be strengthened through training that focuses on building mutual trust and communicating organizational values. Employee development programs, such as problem-based training and technical simulations, can improve Self-efficacy. In addition, strategies to strengthen Work Engagement and Affective Commitment can be done through team building activities, CSR programs, and other collaborative activities. These steps not only support individual productivity but also create a work environment that supports the achievement of overall organizational performance.

The results of this study indicate that leaders who are able to inspire and provide clear direction, as well as create a sense of emotional attachment to the organization, will encourage better employee performance. Therefore, strengthening the transformational leadership style must be a top priority in the human resource management strategy in the UKPBJ environment.

CONCLUSION

The results of the study indicate that all independent variables, namely transformational leadership, affective commitment, work engagement, and self-efficacy, have a direct positive and significant effect on job performance. In addition, transformational leadership also has a significant effect on affective commitment, work engagement, and self-efficacy, which are then proven to be able to mediate the effect of transformational leadership on job performance. This conclusion confirms that optimizing employee performance in the

public sector, especially UKPBJ, requires attention to leadership style and psychological aspects of employees such as commitment, involvement, and self-confidence.

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