



The Influence of Transformational Leadership and Moderated Training for Providing Incentives on Employee Performance at The Pangkalan PSDKP Jakarta

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Abstract: This study aims to determine the effect of Transformational Leadership and Training moderated by the provision of incentives on Employee Performance at the Pangkalan PSDKP Jakarta. This study was conducted at the Pangkalan PSDKP Jakarta using samples of 100 respondents. The sampling technique is non-probability sampling or saturated sample. The data analysis technique used is SEM-PLS which calculations are assisted by the SmartPLS 4.0 program. Evaluation analysis of the Partial Least Square (PLS) model is carried out by evaluating the outer model and evaluating the inner model. From the results of data analysis that has been carried out, it shows that transformational leadership has a positive and significant effect on Employee Performance. Training has a positive and significant effect on Employee Performance. Incentives have a positive and significant effect on Employee Performance. Transformational Leadership moderated by Incentive provision has a positive and insignificant effect on Employee Performance. Training moderated by incentives provision has a positive and insignificant effect on employee performance. The results of the data analysis showed that the incentive variable as a moderating variable did not strengthen its effect even though it still had a positive relationship with Transformational Leadership, Training and employee performance.

Keywords: Transformational Leadership, Training, Incentives, Employee Performance

INTRODUCTION

The main asset that can help in determining the success of an organization is Human Resources. Human Resources is one of the most important factors in an organization. Human Resource involvement in an organization is applied as an employee, workforce, or labor. Employees as human resources in a company are a very important factor for improving the performance of the organization. Even though we currently use very high technology, if it is not supported by human resources who have good competence, the performance of the organization will not be optimal. The role of leadership is very important in an organization, so transformational leadership is needed in order to make the organization that one leads into an organization that has good performance and is able to provide alternative ideas if in the

future it faces challenges in carrying out and meeting the performance targets that have been set (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017). Human resources must develop the intellectual abilities and personalities of their employees. Therefore, to obtain maximum results in employee development, education and training programs are needed in accordance with the position analysis so that employees know the goals of the education and training they are running. To produce optimal performance from employees, an increase in incentives is needed. This is because with the increase in incentives provided will be able to motivate employees to bring out their best abilities in achieving organizational goals.

Dessler (2017) states that this focus on performance requires something measurable. Performance is the actual work result of the employee that has been produced compared to the specified work results. Management expects HR to be able to provide *measurable*, benchmark-based evidence for the company's efficiency and effectiveness. In other words, management expects solid measurable evidence that HR has contributed meaningful and positive things to achieve the company's strategic goals (Widodo, 2017). According to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company that is adjusted to their respective authorities and responsibilities in an effort to achieve organizational goals illegally and without violating the law.

Training refers to the company's planned efforts to facilitate the learning of competencies, knowledge, skills, and behaviors related to employees' work, which aims to enable employees to master the knowledge, skills, and behaviors emphasized in training and apply them in daily activities (Noe, 2020). According to Jackson et al. (2018), training has the main goal of improving performance in the near future and in certain jobs by improving employee competence. According to Afandi (2018), it is argued that the learning process is designed to change a person's performance in doing their work. And the training process is often carried out by a company after the employees recruitment because training is only given to employees from the company concerned. According to Noe (2020), it is argued that the company's planned efforts are how to facilitate the learning of employees' competencies, knowledge, skills, and behaviors related to employees' work which aims to ensure that employees master the knowledge, skills, and behaviors at work.

According to Sinambela (2016), incentives are elements or rewards that are provided irregularly or variably depending on the employees' performance. Incentives are one of the drivers that can provide stimulation to employees to work more optimally. According to Hasibuan (2013), incentives are additional remuneration given to certain employees whose achievements are above standard achievements. This incentive wage is a tool used by supporters of the principle of fairness in providing compensation. Meanwhile, according to Sarwoto in Reny (2016), incentives are a means of motivation, which can be in the form of stimuli or incentives that are given deliberately to employees so that there is a greater enthusiasm in them to achieve for the company. According to Mangkunegara (2011), the definition of incentives is a form of money given by the organization's leaders to employees so that they work with high motivation and achieve organizational goals as a recognition of work achievements and employees' contributions to the organization.

METHOD

The survey method was carried out using a quantitative approach to employees of the Pangkalan PSDKP Jakarta. Meanwhile, the problem-solving method used in describing or presenting the results of the research is clear as it is. The variables in this study are divided into 3 as follows:

Independent Variable

Independent variables are variables that affect or cause changes or the emergence of *dependent* variables. In this study, *the independent* variables are transformational leadership (X1) and training (X2).

Dependent Variable

Dependent variables are variables that theoretically affect the relationship between independent and dependent variables into indirect relationships and cannot be observed and measured. In this study, the dependent variable is employee performance.

Moderating Variables

According to Sugiyono (2017), moderating variables are variables that affect (strengthen and weaken) the relationship between independent and dependent variables. This variable is also called the second independent variable. The moderating variable used in this study is Incentives.

Certain qualities and characteristics possessed by an object/subject, are determined to be studied, and then conclusions are drawn by the researcher, this is called population. The population in this study includes 100 ASN employees in the scope of the Pangkalan PSDKP Jakarta. This study uses a non-probability sampling technique.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

The indicator is considered to meet *the Convergent validity* if the loading factor of the indicator > 0.7 and *the Average Variance Extracted (AVE)* value is > 0.5. The reliability of a construct is measured by *Composite Reliability* and *Cronbach's Alpha*, with a value that is considered reliable if *the Composite Reliability* > 0.7 and *Cronbach's Alpha* > 0.6 (Ghozali, 2021).

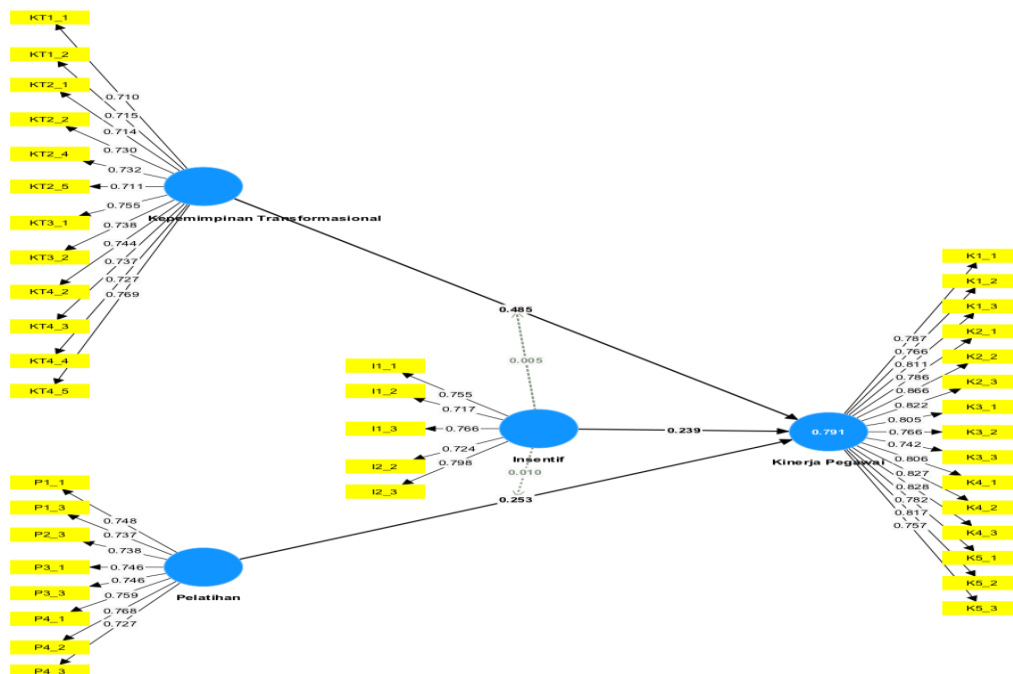


Figure 1. PLS Algorithm Procedure Test Results 2024

Table 1. Cross Loadings Test Results

Indicator	Transformational Leadership	Training	Incentive	Employee Performance
KT1_1	0,7097	0,5570	0,6058	0,5093
KT1_2	0,7146	0,4404	0,5262	0,5656
KT2_1	0,7139	0,4598	0,4718	0,6332
KT2_2	0,7304	0,5362	0,5773	0,6616
KT2_4	0,7324	0,3563	0,4825	0,6005
KT2_5	0,7113	0,4526	0,5145	0,6507
KT3_1	0,7553	0,5079	0,5151	0,6426
KT3_2	0,7378	0,6345	0,6913	0,5850
KT4_2	0,7438	0,4423	0,5988	0,6209
KT4_3	0,7369	0,4723	0,5082	0,6187
KT4_4	0,7267	0,5081	0,6834	0,6374
KT4_5	0,7685	0,5986	0,6653	0,6442
P1_1	0,4657	0,7481	0,4477	0,5759
P1_3	0,5288	0,7367	0,4685	0,5300
P2_3	0,4022	0,7385	0,5262	0,4850
P3_1	0,5628	0,7460	0,6350	0,5214
P3_3	0,5123	0,7455	0,4832	0,5413
P4_1	0,5765	0,7589	0,6309	0,6907
P4_2	0,5298	0,7684	0,5485	0,5900
P4_3	0,4464	0,7268	0,5030	0,5181
I1_1	0,5355	0,4074	0,7550	0,5019
I1_2	0,5344	0,6281	0,7170	0,6354
I1_3	0,6527	0,6183	0,7655	0,5843
I2_2	0,5246	0,3848	0,7242	0,5045
I2_3	0,6573	0,5926	0,7978	0,7256
K1_1	0,5735	0,6520	0,5940	0,7866
K1_2	0,7438	0,5258	0,5455	0,7660
K1_3	0,7333	0,6052	0,6689	0,8111
K2_1	0,6679	0,6057	0,7607	0,7856
K2_2	0,7689	0,6015	0,6711	0,8656
K2_3	0,6387	0,7268	0,7685	0,8215
K3_1	0,7028	0,5540	0,5965	0,8046
K3_2	0,6581	0,5406	0,6541	0,7663
K3_3	0,6464	0,6567	0,5078	0,7417
K4_1	0,6096	0,6027	0,6633	0,8064
K4_2	0,7093	0,6117	0,6533	0,8268
K4_3	0,6159	0,6863	0,6447	0,8275
K5_1	0,6046	0,5768	0,6486	0,7820
K5_2	0,6839	0,5567	0,6409	0,8168
K5_3	0,7150	0,5132	0,5167	0,7571

Source: Smart PLS 4.0 Processed Products (2024)

Based on the results of data processing with SmartPLS in figure 1 and table 1 above, it can be seen that the *loading factor* value in each indicator has met the requirements, namely >0.7. This shows that the indicator used is valid.

Table 2. Validity Discrimination Test

	Transformational Leadership	Training	Incentive	Employee Performance
Transformational Leadership	0,7320			
Training	0,6784	0,7462		
Incentive	0,7525	0,7138	0,7525	
Employee Performance	0,8425	0,7535	0,7987	0,7983

Source: Smart PLS 4.0 Processed Products (2024)

Based on Table 2 above, it can be seen that the correlation value of the construct with its indicator is higher than the correlation value with other constructs. This indicates that all latent constructs show good *discriminant validity* because they are able to predict indicators in their blocks better than indicators in other blocks. In addition to using this approach, *the discriminant validity test* can also be carried out with *the Fornell-Larcker criterion*. This approach measures whether the latent variable has sufficient discriminant by looking at the square root value of the AVE of a construct compared to other constructs.

Table 3. HTMT Test

	Transformational Leadership	Training	Incentive	Employee Performance	Transformational Leadership x Incentives	Training x Incentives
Transformational Leadership						
Training	0,7466					
Incentive	0,8936	0,8204				
Employee Performance	0,8917	0,8082	0,8864			
Transformational Leadership x Incentives	0,2100	0,1357	0,0579	0,0937		
Training x Incentives	0,1392	0,0652	0,2358	0,1288	0,5481	

Source: Smart PLS 4.0 Processed Products (2024)

According to Henseler in Hair et al (2022), recommends the measurement value should be less than 0.90. Based on the validity test using the HTMT parameters in table 3 above, it has the required results. So that it meets the assessment of the validity of discrimination.

Table 4. AVE Values

Variable	AVE Scores(Average Variance Extracted)
Transformational Leadership	0,5358
Training	0,5568
Incentive	0,5662
Employee Performance	0,6373

Source: Smart PLS 4.0 Processed Products (2024)

Based on the results of data processing using SmartPLS in the table above, it can be seen that the AVE value of each variable has a value of >0.5, so that the AVE value has met the testing standards and it can be concluded that the research model is valid.

Table 5. Composite Reliability Test Results

Variable	CompositeReliability	Syarat	Information
Transformational Leadership	0,9326	>0,7	Reliabel
Training	0,9095	>0,7	Reliabel
Incentive	0,8670	>0,7	Reliabel
Employee Performance	0,9634	>0,7	Reliabel

Source: Smart PLS 4.0 Processed Products (2024)

Based on table 5 above, it shows that each variable has a *composite reliability* value above 0.7 with the lowest value of 0.8670 from the Incentive variable (Z) and the highest value

of 0.9634 from the Employee Performance variable (Y). So it can be concluded that this research model has met the value of *composite reliability*.

Table 6. Cronbach Alpha Test Results

Variable	Cronbach's Alpha	Terms	Information
Transformational Leadership	0,9212	>0,6	Reliabel
Training	0,8866	>0,6	Reliabel
Incentive	0,8099	>0,6	Reliabel
Employee Performance	0,9592	>0,6	Reliabel

Source: Smart PLS 4.0 Processed Products (2024)

In table 6 above, it can be seen that each variable has a *Cronbach's alpha* value of >0.6 with the lowest value of 0.8099 for the Incentive variable (Z) and the highest value of 0.9592 for the Employee Performance variable (Y). It can be concluded that the research model has met the value of *Cronbach's alpha* and is considered reliable. Based on all of the above statements, it can be seen that the model has met the criteria of *composite reliability* and *Cronbach's alpha*, so it can be concluded that the construct has good reliability or the questionnaire used as a tool in this study is consistent.

Table 7. Determination Coefficient Test

	R-square	R-square adjusted
Employee Performance	0,7911	0,7800

Source: Smart PLS 4.0 Processed Products (2024)

The *R-squares* in each of the endogenous latent variables are the predictive power in the structural model. Changes in the R-square value can indicate the significant impact of an exogenous latent variable on the endogenous latent variable whether it has a substantive impact. The *R squares values* of 0.75, 0.50 and 0.25 can be summarized into the categories of strong, moderate and weak models (Ghozali, 2021). Based on table 4.16, it can be seen that the R-square value of 0.7911 means that Employee Performance is influenced by Transformational Leadership, Training and Incentives by 79%, while 21% is influenced by other variables that are not used in this study.

Table 8. Test of Hypothesis Test Results

	Original sample (O)	Average sample (M)	Standard deviation (STDEV)	T Statistical (O/STDEV)	(P values)
Transformational Leadership -> Employee Performance	0,485	0,508	0,100	4,823	0,000
Training > Employee Performance	0,253	0,240	0,118	2,151	0,032
Incentives > Employee Performance	0,239	0,234	0,105	2,283	0,023
Transformational Leadership x Incentives -> Employee Performance	0,005	0,059	0,121	0,045	0,964
Training x Incentives -> Employee Performance	0,010	-0,039	0,106	0,090	0,929

Source: Smart PLS 4.0 Processed Products (2024)

From table 8 which shows the results of T-statistics (*Bootstrapping*), several hypotheses tested are:

1. The Influence of Transformational Leadership on Employee Performance

Based on the table, it is known that the path coefficient value is 0.485, the t-statistical value is $4.823 > 1.96$ and the P-Values value is $0.000 < 0.05$. This means that the Transformational Leadership variable has a positive and significant effect on the Employee Performance variable. Thus, the hypothesis (H1) in this study which states that "Transformational Leadership has a positive and significant effect on Employee Performance" **is accepted**.

2. The Effect of Training on Employee Performance

Based on the table, it is known that the path coefficient value is 0.253, the t-statistical value is $2.151 > 1.96$ and the P-Values value is $0.032 < 0.05$. This means that the Training variable has a positive and significant effect on the Employee Performance variable. Thus, the hypothesis (H2) in this study which states that "Training has a positive and significant effect on Employee Performance" **is accepted**.

3. The Effect of Providing Incentives on Employee Performance

Based on the table, it is known that the value of the path coefficient is 0.239, the t-statistical value is $2.283 > 1.96$ and the P-Values value is $0.023 < 0.05$. This means that the Incentive variable has a positive and significant effect on the Employee Performance variable. Thus, the hypothesis (H3) in this study which states that "Providing Incentives has a positive and significant effect on Employee Performance" **is accepted**.

4. The Influence of Transformational Leadership Moderated by Providing Incentives on Employee Performance

Based on the table, it is known that the value of the path coefficient is 0.005, the t-statistical value is $0.045 < 1.96$ and the P-Values value is $0.964 > 0.05$. This means that the Transformational Leadership variable moderated by the provision of incentives has a positive and insignificant effect on the Employee Performance variable. Thus, the hypothesis (H4) in this study which states that "The influence of Transformational Leadership moderated by the provision of incentives has a positive and significant effect on Employee Performance" **is rejected**.

5. The Effect of Moderated Training on Employee Performance

Based on the table, it is known that the value of the path coefficient is 0.010, the t-value of statistics is $0.090 < 1.96$ and the value of P-Values is $0.929 > 0.05$. This means that the Moderated Training variable for the provision of incentives has a positive and insignificant effect on the Employee Performance variable. Thus, the hypothesis (H5) in this study states that "The effect of moderated training on the provision of incentives has a positive and significant effect on employee performance" **is rejected**.

Discussion

Empirical findings prove that the H1 hypothesis is accepted and it can be concluded that Transformational Leadership has a positive and significant influence on Employee Performance. From the results of the study, it means that Transformational Leadership is a variable that affects Employee Performance at the PSDKP Jakarta Base Office. This shows that the better the Transformational Leadership that has been implemented by the Leadership, the Employee Performance will also increase, as evidenced by the results of the t-statistic value of

4.823 and the P-Values of $0.000 < 0.05$. This is in line with the results of previous research related to transformational leadership having a positive and significant effect on employee performance that has been carried out by Ahmad Deddy, (2022). The research shows that the Transformational Leadership variable has a positive and significant influence on employee performance at the Regional Tax and Levy Management Agency (BPPRD) of Jambi City. The H2 hypothesis is accepted and it can be concluded that the training has a positive and significant influence on Employee Performance. From the results of the study, it means that Training is a variable that affects Employee Performance at the Jakarta PSDKP Base Office. This shows that the more training that employees participate in, the Employee Performance will also increase, as evidenced by the results of the t-statistic value of 2.151 and the P-Values of $0.032 < 0.05$. This is in line with the results of previous research related to training that has greatly influenced employee performance which has been carried out by Ahmad Deddy, (2022).

The research shows that the training variable has a positive and significant influence on employee performance at the Malang City BKPSDM office. The H3 hypothesis is accepted and it can be concluded that incentives have a positive and significant influence on Employee Performance. From the results of the study, it means that Incentives are variables that affect Employee Performance at the Jakarta PSDKP Base Office. This shows that the more incentives given to employees, the Employee Performance will also increase, as evidenced by the results of the t-statistic value of 2.283 and the P-Values of $0.023 < 0.05$. This is in line with the results of previous research related to the provision of incentives that have greatly influenced employee performance which has been carried out by Jumiati, M Syukri and Desni Yuniarni (2022). The research shows that the Incentive variable has a positive and significant influence on the performance of kindergarten teachers in Sungai Ambawang District, Kubu Raya Regency. The H4 hypothesis was rejected and it can be concluded that Transformational Leadership moderated by the provision of incentives has a positive and insignificant effect on Employee Performance. From the results of the study, it means that the incentive variable has not been able to moderate the relationship between Transformational Leadership and Employee Performance at the Jakarta PSDKP Base Office. This is evidenced by the results of the t-statistical value of $0.045 < 1.96$ and the P-Values of $0.964 > 0.05$. The H5 hypothesis was rejected and it can be concluded that the moderated training of the provision of incentives has a positive and insignificant effect on Employee Performance. From the results of the study, it means that the incentive variable has not been able to moderate the relationship between Training and Employee Performance at the PSDKP Jakarta Base Office. This is evidenced by the results of the t-statistical value of $0.090 < 1.96$ and the P-Values of $0.929 > 0.05$.

CONCLUSION

Based on empirical findings, this research proves that Transformational Leadership has a positive and significant influence on Employee Performance. This shows that the better the Transformational Leadership that has been implemented by the Leadership, the Employee Performance will also increase. Training has a positive and significant influence on Employee Performance. This shows that the more training that employees participate in, the Employee Performance will also increase. Incentives have a positive and significant influence on Employee Performance. This shows that the more incentives given to employees, the Employee Performance will also increase. Transformational leadership moderated by providing incentives has a positive and insignificant effect on Employee Performance. This shows that the incentive as a moderating variable does not strengthen its influence even though it still provides a positive relationship to Transformational Leadership and employee performance. Training moderated by the provision of incentives as moderating variable has a positive and insignificant effect on Employee Performance. This shows that the incentive variable as a moderating variable does not strengthen its influence even though it still provides a positive relationship with employee training and performance

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