

The Influence of Transformational Leadership Style, Work Motivation, and Affective Commitment on the Performance of the Tirta Lestari Regional Water Company in the Tuban District, through Employee Performance as a Moderating Variable

Mokh. Irwanto^a, Sriyono^{b*}, Supardi^c

^{abc}Program Studi Magister Manajemen, Fakultas Bisnis Hukum Dan Ilmu Sosial Universitas Muhammadiyah Sidoarjo

*Corresponding author e-mail: sriyono@umsida.ac.id

ARTICLE INFO

DOI: [10.32832/jm-uika.v16i1.16757](https://doi.org/10.32832/jm-uika.v16i1.16757)

Article history:

Received:

04 June 2024

Accepted:

17 Juni 2024

Available online:

05 Februari 2025

Keywords:

Transformational Leadership Style, Work Motivation, Affective Commitment, Employee Performance.

ABSTRACT

Perusahaan Umum Daerah Air Minum Tirta Lestari a Regional-Owned Enterprise tasked with providing clean water to the community of Tuban Regency, has experienced performance stagnation over the past five years (2019-2023), although overall its performance is still considered good. This study aims to determine the influence of transformational leadership style, work motivation, and affective commitment of employees on the performance of the Regional Drinking Water Company Tirta Lestari in Tuban Regency. This research is a causal study aimed at exploring the influence of independent variables on dependent variables and their impact on the performance of the Regional Drinking Water Company Tirta Lestari in Tuban Regency. Data analysis techniques used include validity testing, reliability testing, and hypothesis testing using a saturated sample of all 114 employees of the company.

1. INTRODUCTION

The success of a company can be measured by its ability to maintain positive relationships between management and employees. Harmonious collaboration between leadership and staff will enhance their performance, resulting in the best achievements for the company. For example, the Regional Drinking Water Company Tirta Lestari of Tuban Regency, which focuses on providing clean water to the community, requires effective management. Good management requires leadership capable of changing paradigms to improve employee performance. A leader who is effective must be able to motivate their team to achieve optimal productivity and job satisfaction. (Sazly & Ardiani, 2019)

Perumda Air Minum Tirta Lestari Kabupaten Tuban is a Regional-Owned Enterprise (BUMD) tasked with providing clean water to the residents of Tuban Regency. It was established in 1983 as the Tuban Regency Drinking Water Management Agency (BPAM) based on the Tuban Regency Regional Regulation No. 6 of 1983, and later renamed Perumda Air Minum Tirta Lestari Kabupaten Tuban in accordance with Regional Regulation No. 13 of 2015. The latest regulations regarding this entity are set out in Regional Regulation No. 3 of 2022 concerning Perumda Air Minum Tirta Lestari Kabupaten Tuban. Perumda Air Minum Tirta Lestari Kabupaten Tuban is engaged in the provision, maintenance, and operation of drinking water facilities to provide orderly and regular services to the community. While following corporate economic principles, its management also considers social aspects. By the end of 2023, Perumda Air Minum Tirta Lestari Kabupaten Tuban served 45,865 customers across 16 sub-districts in Tuban Regency, with a service coverage of 14.64%.

In the past five years, from 2019 to 2023, the performance achievements of Perumda Air Minum Tirta Lestari in Tuban Regency have been good and healthy. However, the issue in the past five years has been the stagnation of the Company's performance, meaning that the achievement of performance values in the Company's aspects, which include financial, operational, service, and Human Resources aspects, tends to show no significant improvement. Similarly, the company's net profit achievement over the past five years has tended to fluctuate. In 2019, the profit was IDR 7.742 billion; in 2020, IDR 13.039 billion; in 2021, IDR 12.187 billion; in 2022, IDR 12.419 billion; and in 2023, IDR 13.669 billion.

The development of the net profit achievement has been influenced by various factors, one of which is the COVID-19 pandemic that began in 2019 and continued into 2020. However, the impact of the pandemic is still felt across all sectors of society, including social, economic, educational, and health sectors, even in subsequent years and up to the present. This has affected people's ability to pay their water bills to Perumda Air Minum Tirta Lestari, Tuban Regency, while Perumda Air Minum Tirta Lestari must consistently maintain operations and water supply services to customers and the community 24 hours a day. On the other hand, the management of Perumda Air Minum Tirta Lestari, Tuban Regency, must continually ensure leadership, work

motivation, and employee commitment in carrying out their daily duties so that the performance of Perumda Air Minum Tirta Lestari remains orderly, smooth, and normal in terms of quantity, quality, and continuity, in accordance with the Vision and Mission.

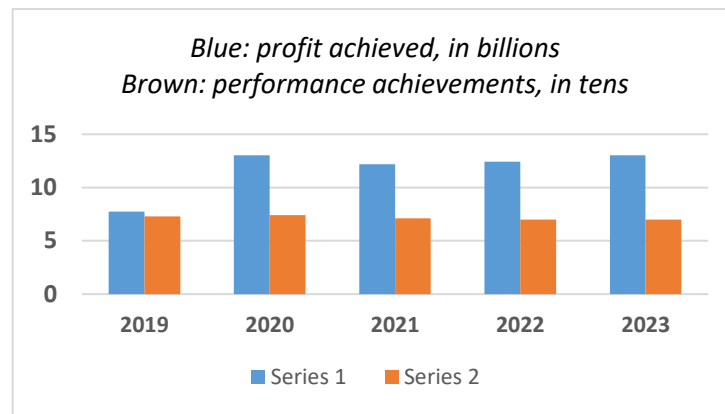


Figure 1. Profit and Performance Achievements of Tirta Lestari Drinking Water Company, Tuban Regency for the period 2019 – 2023

Source: Processed data, 2024

According to the performance evaluation report issued by the Financial and Development Supervisory Agency (BPKP) Representative of East Java Province, as well as the independent calculations conducted by Perumda Air Minum Tirta Lestari Tuban Regency, based on the Guidelines for Evaluating the Performance of Regional Drinking Water Companies in accordance with the Minister of Home Affairs Decree Number 47 of 1999, it was found that over the last five years, there has been stagnation and a decline in the company's performance. Starting from the year 2019 with a score of 72.71, then 2020 (73.46), 2021 (70.46), 2022 (69.20), and 2023 (69.20). Although the overall performance score is still considered good as it falls within the range of 60-75, when viewed from a financial perspective, three indicators namely the Return on Productive Assets Ratio, the Profit to Sales Ratio, and Collection Effectiveness received a maximum score of 5. Meanwhile, from the service aspect, four indicators namely the Quality of Distribution Water Meets Requirements, Water Continuity Can Supply All Customers, New Connection Speed in Less Than Six Working Days, and Complaint Handling Capability Can Be Thoroughly Managed still need improvement.

Given the following problems that still pose issues for Perumda Air Minum Tirta Lestari in Tuban Regency, it is evident through the overall performance metrics that there are still several shortcomings. There is room for improvement in the achievement of these indicators. A total performance score in the range of 60 to 75 indicates good performance but can still be improved to the very good category, which ranges from 75 to 100, according to the Minister of Home Affairs Regulation No. 47 of 1999 on the Guidelines for Performance Assessment of Regional Drinking Water Companies. This is why the researcher chose to study the influence of transformational leadership style, work motivation, and affective commitment of employees on the performance of Perusahaan Umum Daerah Air Minum Tirta Lestari in Tuban Regency, to determine the extent of their impact on the company's performance. The focus of this research is to determine whether these variables significantly affect the company's performance. Based

on the background described above, the author is interested in conducting a study titled "The Influence of Transformational Leadership Style, Work Motivation, and Affective Commitment on the Performance of Perusahaan Umum Daerah Air Minum Tirta Lestari through Employee Performance as a Moderating Variable." The problem formulation in this research is:

- a. Does transformational leadership have a positive and significant effect on the performance of employees at the Regional Water Company Tirta Lestari in Tuban Regency?
- b. Does work motivation have a positive and significant effect on the performance of employees at the Regional Water Company Tirta Lestari in Tuban Regency?
- c. Does affective commitment have a positive and significant effect on the performance of employees at the Regional Water Company Tirta Lestari in Tuban Regency?
- d. Do transformational leadership, work motivation, and affective commitment simultaneously have a positive and significant effect on the performance of employees at the Regional Water Company Tirta Lestari in Tuban Regency?
- e. Does employee performance have a positive and significant effect on the performance of the Regional Water Company Tirta Lestari in Tuban Regency?

RESEARCH METHODS

This study is a causal study aimed at investigating the causal relationships between independent variables and dependent variables. The focus of this research is to test hypotheses regarding the impact of independent variables such as Transformational Leadership, Work Motivation, and Affective Commitment on the dependent variable, which is the Performance of the Regional Drinking Water Company of Tirta Lestari in Tuban Regency. This study employs a quantitative approach and a research design based on hypothesis testing. This type of research aims to explain the causal relationship between these variables through hypothesis testing. (Sugiyono, 2019) In this study, the independent variables are Transformational Leadership Style, Work Motivation, and Affective Commitment. The dependent variable is Company Performance, and the moderating variable is Employee Performance. A quantitative approach was chosen because this study needs to measure the research variables and perform statistical data analysis to test the hypotheses. Questionnaires and measurement scales are used so that the data can be processed statistically.

The total number of employees focused on in this study is 114 personnel, which constitutes the entire population of the Tirta Lestari Regional Drinking Water Company in Tuban Regency. In this context, a sample refers to a small part of the population that is selected as the data source in the research process. The sampling method used in this study is saturated sampling, which means that all individuals in the population are taken as the research sample. According to Sugiyono, saturated sampling is a technique in which all members of the population are used as samples.

This research will be analyzed using SEM PLS with purposive sampling method. PLS (Partial Least Squares) is an analytical method that is flexible because it does not require many assumptions and can be used with both small and large sample sizes. PLS functions to confirm theories and build relationships between variables even without a clear theoretical foundation. The use of PLS includes measuring the model (outer model) to evaluate the validity and reliability of variables through indicators, as well as measuring the structural model (inner model) to test the influence among latent variables. Additionally, hypotheses are tested by comparing the t-statistic value with the t-table value. The measurement criteria used include convergent validity, discriminant validity, composite reliability, and Cronbach alpha for the outer model, as well as R-square, Q-square, and GoF for the inner model. Hypothesis testing is performed by comparing the t-statistic value with the t-table value at a significance level of $\alpha = 5\%$. If the t-statistic $>$ t-table, then the hypothesis is supported or accepted, as follows:

- a. If the probability of the outcome is ≥ 0.05 , the hypothesis is rejected.
- b. If the probability of the outcome is ≤ 0.05 , the hypothesis is accepted.

2. RESULTS & DISCUSSION

Description of Research Subjects. The description of the research subjects in this study includes gender, age, and duration of work. The characteristics of the research sample are presented below.

Table 1. Characteristics of the Research Sample

Characteristics	Amount
Gender	
Man	96
Woman	18
Total	114
Age	
18 – 22	0
23 - 27	28
28 – 32	18
33 -37	3
> 37	65
Total	114
Length of work	
< 1	6
1 – 3 th	15
3 th	93
Total	114

Source: Processed data, 2024

Based on Table 1, it reveals that the male respondents have the largest percentage, with 96 respondents, and the female respondents have a percentage of 18 respondents. Furthermore, Table 1 explains that respondents aged over 37 years number 65. Finally, Table 1 overall explains that respondents with more than 3 years of work experience have the largest number, with 93 respondents. This indicates that the majority of Tirta Lestari employees have served for more than 3 years.

Descriptive Analysis

Table 2. Operational Definition of Research Variables

No.	Variable	Average
1	Transformational leadership	3,70
2	Employee performance	3,55
3	Company performance	3,86
4	Affective Commitment	3,55
5	Work motivation	3,64

Source: Processed data, 2024

Descriptive analysis is necessary to provide an overview of how employees at the Public Water Supply Company Tirta Lestari view the variables of transformational leadership, employee performance, company performance, affective commitment, and work motivation. Based on the descriptive statistics results in Table 2 regarding the research variables, which are the respondents' perceptions of transformational leadership, the average value is 3.70 (generally, respondents gave a positive/agreement response). For the employee performance variable, the average is 3.55 (generally, respondents gave a positive/agreement response). Meanwhile, the respondents' perceptions of the company performance variable have an average of 3.86 (generally, respondents gave a positive/agreement response). For the affective commitment variable, the average is 3.55 (generally, respondents gave a positive/agreement response). Finally, the respondents' perceptions of the work motivation variable have an average of 3.64 (generally, respondents gave a positive/agreement response). From the descriptive analysis results, it is concluded that transformational leadership, employee performance, company performance, affective commitment, and work motivation at the Public Water Supply Company Tirta Lestari are functioning well.

Measurement Model Analysis. The evaluation of the measurement model in this study consists of the evaluation of the outer model, evaluation of the inner model, and hypothesis testing.

Outer Model Evaluation. Outer model evaluation tests two criteria, namely validity testing and reliability testing:

The convergent validity of a measurement model can be identified through the correlation between item scores or their indicators. A construct indicator is considered valid if its correlation

value exceeds 0.70. (Hair et al., 2019). Factor loading values between 0.60 and 0.70 are considered sufficient to meet the requirements for convergent validity. The SmartPLS output for factor loading can be seen in Table 3 as follows:

Table 3. Convergent Validity Test Results

Variable	Average
1. Transformational Leadership	0,949
2. Employee Performance	0,941
3. Company Performance	0,958
4. Affective Commitment	0,946
5. Work Motivation	0,928

Source: Processed data, 2024

The results of the evaluation of the factor loading measurement model in Table 3 show that all indicators in this study are retained because they meet the recommended criteria by (Hair et al., 2019). The factor loading values have met the recommended criteria, thus all factor loadings support the presence of construct reliability. Discriminant validity is measured by comparing the Average Variance Extracted (AVE) value of each construct with the correlation between that construct and other constructs in the model. The output of SmartPLS for discriminant validity can be seen in Table 4 below:

Table 4. Discriminant Validity Test Results

Variable	1	2	3	4	5
1. Transformational Leadership	0,949				
2. Employee Performance	0,863	0,941			
3. Company Performance	0,795	0,901	0,959		
4. Affective Commitment	0,774	0,818	0,778	0,946	
5. Work Motivation	0,670	0,682	0,613	0,572	0,928

Source: Processed data, 2024

The results of the discriminant validity test in Table 4 indicate that the value of the AVE (Average Variance Extracted) square root is higher than the correlation values, thus it can be concluded that this model is valid because it has met the criteria for discriminant validity. Another way to measure discriminant validity is by examining the AVE value, where a value above 0.50 is recommended. The reliability test values based on the AVE are presented in Table 5. Reliability testing is necessary in this study using the internal consistency method (Sekaran & Bougie, 2016). The reliability of the research instrument in this study is tested using Cronbach's alpha and composite reliability. A construct is considered reliable if the composite reliability value exceeds 0.70 (Chin, 2010).

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Transformational leadership	0,963	0,973	0,900

Employee performance	0,974	0,979	0,886
Company performance	0,956	0,971	0,919
Affective Commitment	0,961	0,972	0,895
Work motivation	0,960	0,969	0,862

Source: Processed data, 2024

The results from Table 5 indicate that the AVE (Average Variance Extracted) values for each construct—transformational leadership, employee performance, company performance, affective commitment, and work motivation—are above 0.5: 0.900, 0.886, 0.919, 0.895, and 0.862, respectively. Therefore, the values for each construct and its indicators are good, as they have met the minimum AVE value requirement of being greater than 0.5. Table 5 also lists the reliability values for each construct, where all values are greater than 0.7. This suggests that variables with a composite reliability above 0.7 have high reliability (Hair et al., 2019). Therefore, it can be concluded that the values of the variables overall in this study can be considered reliable (Hair et al., 2019).

Evaluation of the Inner Model. The testing of the inner model is conducted to examine the relationships between variables as shown in the diagram below:

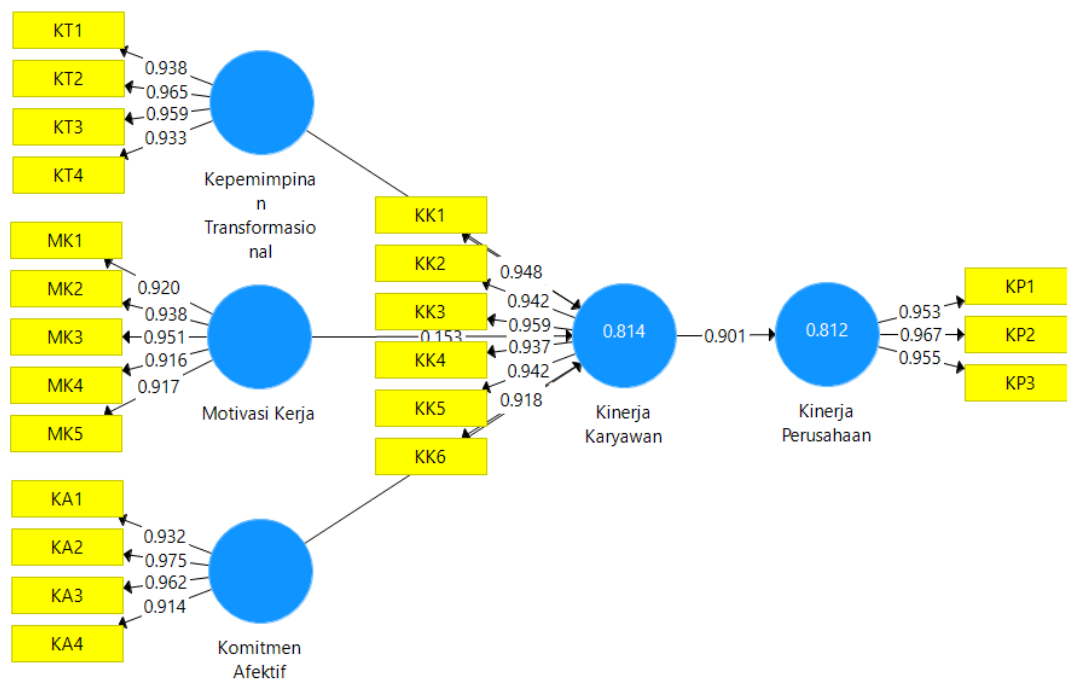


Figure 2. Structural Model Analysis (Inner Model)

Source: Processed data, 2024

Analysis R2. Based on the results of the estimation shown in Figure 2, it can be explained that the coefficient of determination (R-square) for the employee performance variable is 0.814. This indicates that the variables of transformational leadership, work motivation, and affective

commitment collectively contribute 81.4% to the variability in employee performance. Other factors not discussed in this study influence the remaining variability in employee performance. Meanwhile, the R-square value for the company performance variable is 0.812. This shows that the employee performance variable has an impact of 81.2% on company performance, with other factors outside the scope of this research affecting the remaining variability in company performance.

Hypothesis Testing. The significance of each hypothesis is summarized in Table 6 below:

Tabel 6. Hasil Uji Reliabilitas

	Hypothesis	Path Coefficient	t-value	p-value	Conclusion
H1	Transformational Leadership → Employee Performance	0,487	5,215	0,000	Supported
H2	Work Motivation → Employee Performance	0,153	2,200	0,028	Supported
H3	Affective Commitment → Employee Performance	0,354	3,874	0,000	Supported
H4	Employee Performance → Company Performance	0,901	49,662	0,000	Supported

Source: Processed data, 2024

Transformational Leadership on Employee Performance (H1). The statistical test results can be seen in Table 6, where the coefficient value of the transformational leadership variable on employee performance is 0.487, with a t value of 5.215 > t table (1.96) and a p-value of 0.000 < 0.05. These results indicate that transformational leadership style influences the performance of employees at Perusahaan Umum Daerah Air Minum Tirta Lestari. This follows the findings of research by (Kurniati & Rojuaniah, 2023) which states that transformational leadership influences employee performance.

Work Motivation on Employee Performance (H2). The results of the statistical test, as can be seen in Table 6, show that the coefficient for the work motivation variable in employee performance is 0.153, where the t-value is 2.200 > t-table (1.96) with a p-value of 0.028 < 0.05. These results indicate that work motivation influences the performance of employees at Perusahaan Umum Daerah Air Minum Tirta Lestari. This aligns with findings from research by (Nugraha et al., 2020; Goni et al., 2021; Lesmana et al., 2023; Mengko et al., 2023) which states that work motivation influences employee performance.

Affective Commitment to Employee Performance (H3). The results of the statistical test, as seen in Table 6, show that the coefficient of the affective commitment variable to employee performance is 0.354, where the t-value is 3.874 > t-table (1.96) with a p-value of 0.000 < 0.05. These results indicate that affective commitment influences employee performance at the Regional Drinking Water Company, Tirta Lestari. This is consistent with the findings of research by (Manurung et al., 2022) which states that affective commitment influences employee performance.

Employee Performance in Relation to Company Performance (H4). The results from the statistical test, as seen in Table 6, show that the coefficient for the employee performance variable in company performance is 0.901. The t-value is 0.901, which is greater than the critical t-value from the table (1.96), with a p-value of 0.000, which is less than 0.05. This result indicates that employee performance affects the performance of the Public Drinking Water Company Tirta Lestari. This is consistent with findings from research by (Mukrodi, 2021) which states that employee performance affects company performance.

A deeper understanding of company performance becomes important. Despite the importance of this understanding, research on employee performance has been limited to studies outside the context of Indonesian consumers. This study is conducted in line with recommendations from previous research. This study has four important findings related to this:

The Influence of Transformational Leadership on Employee Performance. The effect of transformational leadership on employee performance shows a p-value (sig. 0.000) $< \alpha$ (0.05), and the calculated t-value (5.215) $>$ t table (1.96). Based on these results, it can be concluded that hypothesis 1 is accepted, indicating a significant positive effect of transformational leadership on employee performance. Based on the survey results distributed to employees of Perusahaan Umum Daerah Air Minum Tirta Lestari, it was found that the indicator "My leader is able to inspire and motivate employees to work better" had the highest value, as evidenced by the majority of respondents strongly agreeing, thus supporting the improvement of employee performance at Perusahaan Umum Daerah Air Minum Tirta Lestari.

Transformational leadership can practically drive innovation. In this context, leaders utilize inspiring motivation and stimulate intellectual thinking to enhance organizational performance. Leaders with a clear vision can inspire their team members to commit beyond usual standards and encourage them to take innovative approaches in carrying out their tasks (Armiyanti et al., 2023). Friendly treatment of staff can build a sense of voluntary commitment among them, making them willing to sacrifice for the success of the company (Sholeh & Nugroho, 2023). Transformational leadership has a positive impact on employee performance, which in turn will enhance organizational productivity because this leadership style is considered a key factor influencing their performance. The implementation of this concept has proven successful in the Regional Water Company Tirta Lestari. The role of the leader is crucial in providing encouragement, motivation, and attention to employees, which subsequently improves their performance. Therefore, this finding can be used as empirical evidence supporting other studies on this phenomenon.

The Influence of Work Motivation on Employee Performance. The impact of work motivation on employee performance shows a p-value (sig. 0.028) $< \alpha$ (0.05), with the calculated t-value (2.200) $>$ t-table (1.97944). From these findings, it can be concluded that hypothesis 2 has been proven true, indicating that work motivation has a significant positive effect on employee performance. Survey results from employees at the Tirta Lestari Public

Water Supply Company indicate that the indicator "The company provides adequate facilities to meet my physical needs" received the highest score, with most respondents expressing Strong Agreement. This suggests that the facilities provided by the company can be a supportive factor in enhancing employee performance at the Tirta Lestari Public Water Supply Company.

Correspondingly, (Mansor et al., 2017) stating that transformational leadership has been proven to have a significant impact on team member performance. According to Permadi & Rasminingsih (2023) Transformational leadership is a very important factor for employees in the workplace. When an organization is led by a leader with transformational leadership, it encourages employees to grow and improve. The results show a positive correlation between work motivation and employee productivity at the Regional Drinking Water Company Tirta Lestari. This identifies three work motivations that significantly influence employees' self-perception of their work performance: financial motivation, internal self-concept, and goal internalization. Respondents perceive themselves as performing better when they are more motivated to work at the hotel through financial rewards and incentives, driven by achievements, and able to identify with the organization's values and culture. The findings of this study are valuable for human resource practitioners and management decision-makers in the rapidly developing regional drinking water industry.

The Influence of Affective Commitment on Employee Performance. The influence of affective commitment on employee performance shows a p-value (sig. 0.000) $< \alpha$ (0.05), with a calculated t-value (3.874) $>$ t-table (1.97944). The results of the study indicate that hypothesis 3 can be confirmed, implying that there is a significant positive relationship between emotional commitment and employee performance. From the survey conducted among employees of the Regional Drinking Water Company Tirta Lestari, it was found that the statement "I have a strong emotional bond with the company I work for" was strongly agreed upon by the majority of respondents, indicating high agreement. This becomes a supporting factor in efforts to improve employee performance at the Regional Drinking Water Company Tirta Lestari.

This research is supported by the theory according to (Andelan, 2021) which states that indicators that can be used as markers, such as leadership concern for employee welfare, deep knowledge of performance improvement, integrity, and management skills, so that strong emotional attachment can have a positive impact on employee performance. This research is in line with the results of previous studies conducted by (Manurung et al., 2022) it states that affective commitment has a positive value on employee performance.

The Influence of Employee Performance on Company Performance. The impact of employee performance on company performance shows a p-value (sig. 0.000) $< \alpha$ (0.05), and the calculated t-value (49.662) $>$ the t-table (1.97944). Based on these findings, it can be concluded that the fourth hypothesis is valid, indicating a significant positive effect of employee performance on company performance. From the survey conducted with employees at the Regional Water Company Tirta Lestari, it was found that the indicator "I can cooperate well and support each other with my colleagues" had the highest agreement among respondents,

which supports the primary factor in enhancing the performance of the Regional Water Company Tirta Lestari.

From the analysis, it can be concluded that the performance of employees at Perusahaan Umum Daerah Air Minum Tirta Lestari has a positive impact on the company's performance. This is in line with the opinion expressed by (Idrus et al., 2023) that the performance of an organization depends on the achievements of its individuals, so how individuals work within an organization will impact the overall performance of that organization (Sholeh & Nugroho, 2023) it states that to improve company performance, efforts from employees are necessary. Human resource development practices can enhance company performance by improving employees' skills, attitudes, and behaviors. This indicates that the performance obtained by employees of PDAM Tirta Lestari can improve the company's performance.

3. CONCLUSION & SUGGESTION

This study was conducted at the Public Water Company (PDAM) Tirta Lestari and involved 114 employee respondents. The demographic data indicate that most respondents were men (96 people), over 37 years old (65 people), and had been working for more than 3 years (139 people). Overall, respondents gave positive feedback on the variables studied, namely transformational leadership, employee performance, company performance, affective commitment, and work motivation. The research results showed that transformational leadership, work motivation, and affective commitment have a positive and significant influence on employee performance. This means that the better the implementation of transformational leadership, the higher the work motivation, and the stronger the employees' affective commitment, the more it will enhance employee performance at Tirta Lestari. Furthermore, the study also found that employee performance has a positive and significant effect on the performance of the Public Water Company Tirta Lestari. This indicates that improvements in employee performance will contribute to overall company performance improvements. These findings reinforce the argument that employees are valuable assets to the company, and investing in the development of human resources through enhanced transformational leadership, work motivation, and affective commitment is a strategic step to improve company performance. Overall, this study provides important contributions for the Public Water Company Tirta Lestari in understanding the factors that can enhance employee performance and company performance. These findings can serve as a reference for Tirta Lestari's management to develop strategies and programs aimed at enhancing transformational leadership, work motivation, and employees' affective commitment.

This study shows that transformational leadership, work motivation, and affective commitment significantly influence employee performance, which ultimately impacts company performance. Therefore, the Public Water Company Tirta Lestari in Tuban Regency needs to continually enhance these aspects to maintain and improve employee and company performance. For

example, company leaders could adopt a stronger transformational leadership style by providing motivation and inspiration to employees, as well as encouraging innovation and creativity. Additionally, the company could offer training and development programs for employees to enhance their motivation and commitment to the company. Furthermore, this research could be further developed by adding other variables that may affect company performance, such as organizational culture, job satisfaction, or talent management. This could provide more comprehensive insights into the factors contributing to company performance. Additionally, similar studies could be conducted in various other industry sectors to see if the results are consistent or if there are significant differences.

By conducting further research, the company can obtain more comprehensive information to develop effective strategies to enhance employee performance and overall company performance. For example, Perusahaan Umum Daerah Air Minum (PDAM) Tirta Lestari could regularly conduct employee satisfaction surveys to identify factors that either promote or hinder employee satisfaction. Based on the survey results, the company can take corrective actions, such as improving the compensation and benefits system, providing better workplace facilities, or enhancing communication between management and employees. Additionally, the company can evaluate the training and development programs that have been implemented to assess their effectiveness in improving employee competencies and performance. If deficiencies are found, the company can develop training programs that better meet the needs of employees and the business challenges faced.

ACKNOWLEDGMENT

Thus, this is the presentation of the research findings that have been conducted by the researcher. Thank you to the readers who have followed this research. The researcher hopes to receive constructive criticism and suggestions related to this study to improve the quality of scientific work in the future. Appreciation is also extended to all parties who have provided support in the smooth preparation of this scientific work.

REFERENCES

- Andelan, R. (2021). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan Dan Komitmen Normatif Sebagai Penyusun Dimensi Komitmen Organisasional Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan PT. Perkebunan Nusantara X. *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 9(2).
- Armiyanti, A., Sutrisna, T., Yulianti, L., Lova, N. R., & Komara, E. (2023). Kepemimpinan Transformasional Dalam Meningkatkan Kinerja Layanan Pendidikan. *Jurnal Educatio FKIP UNMA*, 9(2), 1061–1070. <https://doi.org/10.31949/educatio.v9i2.5104>
- Chin, W. W. (2010). How to Write Up and Report PLS Analyses. *Handbook of Partial Least Squares*, 655–690. https://doi.org/10.1007/978-3-540-32827-8_29
- Goni, G. H., Manoppo, W. S., & Rogahang, J. J. (2021). Pengaruh Motivasi Kerja terhadap Peningkatan Kinerja Karyawan pada PT. Bank Rakyat Indonesia Cabang Tahuna. *Jurnal Productivity*, 2(4).
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018->

0203

- Idrus, S., Ruhana, F., Amalia, M. R., Rosyid, A. F., & Kuswandi, D. (2023). Implementasi Kebijakan Manajemen Sumber Daya Manusia Yang Efektif Dalam Meningkatkan Kinerja Organisasi Di Era Bisnis Global. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(1), 72–89. <https://doi.org/10.31955/mea.v7i1.2879>
- Kurniati, N., & Rojuaniah, R. (2023). Pengaruh Kepemimpinan Transformasional, Integritas Perilaku Dan Budaya Organisasi Terhadap Kinerja Karyawan. *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1(5), 1153–1172. <https://doi.org/10.54443/sinomika.v1i5.591>
- Lesmana, M. S., Kirana, K. C., & Subiyanto, E. D. (2023). Pengaruh Budaya Organisasi, Komitmen dan Motivasi Kerja terhadap Kinerja Karyawan: *Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 5(5), 2554–2571. <https://doi.org/10.47467/alkharaj.v5i5.3540>
- Mansor, Z. D., Mun, C. P., Farhana, B. N., Tarmizi, W. A. N., Laoye, A. D., Productivity, E., Style, L., Jannati, Lubis, A. R., Putra, T. R. I., Nawaz, A., Ahsan, A., Haiwei, D., & Guang, R. T. (2017). Leadership on Performance vs. Mediating Effect on Job Satisfaction: Evidence From Higher Educational Institutions in Pakistan. *Journal of Higher Education Theory and Practice*, 24(1), 146–164. <https://doi.org/10.37502/ijsmr.2022.5313>
- Manurung, W., Bastian, A., & Wardi, J. (2022). Pengaruh Kepemimpinan Transformasional dan Komitmen Afektif Terhadap Kinerja Pegawai Dengan Efikasi Diri Sebagai Variabel Mediasi Pada Dinas Kesehatan Kabupaten Siak. *JMBT: Jurnal Manajemen & Bisnis Terapan*, 4(2).
- Mengko, K. P., Dotulong, L., & Lumintang, G. (2023). Pengaruh kualitas kehidupan kerja dan motivasi terhadap terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening pada hotel swiss bell maleosan manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(1). <https://doi.org/https://doi.org/10.35794/emba.v11i1.45300>
- Mukrodi, M. (2021). Konsepsi Motivasi Kerja Dalam Upaya Meningkatkan Kinerja Karyawan. *Scientific Journal Of Reflection : Economic, Accounting, Management and Business*, 4(1), 11–20. <https://doi.org/10.37481/sjr.v4i1.243>
- Nugraha, M. I., Utha, A., & Sartono. (2020). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Hotel Same Boutique Kendari. *Business UHO: Jurnal Administrasi Bisnis*, 5(2).
- Permadi, I. K. O., & Rasminingsih, N. K. N. (2023). Peran Motivasi Kerja Dalam Memoderasi Hubungan Antara Kepemimpinan Terhadap Semangat Kerja Karyawan. *Jurnal Maneksi*, 12(4), 738–743. <https://doi.org/10.31959/jm.v12i4.1896>
- Sazly, S., & Ardiani, Y. (2019). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Pegawai pada Kantor Kecamatan Cengkareng Jakarta Barat. *Perspektif: Jurnal Ekonomi Dan Manajemen Akademi Bina Sarana Informatika*, 17(2). <https://doi.org/https://doi.org/10.31294/jp.v17i2.6230>
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business*. John Wiley & Sons.
- Sholeh, M. S., & Nugroho, A. S. (2023). Analisis Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Karyawan Pada Hotel Flory. *Jurnal Bina Manajemen*, 12(1), 596–620. <https://doi.org/10.52859/jbm.v12i1.508>
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. *Bandung: CV. Alfabeta*.