



# THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, SOCIAL COMPETENCE, AND WORK DISCIPLINE ON PUBLIC SERVICE PERFORMANCE

As Ari<sup>1\*</sup>, Laynita Sari<sup>2</sup>

<sup>1,2</sup>Sekolah Tinggi Ilmu Ekonomi KBP, Indonesia

Email: [aari82372@gmail.com](mailto:aari82372@gmail.com)<sup>1</sup> [laynitasari@akbpstie.ac.id](mailto:laynitasari@akbpstie.ac.id)<sup>2</sup>

## Abstract

The purpose of this study was to determine the influence of transformational leadership, social competence, and work discipline on public service performance by the Keliling Danau Sub-district Head, Kerinci Regency. Based on the type of data, this study is quantitative. The data collection method used was a questionnaire, which was conducted by distributing a list of statements to respondents. The results of this study indicate that, both partially and simultaneously, the variables of transformational leadership, social competence, and work discipline have a positive and significant influence on public service performance by the Keliling Danau Sub-district Head, Kerinci Regency. The contribution of the variables of transformational leadership, social competence, and work discipline to performance is 77.9%.

**Keywords:** Transformational leadership, Social competence, Work discipline, Performance

---

## INTRODUCTION

Public service performance has become a central indicator in evaluating the effectiveness of government administration. In the era of bureaucratic reform, public institutions are expected to deliver services that are efficient, transparent, accountable, and responsive to citizens' needs. The increasing expectations of society require government organizations, particularly at the local level, to continuously improve the quality of their service delivery (Denhardt & Denhardt, 2003; Dwiyanto, 2018).

The concept of public service performance is closely aligned with the New Public Service paradigm, which emphasizes serving citizens rather than merely managing public organizations. This perspective highlights that government institutions must prioritize public value, citizen satisfaction, and service quality. As a result, improving public service performance is not only a managerial responsibility but also a strategic effort to strengthen public trust and institutional legitimacy (Denhardt & Denhardt, 2003).

From a theoretical perspective, organizational behavior theory explains that employee performance is influenced by several internal factors, including leadership style, individual competence, and work discipline (Robbins & Judge, 2021). In public sector organizations, these factors become increasingly important because service delivery involves direct interaction between government officials and the community. Therefore, the quality of leadership, interpersonal skills, and discipline directly shapes how services are delivered and perceived by the public.

Empirical evidence shows that public service performance is often constrained by internal organizational issues such as ineffective leadership, limited interpersonal competence, and weak discipline (Mangkunegara, 2017; Wibowo, 2017). In the case of the Keliling Danau Subdistrict, several problems remain evident, including delays in service completion, low responsiveness of

employees, and ineffective communication between leaders and staff. These conditions indicate a clear gap between theoretical expectations and actual practice in public service delivery.

In addition, leadership plays a crucial role in shaping employee behavior and organizational outcomes. Transformational leadership, in particular, has been widely recognized as an effective approach to improving performance. This leadership style emphasizes vision, inspiration, and individualized support, which can enhance employee motivation, commitment, and innovation (Burns, 1978; Bass & Riggio, 2006). Leaders who are able to inspire and empower employees are more likely to create a productive and service-oriented work environment.

Furthermore, social competence has become an essential capability in public organizations. Employees are required to interact with diverse stakeholders, including citizens with different backgrounds and expectations. Social competence, which includes communication skills, empathy, and interpersonal effectiveness, enables employees to deliver services that are more responsive and citizen-centered (Boyatzis, 1982; Goleman, 2018; Wulandari & Rezeki, 2023). Without strong social competence, service delivery may fail to meet public expectations despite adequate systems and procedures.

Work discipline is another critical factor influencing public service performance. Discipline reflects the extent to which employees comply with organizational rules, procedures, and standards. A high level of discipline contributes to consistency, efficiency, and reliability in service delivery (Hasibuan, 2019; Mangkunegara, 2017). Conversely, low discipline often leads to delays, inefficiencies, and reduced service quality, which ultimately affect public satisfaction.

Previous studies have consistently demonstrated that leadership, competence, and discipline significantly influence employee performance. For example, Islamiati et al. (2023) found that transformational leadership has a significant effect on employee performance, while Suririk et al. (2024) emphasized the role of competence and leadership in improving performance outcomes. Similarly, Manafe and Kore (2025) highlighted that work discipline is a key determinant of employee performance. These findings suggest that improving internal organizational factors is essential for enhancing service quality.

However, despite the growing body of literature, limited studies have examined the combined influence of transformational leadership, social competence, and work discipline in the context of local government institutions, particularly at the subdistrict level. This gap highlights the need for further empirical investigation to better understand how these variables interact in influencing public service performance.

Based on these theoretical and empirical considerations, this study focuses on three key variables: transformational leadership, social competence, and work discipline as determinants of public service performance. By examining these relationships, this study aims to provide a more

comprehensive understanding of the factors influencing public service performance and to offer practical insights for improving service delivery in local government institutions.

### **Public Service Performance**

Public service performance refers to the ability of government officials to deliver services that meet established standards, are timely, accurate, and responsive to the needs of the community. In the context of public administration, performance reflects how effectively public institutions fulfill their responsibilities in serving citizens (Dwiyanto, 2018 in). Thus, public service performance is not only measured by the quantity of services delivered but also by their quality and level of public satisfaction.

The concept of public service performance is grounded in the New Public Service theory proposed by Denhardt and Denhardt (2003), which emphasizes that the primary role of government is to serve citizens rather than merely control or manage them (in). This perspective highlights that public service must be democratic, accountable, and oriented toward community needs. Therefore, performance in public service is closely related to the extent to which services are able to create public value and meet citizens' expectations.

Furthermore, performance in public organizations is influenced by several key factors, including leadership, employee competence, and work discipline. These factors interact to shape employee behavior and determine the effectiveness of service delivery (Robbins & Judge, 2021; Mangkunegara, 2017 in). In this regard, the quality of human resources becomes a crucial determinant of service performance, especially in organizations that interact directly with the public.

In practice, public service performance can be observed through several indicators such as service quality, timeliness, accuracy, and responsibility in task completion. According to Mangkunegara (2017), performance reflects the level of achievement of an employee in carrying out assigned duties in accordance with predetermined standards (in ). High performance is characterized by effective and efficient service delivery, while low performance is often indicated by delays, errors, and lack of responsiveness.

In the context of the Keliling Danau Sub-district, public service performance still faces several challenges, including delays in administrative processes, limited responsiveness of employees, and communication barriers between staff and the community. These conditions indicate that performance has not yet reached its optimal level and requires improvement through strengthening leadership, enhancing social competence, and increasing work discipline. Therefore, in this study, public service performance is positioned as the dependent variable influenced by transformational leadership, social competence, and work discipline.

### **Transformational Leadership**

Transformational leadership refers to a leadership style that inspires and motivates employees to achieve higher levels of performance by aligning individual goals with organizational objectives. Burns (1978) introduced this concept as a process in which leaders and followers elevate each other to higher levels of motivation and morality. Bass and Riggio (2006) further explained that transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (in).

In the public sector, transformational leadership plays a crucial role in improving employee performance by fostering motivation, innovation, and organizational commitment. Leaders who communicate a clear vision and provide inspiration are able to enhance employee engagement and service quality (Kimani, 2023 in).

Empirical studies support this relationship. Islamiati et al. (2023) and Sukraeni et al. (2022) found that transformational leadership has a positive and significant effect on employee performance.

*H<sub>1</sub>: Transformational leadership positively affects public service performance*

### **Social Competence**

Social competence is defined as the ability of individuals to interact effectively with others through communication, empathy, and interpersonal skills (Boyatzis, 1982; Wulandari & Rezeki, 2023 in). In public service, social competence is essential because employees interact directly with citizens who have diverse backgrounds and needs.

Employees with high social competence are better able to understand community expectations, manage interpersonal relationships, and deliver services in a professional and empathetic manner. This contributes to improved service quality and public satisfaction (Putri & Rezeki, 2024 in).

Previous research also supports this argument. Maryen et al. (2025) found that competence significantly influences service quality, while Suririk et al. (2024) demonstrated that competence has a positive impact on employee performance.

*H<sub>2</sub>: Social competence positively affects public service performance*

### **Work Discipline**

Work discipline refers to the level of employee compliance with organizational rules, procedures, and standards. According to Hasibuan (2019), discipline reflects awareness and willingness to obey organizational regulations (in). Similarly, Robbins and Coulter (2016) describe discipline as a control mechanism to ensure that employees act in accordance with organizational expectations.

In public organizations, discipline is essential to ensure that services are delivered efficiently, consistently, and in accordance with established procedures. Employees with high discipline are more likely to complete tasks on time and maintain service quality (Mangkunegara, 2017 in).

Empirical findings also confirm the importance of discipline. Manafe and Kore (2025) found that work discipline has a significant effect on employee performance, while Fadhil and Djafar (2025) showed that discipline contributes positively to improving organizational performance.

*H<sub>3</sub>: Work discipline positively affects public service performance*

## **METHOD**

This study employs a quantitative research design to examine the influence of transformational leadership, social competence, and work discipline on public service performance. A quantitative approach is considered appropriate as it allows for the measurement and analysis of relationships between variables using statistical techniques.

The population of this study consists of all employees working at the Keliling Danau Sub-district, Kerinci Regency. Due to the relatively small number of employees, this study uses a census sampling technique, where all members of the population are included as respondents. This approach ensures that the data collected accurately represent the entire population under study.

Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed based on indicators derived from each research variable, including transformational leadership, social competence, work discipline, and public service performance. Responses were measured using a Likert scale to capture the degree of agreement or disagreement of respondents toward each statement.

Before conducting the main analysis, the research instrument was tested for validity and reliability to ensure the accuracy and consistency of the data. Validity testing was carried out to determine whether the questionnaire items accurately measure the intended variables, while reliability testing was conducted to assess the consistency of the measurement results.

The data analysis technique used in this study is multiple linear regression analysis with the help of SPSS software. Several statistical tests were conducted, including descriptive statistics to describe the characteristics of the data, classical assumption tests (normality, multicollinearity, and heteroscedasticity) to ensure that the regression model meets the required assumptions, and hypothesis testing using t-tests to examine partial effects and F-tests to examine simultaneous effects.

In addition, the coefficient of determination ( $R^2$ ) was used to measure the extent to which the independent variables explain variations in public service performance. This analysis provides an overview of how much influence transformational leadership, social competence, and work discipline have on improving public service performance.

## **RESULTS AND DISCUSSION**

Table 1 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	-46.089	6.327		-7.284	.000
X1	.291	.047	.530	6.258	.000
X2	.592	.082	.611	7.181	.000
X3	.474	.114	.353	4.145	.000

Source: SPSS Processing Results

Multiple linear regression analysis was used to examine the effect of transformational leadership, social competence, and work discipline on public service performance. This analysis aims to determine both the direction and magnitude of the relationship between the independent variables and the dependent variable.

The regression model in this study is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Public service performance

a = Constant

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Regression coefficients

X<sub>1</sub> = Transformational leadership

X<sub>2</sub> = Social competence

X<sub>3</sub> = Work discipline

e = Error term

Based on the regression results, all independent variables show positive regression coefficients, indicating that transformational leadership, social competence, and work discipline have a positive relationship with public service performance. This means that an increase in each independent variable will lead to an improvement in public service performance.

Transformational leadership demonstrates a positive coefficient, suggesting that leaders who are able to inspire, motivate, and guide employees effectively contribute to improved service performance. Similarly, social competence shows a positive effect, indicating that employees with strong interpersonal skills and communication abilities are better able to deliver high-quality services.

Work discipline also exhibits a positive coefficient, which implies that employees who adhere to organizational rules and procedures tend to perform more effectively in delivering public services. This finding reinforces the importance of discipline in ensuring consistency and reliability in service delivery.

Overall, the regression results confirm that transformational leadership, social competence, and work discipline are important determinants of public service performance. These variables collectively contribute to improving the effectiveness and quality of services provided by public organizations.

### **The Effect of Transformational Leadership on Public Service Performance**

The results of this study indicate that transformational leadership has a positive and significant effect on public service performance. This finding implies that the better the implementation of transformational leadership within the organization, the higher the level of public service performance achieved by employees.

Transformational leadership refers to a leadership style that emphasizes the ability of leaders to guide, motivate, and build strong working relationships with employees in order to achieve organizational goals. In the context of public sector organizations, effective leadership plays a crucial role in creating a supportive work environment, enhancing employee morale, and encouraging employees to perform their duties professionally in delivering services to the community.

Leaders who successfully implement transformational leadership are able to provide clear direction, promote effective coordination among employees, and foster open communication within the organization. These conditions enable employees to perform their tasks more efficiently and effectively. As a result, public services can be delivered more quickly, accurately, and in accordance with community needs. Therefore, the improvement of leadership quality directly contributes to the enhancement of public service performance.

The findings of this study are consistent with previous research. Islamiati et al. (2023) found that transformational leadership has a significant effect on employee performance. Similarly, Kapitan et al. (2025) reported that transformational leadership positively and significantly influences employee performance. These findings confirm that leadership plays a vital role in improving the quality of public services provided by government organizations.

### **The Effect of Social Competence on Public Service Performance**

The results of this study indicate that social competence has a positive and significant effect on public service performance. This finding suggests that the higher the level of social competence possessed by employees, the better the quality of public service performance delivered to the community.

Social competence refers to an individual's ability to interact effectively, communicate clearly, and establish positive working relationships with others. In the context of public sector organizations, social competence is particularly important because employees are required not only to collaborate with colleagues but also to engage directly with the public as service recipients.

Employees with strong social competence are able to communicate more effectively, understand community needs, and provide services in a friendly and responsive manner. In addition, social competence contributes to better teamwork among employees in carrying out public service tasks. When harmonious working relationships and effective communication are established, service

processes can be carried out more smoothly and efficiently. As a result, the overall performance of public service delivery improves significantly.

The findings of this study are consistent with previous research. Suririk et al. (2024) found that competence has a significant effect on employee performance in public sector organizations. Likewise, Maryen et al. (2025) reported that competence and leadership have both partial and simultaneous effects on public service quality. These findings reinforce the argument that social competence plays a crucial role in enhancing employee performance and improving service delivery outcomes.

### **The Effect of Work Discipline on Public Service Performance**

The results of this study indicate that work discipline has a positive and significant effect on public service performance. This finding implies that higher levels of employee discipline are associated with improved public service performance within the organization.

Work discipline reflects the extent to which employees comply with organizational rules, work procedures, and assigned responsibilities. Employees who demonstrate a high level of discipline tend to complete their tasks on time, adhere to established regulations, and perform their duties consistently in achieving organizational targets. This consistency is essential in maintaining service quality and operational effectiveness.

In the context of public service, work discipline plays a crucial role in ensuring that services are delivered promptly, accurately, and in accordance with established service standards. Disciplined employees exhibit a strong sense of responsibility in carrying out their duties, which helps minimize errors and enhance efficiency in the service delivery process. As a result, organizations are better able to meet public expectations and maintain service reliability.

The findings of this study are consistent with previous research. Manafe and Kore (2025) found that work discipline has a positive and significant effect on the performance of civil servants. Similarly, Fadhil and Djafar (2025) reported that work discipline significantly influences employee performance in public sector institutions. These results reinforce the view that discipline is a key determinant of employee performance and service quality.

Therefore, strengthening work discipline among employees is essential for improving public service performance and enhancing public trust in government institutions. A disciplined workforce not only ensures compliance with organizational standards but also contributes to more effective, efficient, and accountable public service delivery.

### **CONCLUSION**

This study concludes that transformational leadership, social competence, and work discipline have a positive and significant effect on public service performance, both partially and

simultaneously. These findings indicate that internal organizational factors play a crucial role in determining the effectiveness and quality of public service delivery.

Transformational leadership enhances public service performance by motivating employees, providing clear direction, and fostering a supportive work environment. Social competence contributes to improved performance by enabling employees to communicate effectively, understand community needs, and deliver responsive services. Meanwhile, work discipline ensures that employees perform their duties consistently, adhere to organizational standards, and maintain service reliability.

Furthermore, the results show that these three variables collectively explain a substantial proportion of the variation in public service performance, indicating their strong influence in shaping employee behavior and organizational outcomes.

Therefore, improving leadership quality, strengthening employees' social competence, and enhancing work discipline are essential strategies for improving public service performance. These efforts are expected to contribute to more effective, efficient, and citizen-oriented public service delivery, as well as to strengthen public trust in government institutions.

## REFERENCES

- Anhara, A., & Dalimunthe, R. Z. (2025). Pengaruh kepemimpinan transformasional dan pemanfaatan teknologi informasi terhadap kinerja pegawai dalam pelayanan publik di dpmptsp kota serang. *Jurnal Ilmiah Dinamika Sosial*, 9(2), 237–251.
- Arikunto. (2016). *Prosedur Penelitian: Suatu Pendekatan Praktik*, Edisi Revisi VI. In *Jakarta: PT Rineka Cipta*.
- Bass, B. M., & Riggio, R. E. (2019). *Transformational Leadership* (2nd ed.). In *Mahwah, NJ: Lawrence Erlbaum Associates*.
- Ernawati, Sobirin, Panatariani, E., Dani, & Yunatan. (2025). Pengaruh Kepemimpinan Transformasional dan Kompetensi Digital Terhadap Kinerja Inovatif dengan Sistem Reward sebagai Variabel Mediasi. *Jurnal Cendekia Ilmiah*, 5(1), 2459–2468.
- Fachrizi, A. (2019). Faktor yang mempengaruhi pengembangan kompetensi personil Dinas Sosial. *Jurnal Reformasi*, 5(1).
- Fadhil, M. I., & Djafar, A. B. (2025). Pengaruh Disiplin Kerja Dan Kompetensi Terhadap Kinerja Pegawai Pada Dinas Perpustakaan Dan Kearsipan Kota Tangerang Selatan. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 3(12), 657–671.
- Ghozali, I. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25. In *Badan Penerbit Universitas Diponegoro: Semarang*.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2022). *Organizations: Behavior, Structure, Processes*. McGraw-Hill.
- Goleman, D. (2018). *Social Intelligence: The New Science of Human Relationships*. In *New York: Bantam Books*.
- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. In *Bumi Aksara* (2016th ed.).
- Islamiati, N., Fikri, K., Binangkit, I. D., & Sulistyandari. (2023). Pengaruh kompetensi dan kepemimpinan transformasional terhadap kinerja pegawai pada dinas kependudukan dan pencatatan sipil kota pekanbaru. *Jurnal Ilmiah Mahasiswa Merdeka EMBA*, 2(2), 1–13.
- Jaafari, A. (2019). Theoretical understanding of transformational leadership. *International Journal of Development Research*, 9(5).
- Jumaisah, S., Fanani, A. F., & Susanto, H. (2025). Analisis Pengaruh Kepemimpinan

- Transformasional terhadap Kinerja Pegawai melalui Organizational Citizenship Behavior sebagai Variabel Intervening ( Studi pada Pegawai Dinas Kesehatan Kabupaten Pamekasan ). *Jurnal Ekonomi, Akuntansi Dan Manajemen*, 3, 18–39.
- Kapitan, G. D., Tule, P., Seran, P., Manafe, H. A., & Niha, S. S. (2025). Pengaruh Kompetensi Pegawai , Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Pegawai BPJS Kesehatan Kantor Cabang Kupang Melalui Komunikasi Internal Sebagai Variabel Mediasi. *Management Studies and Entrepreneurship Journal*, 6(4), 7880–7901.
- Kimani, J. (2023). Transformational leadership in public service organizations: Enhancing employee motivation and performance. *International Journal of Leadership in Government*, 11(1).
- Manafe, G. Z., & Kore, R. J. R. (2025). The Influence Of Compensation , Work Discipline And Competence On The Influence Of Compensation , Work Discipline And Competency On The Performance Of General State Civil Apparatus In The Regional Secretariat Of Kupang City Kupang City. *Management Studies and Entrepreneurship Journa*, 6(4), 4413–4429.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.
- Maryen, A., Clan, E., & Watory, I. (2025). Pengaruh Kompetensi dan Kepemimpinan terhadap Kualitas Pelayanan Publik pada Kantor Distrik Sorong Utara. *Journal Of Social Science Research Volume*, 5, 7158–7170.
- Muri, Y. (2015). Metode Penelitian: Kuantitatif, Kualitatif, dan Penelitian Gabungan. In *Prenamedia Group, Jakarta*.
- Nelson, H., Haryati, R., & Delvianti. (2023). Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Sosial Kota Padang. *Ekasakti Matua Jurnal Manajemen*, 3(3), 170–185. <https://doi.org/10.60036/jbm.v3i3.131>
- Pradhana, A., Aswin, N., & Suarmanayasa, P. (2024). Hubungan kompetensi sosial dan motivasi kerja dengan kinerja aparatur publik. *Jurnal Widyaaiswara Indonesia*, 12(1).
- Putri, I., & Rezeki, A. (2024). Pengaruh kompetensi sosial terhadap kinerja pegawai aparatur daerah. *Jurnal Persona*, 12(2).
- Rachmawati, I. K. (2018). *Manajemen Sumber Daya Manusia*. Andi.
- Rivai, V. (2020). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Rajawali Pers.
- Rivai, V., & Sagala. (2016). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Rajagrafindo Persada.
- Robbins, S., & Coulter, M. (2016). Management (13th ed.). In *New Jersey: Pearson Education, Inc*.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior 18th Edition*. Pearson Education.
- Siagian, S. P. (2018). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Sudewo, A., Meilifa, D., & Christiana, F. (2023). Pengembangan kompetensi sosial kultural aparatur pemerintah daerah. *J. Urnal Pembangunan Nagari*, 8(1).
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. In *Bandung : Alfabeta, CV*.
- Sukraeni, N. W. H., Suryani, N. N., & Mustika, I. N. (2022). Pengaruh Kepemimpinan Transformasional, Pelatihan, Dan Kompetensi Terhadap Kinerja Karyawan Lpd Desa Pakraman Padangsambian Di Denpasar. *Jurnal EMAS*, 3(November 2022).
- Sultan, M., Firman, A., & Badaruddin. (2023). Analisis Pengaruh Kecerdasan Emosional, Disiplin Kerja Dan Pelatihan Teknis Terhadap Kinerja Pegawai Pada Dinas Pengelolaan Sumber Daya Air Kabupaten Sidenreng Rappang. *Jurnal the Manusage*, 1(4), 635–648.
- Suririk, S. M., Marampa, A. M., & Ramba, D. (2024). Pengaruh Kompetensi Dan Kepemimpinan Transformasional Terhadap Kinerja Pegawai Di Puskesmas Kecamatan Tondon. *Management Studies and Entrepreneurship Journal*, 5(2), 8830–8838.
- Susilo, D. (2018). Transformational leadership and employee performance: An empirical study. *Journal of Management and Entrepreneurship*, 20(2).
- Unjani, R., Farla, E., & Meitisari, L. (2022). Transformational leadership and organizational culture: Fostering innovation in public institutions. *Journal of Human Capital and Management*, 10(3).
- Wibowo. (2017). *Manajemen Kinerja*. PT Raja Grafindo Persada.
- Wulandari, R., & Rezeki, A. (2023). Kompetensi sosial dan motivasi kerja terhadap kinerja pegawai pada Dinas Sosial Kabupaten Buleleng. *Jurnal Manajemen Indonesia*, 14(1).