

LAMPIRAN

Lampiran 1. Kuesioner Penelitian

KUESIONER PENELITIAN

Kepada Yth.
Bapak/Ibu/Saudara/i
Di tempat

Dengan hormat,

Saya mahasiswa Ekonomi dan Bisnis - Manajemen Universitas 17 Agustus 1945 program studi
Magister Manajemen,

Nama : Edi Gunawan
NIM/NBI : 1262400001

Sedang mengadakan penelitian tentang “Pengaruh Gaya Kepemimpinan Transformatif, Iklim Organisasi, dan Kompetensi Kerja Terhadap Kinerja Pegawai Dengan Mediasi Kepuasan Kerja dan *Burnout* Pada Badan Pendapatan Kota Surabaya”. Untuk mendukung penelitian ini diperlukan pendapat dari Bapak/Ibu/Saudara/i yang dituangkan dalam daftar kuesioner di bawah ini.

Mohon kesediaan Bapak/Ibu/Saudara/i dapat meluangkan waktu untuk memberikan jawaban terhadap sejumlah pertanyaan di bawah ini :

A. Data Umum Responden

- | | | | | | |
|-----------------------|---|---|--------------------------|--------------------|--------------------------|
| 1. Nama | : | | | | |
| 2. Unit Kerja | : | 1) Sekretariat | ☐ | 2) Bid. PBB&BPHTB | ☐ |
| | | 3) Bidang Pajak Daerah | ☐ | 4) Bidang PBP | ☐ |
| | | 5) UPTB | ☐ | | |
| 3. Jabatan | : | 1) Sekretaris/ Ka. Bid. | ☐ | 2) Ka. UPTB | ☐ |
| | | 3) Ka. Sub.Bag/ Ka. TU
UPTB/ Ketua Tim | ☐ | 4) Staf | ☐ |
| 4. Usia | : | 1) < 20 Tahun | ☐ | 2) 20 s.d 30 Tahun | ☐ |
| | | 3) >30 s.d 40 Tahun | ☐ | 4) > 40 Tahun | ☐ |
| 5. Jenis Kelamin | : | 1) Laki-laki | ☐ | 2) Perempuan | ☐ |
| 6. Lama Bekerja | : | 1) < 1 Tahun | ☐ | 2) 1 s.d 5 Tahun | ☐ |
| | | 3) 5 s.d 10 Tahun | ☐ | 4) > 10 Tahun | ☐ |
| 7. Tingkat Pendidikan | : | 1) SMA/SMK | ☐ | 2) D1/D2/D3/D4 | ☐ |
| | | 3) S1/S2/S3 | ☐ | | |

B. Petunjuk Umum Kuisioner

Kuisioner ini disajikan dalam bentuk pertanyaan, yang di dalamnya tidak ada jawaban yang benar atau salah, sehingga memungkinkan anda untuk secara bebas memilih alternatif jawaban sesuai dengan pendapat atau pengalaman anda.

1. SS = Sangat Setuju (diberi skor 5)
2. S = Setuju (diberi skor 4)
3. N = Netral (diberi skor 3)
4. TS = Tidak Setuju (diberi skor 2)
5. STS = Sangat Tidak Setuju (diberi skor 1)

C. Petunjuk Pengisian

- a. Isilah semua pernyataan yang ada di bawah ini dengan sebaiknya dan jangan ada yang terlewatkan.
- b. Pengisian jawaban cukup dengan member tanda (√) pada pernyataan yang dianggap sesuai dengan pendapat responden (satu jawaban dalam setiap nomor pernyataan).
- c. Setelah selesai mohon periksa kembali jawaban anda.

Atas kesediaan, dukungan, kerjasama dan partisipasi Bapak/Ibu/Saudara/i saya ucapkan terima kasih.

Surabaya, 29 Oktober 2025

Peneliti,

Edi Gunawan

D. Pernyataan Kuesioner untuk Pimpinan Tingkat Atas dan Menengah

Gaya Kepemimpinan Transformasional						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Idealized Influence						
1	Karyawan menganggap saya sebagai sosok yang berintegritas					
2	Saya memimpin dengan perilaku yang sesuai dengan perkataan saya					
3	Saya menjadi panutan dalam berperilaku bagi bawahan					
Inspirational Motivation						
4	Saya mampu menyampaikan visi yang inspiratif tentang masa depan organisasi					
5	Saya menumbuhkan optimisme tim dalam menghadapi tantangan					
6	Saya menciptakan antusiasme kolektif untuk mencapai tujuan organisasi					
Intellectual Stimulation						
7	Saya mendorong bawahan untuk mempertanyakan asumsi dasar dari cara kerja yang ada					
8	Saya mengajak tim untuk melihat masalah dari perspektif yang berbeda-beda					
9	Saya menghargai pemikiran kreatif meskipun berbeda dengan pendapat saya					
Individualized Consideration						
10	Saya meluangkan waktu untuk memahami kebutuhan pengembangan setiap bawahan					
11	Saya memberikan perhatian khusus kepada bawahan yang membutuhkan bimbingan					
12	Saya memberikan tugas yang sesuai dengan kemampuan individu					

7	Kompensasi yang diterima sebanding dengan tanggung jawab saya					
8	Sistem promosi di organisasi ini berjalan secara objektif					
9	Saya melihat peluang pengembangan karier yang jelas di masa depan					
Rekan Kerja						
10	Saya dapat bekerja Sama dengan baik dengan Sesama pimpinan					
11	Lingkungan kerja di tingkat pimpinan bersifat kolaboratif					
12	Terdapat Saling menghargai antar pimpinan dalam mengambil keputusan					

Burnout						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Kelelahan Emosional						
1	Beban tanggung jawab membuat Saya Sering merasa kelelahan mental					
2	Setelah rapat penting, Saya merasa energi terkuras habis					
3	Stres kerja mempengaruhi kondisi emosional Saya di luar jam kerja					
Depersonalisasi						
4	Saya menjadi kurang Sabar dalam menanggapi masukan dari bawahan					
5	Saya cenderung bersikap Sinis terhadap usulan perubahan dari tim					
6	Saya merasa Semakin menjaga jarak Secara emosional dengan bawahan					
Efikasi Diri						
7	Saya mulai meragukan kemampuan memimpin organisasi dalam kondisi Sulit					
8	Kontribusi yang Saya berikan terasa tidak berdampak Signifikan					
9	Saya merasa kurang efektif dalam menginspirasi tim dibandingkan Sebelumnya					

Kinerja Pegawai						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Kinerja Tugas						
1	Saya mencapai target Strategis yang menjadi tanggung jawab Saya					
2	Kualitas keputusan yang Saya ambil mendapatkan pengakuan dari atasan					
3	Saya mampu mengoptimalkan Sumber daya untuk hasil terbaik					
Kinerja Kontekstual						
4	Saya aktif membangun budaya organisasi yang positif					
5	Saya rela bekerja lembur untuk menyelesaikan tugas penting					
6	Saya mendorong pengembangan talenta di dalam organisasi					
Perilaku Kerja						
7	Saya selalu mematuhi regulasi organisasi.					
8	Saya menggunakan wewenang secara bertanggung jawab					
9	Saya menghindari konflik kepentingan dalam pengambilan keputusan					

E. Pernyataan Kuesioner Untuk Staf /Fungsional Sekretariat dan Bidang

Gaya Kepemimpinan Transformasional						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Idealized Influence						
1	Kepala Badan/Bidang bertindak konsisten dengan nilai-nilai yang dikampanyekan					
2	Saya bangga memiliki pimpinan dengan integritas seperti beliau					
3	Kepala Badan/Bidang menjadi teladan dalam berperilaku profesional					
Inspirational Motivation						
4	Pimpinan menyampaikan visi yang membuat saya optimis tentang masa depan					
5	Pimpinan menggunakan kata-kata yang membangkitkan semangat kerja tim					
6	Pimpinan menanamkan keyakinan bahwa kita mampu mencapai target terbaik					
Intellectual Stimulation						
7	Pimpinan mendorong kami untuk mempertanyakan metode kerja yang sudah ada					
8	Pimpinan terbuka terhadap pendekatan baru dalam menyelesaikan pekerjaan					
9	Pimpinan menghargai ide-ide inovatif dari semua level jabatan					

Individualized Consideration						
10	Pimpinan memahami potensi setiap staf					
11	Pimpinan memberikan perhatian khusus untuk pengembangan karier staf					
12	Pimpinan memberikan tugas sesuai dengan potensi staf					

Iklim Organisasi						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Otonomi						
1	Saya memiliki kebebasan dalam mengatur metode penyelesaian tugas rutin					
2	Saya dapat mengambil inisiatif tanpa harus menunggu perintah atasan					
3	Saya merasa dipercaya untuk bekerja mandiri dengan pengawasan minimal					
Dukungan Pimpinan						
4	Pimpinan menyediakan fasilitas yang memadai untuk kelancaran kerja					
5	Pimpinan membela staf ketika menghadapi kendala dari unit lain					
6	Pimpinan responsif terhadap kebutuhan operasional harian					
Orientasi Imbalan						
7	Kinerja yang baik mendapatkan apresiasi yang layak dari pimpinan					
8	Sistem reward di bidang ini berjalan dengan prinsip keadilan					
9	Prestasi kerja mendapatkan pengakuan yang tepat waktu					
Inovasi dan Pengambilan Risiko						
10	Lingkungan kerja di bidang ini mendukung eksperimen dengan ide baru					
11	Kegagalan dalam berinovasi tidak langsung mendapatkan sanksi					
12	Inovasi yang berhasil mendapatkan tindak lanjut pengembangan					

Kompetensi Kerja						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Adaptabilitas						
1	Saya mudah menyesuaikan diri dengan perubahan prosedur kerja					
2	Saya cepat belajar menggunakan sistem atau software baru					
3	Saya tetap produktif meskipun bekerja dalam tekanan waktu					
Pemikiran Kritis						
4	Saya mampu menganalisis masalah teknis secara sistematis					
5	Saya tidak mudah percaya sebelum memverifikasi kebenaran informasi					
6	Saya mampu mengevaluasi berbagai alternatif solusi sebelum bertindak					
Kolaborasi						
7	Saya aktif berkoordinasi dengan bidang lain untuk tugas bersama					
8	Saya bersedia berbagi wawasan dengan rekan kerja					
9	Saya mampu bekerja dalam tim yang multidisiplin					

Kepuasan Kerja						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Pekerjaan Itu Sendiri						
1	Tugas yang saya kerjakan sesuai dengan potensi saya					
2	Pekerjaan memberikan saya tantangan yang menyenangkan					
3	Saya merasa berkontribusi berarti bagi organisasi					
Atasan						
4	Atasan langsung memberikan umpan balik yang membangun					
5	Atasan langsung terbuka terhadap masukan					
6	Atasan langsung memperlakukan staf dengan respek					
Imbalan & Promosi						
7	Gaji yang diterima sesuai dengan kontribusi kerja saya					
8	Sistem promosi di instansi ini berjalan objektif					
9	Saya melihat prospek karier yang jelas di organisasi ini					

Rekan Kerja						
10	Hubungan dengan rekan kerja di bidang sangat harmonis					
11	Rekan kerja saling mendukung dalam menyelesaikan tugas					
12	Suasana kerja di bidang mendukung produktivitas					

Burnout						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Kelelahan Emosional						
1	Pekerjaan rutin menurunkan semangat kerja saya.					
2	Setelah bekerja, saya sering kehabisan energi untuk aktivitas lain					
3	Beban administrasi yang banyak membuat saya stres					
Depersonalisasi						
4	Saya menjadi kurang sabar melayani permintaan rekan kerja					
5	Saya mulai bersikap sinis terhadap program baru organisasi					
6	Saya menjaga jarak emosional dengan klien/internal					
Efikasi Diri						
7	Saya meragukan kemampuan profesional yang saya miliki					
8	Kontribusi saya terasa tidak dihargai oleh organisasi					
9	Saya merasa kurang berkembang dalam pekerjaan saat ini					

Kinerja Pegawai						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Kinerja Tugas						
1	Saya menyelesaikan tugas tepat waktu dengan kualitas baik					
2	Output kerja saya memenuhi standar mutu yang ditetapkan					
3	Saya mampu mengelola prioritas pekerjaan dengan efektif					
Kinerja Kontekstual						
4	Saya membantu rekan yang mengalami kesulitan kerja					
5	Saya bersedia melakukan tugas tambahan untuk kepentingan tim					
6	Saya aktif menjaga harmoni dalam lingkungan kerja					
Perilaku Kerja						
7	Saya mematuhi semua peraturan kedisiplinan dengan konsisten					
8	Saya menggunakan fasilitas kantor secara bertanggung jawab					
9	Saya menjaga kerahasiaan informasi organisasi					

F. Pernyataan Kuesioner Untuk Staf UPTB (Unit Pelaksana Teknis Badan)

<i>Gaya Kepemimpinan Transformasional</i>						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Idealized Influence						
1	Kepala UPTB saya memimpin dengan konsisten					
2	Saya mempercayai keputusan operasional yang dibuat pimpinan					
3	Kepala UPTB menjadi panutan dalam bekerja dengan dedikasi					
Inspirational Motivation						
4	Pimpinan mampu menjelaskan kontribusi UPTB terhadap tujuan besar					
5	Pimpinan memberikan semangat ketika menghadapi tantangan lapangan					
6	Pimpinan menciptakan kebanggaan sebagai tim UPTB					
Intellectual Stimulation						
7	Pimpinan mendorong staf untuk mengusulkan perbaikan metode kerja					
8	Pimpinan terbuka terhadap cara-cara baru dalam pelayanan					
9	Pimpinan menghargai inisiatif dari staf level manapun					
Individualized Consideration						
10	Pimpinan memahami kondisi pribadi masing-masing staf					
11	Pimpinan memberikan perhatian pada pengembangan kompetensi staf					
12	Pimpinan memberikan tugas sesuai dengan kemampuan individu					
Iklm Organisasi						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Otonomi						
1	Saya memiliki kebebasan dalam menangani masalah teknis lapangan					
2	Saya dapat mengambil keputusan operasional sesuai kondisi					
3	Saya merasa dipercaya bekerja dengan pengawasan tidak ketat					
Dukungan Pimpinan						
4	Pimpinan memastikan ketersediaan peralatan operasional					
5	Pimpinan membela kepentingan UPTB di tingkat pusat					
6	Pimpinan responsif terhadap kebutuhan lapangan					
Orientasi Imbalan						
7	Kinerja lapangan yang baik mendapatkan penghargaan pantas					
8	Sistem imbalan di UPTB berjalan dengan prinsip keadilan					
9	Dedikasi dalam kerja lapangan diakui oleh organisasi					
Inovasi dan Pengambilan Risiko						
10	Lingkungan kerja mendukung inovasi dalam pelayanan masyarakat					
11	Kami didorong untuk mencoba pendekatan baru dalam operasional					
12	Gagal dalam berinovasi tidak langsung mendapatkan sanksi					
Kompetensi Kerja						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Adaptabilitas						
1	Saya mudah menyesuaikan metode kerja dengan kondisi lapangan					
2	Saya cepat beradaptasi dengan peralatan operasional baru					
3	Saya tetap efektif bekerja dalam situasi lapangan yang dinamis					
Pemikiran Kritis						
4	Saya mampu menganalisis masalah teknis di lapangan					
5	Saya dapat memecahkan masalah operasional dengan kreatif					
6	Saya mampu mengambil keputusan teknis yang tepat saat darurat					
Kolaborasi						
7	Saya bekerja sama dengan baik dalam tim operasional					
8	Saya bersedia membantu rekan yang mengalami kesulitan di lapangan					
9	Saya aktif berkoordinasi dengan tim terkait untuk operasional					

Kepuasan Kerja						
No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
Pekerjaan Itu Sendiri						
1	Saya menikmati pekerjaan lapangan yang saya jalani					
2	Tugas operasional memberikan saya kepuasan pribadi					
3	Saya merasa berkontribusi langsung bagi masyarakat					
Atasan						
4	Kepala UPTB memberikan arahan operasional yang jelas					
5	Kepala UPTB terbuka terhadap masukan dari staf lapangan					
6	Kepala UPTB memperlakukan semua staf dengan adil					
Imbalan & Promosi						
7	Kompensasi yang diberikan sesuai dengan risiko					
8	Prestasi kerja lapangan dipertimbangkan dalam promosi					
9	Saya puas dengan sistem insentif untuk kerja operasional					
Rekan Kerja						
10	Hubungan kerja di UPTB terjalin harmonis					
11	Rekan kerja saling mendukung dalam kondisi lapangan sulit					
12	Suasana kerja di UPTB seperti keluarga					

Burnout						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Kelelahan Emosional						
1	Aktivitas lapangan yang padat membuat saya kelelahan fisik					
2	Setelah tugas lapangan, saya butuh waktu pulih yang lama					
3	Beban operasional membuat saya stres secara berkelanjutan					
Depersonalisasi						
4	Saya menjadi kurang sabar dalam melayani masyarakat					
5	Saya mulai bersikap sinis terhadap program dari pusat					
6	Saya menjaga jarak emosional dengan penerima manfaat					
Efikasi Diri						
7	Saya meragukan kemampuan teknis yang saya miliki					
8	Usaha saya di lapangan terasa tidak berdampak signifikan					
9	Saya merasa kurang berkembang secara profesional					
Kinerja Pegawai						
No.	Pernyataan	STS 1	TS 2	N 3	S 4	SS 5
Kinerja Tugas						
1	Saya mencapai target operasional yang ditetapkan					
2	Saya menyelesaikan tugas lapangan dengan kualitas terbaik					
3	Saya bekerja sesuai prosedur operasional standar					
Kinerja Kontekstual						
4	Saya membantu rekan yang mengalami kesulitan di lapangan					
5	Saya bertanggung jawab atas perawatan peralatan operasional					
6	Saya aktif menjaga nama baik UPTB di masyarakat					
Perilaku Kerja						
7	Saya mematuhi prosedur keselamatan kerja di lapangan					
8	Saya menggunakan peralatan operasional secara bertanggung jawab					
9	Saya menjaga etika dalam pelayanan kepada masyarakat					

Lampiran 2. Tabel Pendapatan, Belanja dan Defisit Fiskal

Tabel 1.1. Pendapatan, Belanja, Dan Defisit Fiskal Indonesia 2020–2024

Tahun	Target Pendapatan (Rp Triliun)	Realisasi Pendapatan (Rp Triliun)	Capaian	Target Belanja (Rp Triliun)	Realisasi Belanja (Rp Triliun)	Capaian	Selisih (Pendapatan - Belanja) (Rp Triliun)	Keterangan Utama
2020	1.698,64	1.621,41	95,45%	2.739,20	2.739,20	100,00%	-1.117,79	Krisis akibat pandemi COVID-19; belanja meningkat untuk kesehatan, sosial, dan PEN.
2021	1.743,60	1.913,90	109,77%	2.750,00	2.777,00	100,98%	-863,10	Pemulihan ekonomi; defisit menurun berkat peningkatan penerimaan pajak dan PNBp.
2022	2.266,20	2.626,40	115,89%	3.107,00	3.090,70	99,48%	-464,30	Reformasi fiskal berjalan baik; defisit kembali di bawah 3% sesuai disiplin fiskal.
2023	2.637,20	2.783,78	105,56%	3.121,90	3.121,90	100,00%	-338,12	Penerimaan kuat, keseimbangan primer surplus Rp92,24 T; defisit terkecil dalam 10 tahun terakhir.
2024	2.767,54	2.810,56	101,55%	3.350,30	3.350,30	100,00%	-539,74	Belanja meningkat untuk Pemilu, stunting, dan perlindungan sosial; defisit tetap terjaga.

Sumber : Laporan Kinerja Kementerian Keuangan 2020 – 2024

Tabel 1.2. Pendapatan, Belanja, dan Defisit Fiskal Jatim 2020–2024

Tahun	Target Pendapatan (Rp Triliun)	Realisasi Pendapatan (Rp Triliun)	Capaian	Target Belanja (Rp Triliun)	Realisasi Belanja (Rp Triliun)	Capaian	Selisih (Pendapatan - Belanja) (Rp Triliun)	Keterangan Utama
2020	30,14	31,63	104,94%	34,57	32,29	93,40%	-0,66	Pendapatan naik 104,94% meski pandemi; refocusing anggaran menyebabkan belanja tidak terserap penuh.
2021	32,97	34,28	103,97%	36,62	33,85	92,44%	0,43	Pendapatan tumbuh 103,98%; belanja 92,44% dari target karena efisiensi dan pembatasan kegiatan.
2022	29,56	31,90	107,92%	33,60	31,50	93,75%	0,40	Pemulihan ekonomi; realisasi pendapatan 107,92%; realisasi belanja 93,76%.
2023	32,83	33,77	102,86%	37,14	34,29	92,33%	-0,52	Realisasi pendapatan 102,87%; belanja 92,33%; fokus pada penyerapan kegiatan prioritas.
2024	32,16	35,49	110,35%	35,95	34,56	96,13%	0,93	Pendapatan melampaui target (110,34%); belanja efisien (96,14%); kondisi fiskal sehat dan surplus.

Sumber : Ringkasan Laporan Penyelenggaraan Pemerintahan Daerah Provinsi Jawa Timur Tahun 2024

Tabel 1.3. Pendapatan, Belanja, dan Defisit Fiskal Kota Surabaya 2020–2024

Tahun	Target Pendapatan (Rp Triliun)	Realisasi Pendapatan (Rp Triliun)	Capaian	Target Belanja (Rp Triliun)	Realisasi Belanja (Rp Triliun)	Capaian	Selisih (Pendapatan - Belanja) (Rp Triliun)	Keterangan Utama
2020	8,11	7,55	93,09%	8,90	8,03	90,22%	-0,48	Realisasi pendapatan 93,02% dari target akibat dampak pandemi COVID-19. Realisasi belanja 90,21% dari target.
2021	8,68	8,33	95,97%	8,98	7,82	87,08%	0,51	Realisasi pendapatan 95,99% dari target. Realisasi belanja 87,06% dari target.
2022	9,82	8,78	89,41%	10,64	9,45	88,82%	-0,67	Realisasi pendapatan 89,43% dari target. Realisasi belanja 88,81% dari target.
2023	10,72	9,60	89,55%	10,82	9,54	88,17%	0,06	Realisasi pendapatan 89,57% dari target. Realisasi belanja 88,19% dari target.
2024	11,30	10,03	88,76%	11,50	10,00	86,96%	0,03	Realisasi pendapatan 88,78% dari target. Realisasi belanja 86,94% dari target.

Sumber : Laporan Keterangan Pertanggungjawaban Walikota Surabaya Tahun 2020 – 2024

Lampiran 3. Mapping Penelitian Terdahulu

No.	Nama Peneliti / Tahun	Judul Penelitian	Hasil Penelitian	Keterkaitan dengan Judul Penelitian
1	Imanintyas, G., et al. (2024)	The Influences of Competence, Burnout and Work-Life Balance on Organizational Citizenship Behavior and Performance...	• Kompetensi berpengaruh positif pada Kinerja. • Burnout berpengaruh negatif pada Kinerja.	Sangat relevan. Menyediakan bukti empiris langsung untuk hubungan antara variabel independen (Kompetensi), variabel mediasi (Burnout), dan variabel dependen (Kinerja Pegawai).
2	Prameswari, R. D., et al. (2024)	The influence of transformational leadership style, competency and emotional intelligence on job stress, job satisfaction and performance...	• Kepemimpinan Transformatif & Kompetensi berpengaruh signifikan pada Kepuasan Kerja. • Kompetensi & Kepuasan Kerja berpengaruh positif pada Kinerja.	Sangat relevan. Menguji hubungan antara Kepemimpinan Transformatif, Kompetensi, Kepuasan Kerja, dan Kinerja, yang merupakan inti dari model penelitian Anda.
3	Duwika, K., et al. (2023)	The Influence of Organizational Culture, Transformational Leadership, ... and Employee Competency on ... Organizational Performance...	• Kepemimpinan Transformatif & Kompetensi berpengaruh pada Kinerja Organisasi. • Budaya Organisasi berpengaruh pada Kinerja.	Sangat relevan. Mendukung hubungan antara Kepemimpinan Transformatif dan Kompetensi terhadap Kinerja. Variabel Budaya Organisasi memiliki konsep yang dekat dengan Iklim Organisasi.
4	Kloutsiniotis, P. V., et al. (2022)	Transformational Leadership, HRM practices and burnout during the COVID-19 pandemic...	• Kepemimpinan Transformatif secara efektif mengurangi Burnout karyawan.	Sangat relevan. Memberikan bukti kuat mengenai pengaruh Kepemimpinan Transformatif terhadap variabel mediasi Burnout.
5	Mokhtar, A., & Yunus, N. M. (2023)	Staff Burnout and Leadership Styles towards Job Performance...	• Burnout (dimensi pencapaian pribadi) berhubungan signifikan dengan Kinerja. • Gaya Kepemimpinan (otokratis, demokratis, laissez-faire) berhubungan dengan Kinerja.	Relevan. Menguji hubungan langsung antara Burnout dan Kinerja. Meskipun gaya kepemimpinan yang diteliti berbeda, ini mendukung adanya pengaruh kepemimpinan terhadap kinerja.
6	Adiratmantyo, P., et al. (2022)	The Influences of Competence and Role Conflict on Burnout and Job Satisfaction...	• Kompetensi berpengaruh negatif pada Burnout. • Kompetensi berpengaruh positif pada Kepuasan Kerja.	Sangat relevan. Menjelaskan hubungan penting antara variabel independen Kompetensi dengan kedua variabel mediasi (Burnout dan Kepuasan Kerja).

			• Burnout berpengaruh negatif pada Kepuasan Kerja.	
7	Firmansyah, F., et al. (2020)	The Effect of Individual Characteristics, Competence on Job Satisfaction and Employee Performance...	• Kompetensi tidak berpengaruh signifikan pada Kinerja. • Kompetensi berpengaruh signifikan pada Kepuasan Kerja. • Kepuasan Kerja berpengaruh signifikan pada Kinerja.	Sangat relevan. Menunjukkan bahwa Kepuasan Kerja dapat menjadi mediator penuh dalam hubungan antara Kompetensi dan Kinerja, sesuai dengan model penelitian Anda.
8	Wulandari, R. A., et al. (2024)	The Influences of Job Design, Competence and Rewards on Job Satisfaction and Employee Performance...	• Kompetensi berpengaruh signifikan pada Kepuasan Kerja dan Kinerja. • Kepuasan Kerja berpengaruh signifikan pada Kinerja.	Sangat relevan. Mendukung hubungan langsung antara Kompetensi -> Kinerja, Kompetensi -> Kepuasan Kerja, dan Kepuasan Kerja -> Kinerja.
9	Hayatullah, E., et al. (2021)	The Effect of Competence and Job Satisfaction on Employee Performance...	• Kompetensi & Kepuasan Kerja berpengaruh signifikan pada Kinerja. • Kinerja memediasi pengaruh Kompetensi & Kepuasan Kerja pada efektivitas organisasi.	Relevan. Mengonfirmasi pengaruh langsung Kompetensi dan Kepuasan Kerja terhadap Kinerja Pegawai.
10	Hikmi, H. C., et al. (2022)	The Influence of Individual Characteristics, Competence and Organizational Climate on Employee Performance...	• Kompetensi dan Iklim Organisasi secara parsial maupun simultan berpengaruh signifikan terhadap Kinerja Karyawan.	Sangat relevan. Memberikan bukti empiris langsung untuk hubungan antara dua variabel independen Anda (Kompetensi dan Iklim Organisasi) dengan variabel dependen (Kinerja Pegawai).
11	Purnomo, B. R., et al. (2020)	The Effect of Leadership Style, Organizational Culture and Job Satisfaction on Employee Performance...	• Budaya Organisasi berpengaruh pada Kinerja. • Gaya Kepemimpinan & Kepuasan Kerja tidak berpengaruh langsung pada Kinerja.	Relevan. Menguji variabel serupa (Kepemimpinan, Budaya/Iklim Organisasi, Kepuasan Kerja, Kinerja) dan menyoroti pentingnya peran mediasi.

			• Komitmen memediasi penuh pengaruh Kepuasan Kerja pada Kinerja.	
12	Istyarini, W., et al. (2021)	Approaching Job Performance through the Mediation of Organizational Culture, Job Satisfaction and Career Development.	• Budaya Organisasi & Stres Kerja berpengaruh pada Kepuasan Kerja. • Kepuasan Kerja berpengaruh signifikan pada Kinerja.	Relevan. Mendukung peran mediasi Kepuasan Kerja dalam memengaruhi Kinerja. Variabel stres kerja memiliki keterkaitan konsep dengan Burnout.
13	Jafri, M., et al. (2024)	The influence of organizational culture, competence and professionalism on innovative behavior, job satisfaction and performance...	• Kompetensi berpengaruh signifikan pada Kinerja. • Kepuasan Kerja berpengaruh signifikan pada Kinerja. • Kompetensi tidak berpengaruh pada Kepuasan Kerja.	Relevan. Mendukung hubungan langsung Kompetensi -> Kinerja dan Kepuasan Kerja -> Kinerja. Memberikan hasil yang kontras untuk jalur Kompetensi -> Kepuasan Kerja.
14	Razaq, N. M., et al. (2025)	Analysis Of The Influence Of Quality Of Work Life, Transformational Leadership And Employee Competence On Employee Performance...	• Kompetensi Karyawan berpengaruh positif pada Kinerja. • Kepemimpinan Transformasional tidak berpengaruh signifikan pada Kinerja.	Relevan. Mendukung pengaruh Kompetensi terhadap Kinerja, namun memberikan temuan yang berbeda (research gap) untuk pengaruh Kepemimpinan Transformasional terhadap Kinerja.
15	Escortell, R., et al. (2020)	The impact of transformational leadership on the job satisfaction...	• Kepemimpinan Transformasional terbukti meningkatkan Kepuasan Kerja karyawan.	Sangat relevan. Memberikan bukti langsung untuk hubungan antara variabel independen Kepemimpinan Transformasional dengan variabel mediasi Kepuasan Kerja.
16	Aprileani, A. P., & Abadi, F. (2022)	The Roles of Transformational Leadership on Employee's Job Satisfaction, ... and Organizational Commitment...	• Kepemimpinan Transformasional berpengaruh positif pada Kepuasan Kerja. • Kepemimpinan Transformasional & Kepuasan Kerja tidak berpengaruh pada Kinerja.	Relevan. Mendukung jalur Kepemimpinan Transformasional -> Kepuasan Kerja, namun memberikan temuan yang berbeda (research gap) untuk pengaruh kedua variabel tersebut terhadap Kinerja.
17	Lusiyana, A., et al. (2021)	The Relationship Between Case Manager Competence and Nurse Burnout...	• Ada hubungan signifikan antara Kompetensi (manajer kasus) dengan Burnout pada perawat.	Relevan. Mendukung adanya hubungan antara Kompetensi (meskipun dalam konteks manajerial) dengan Burnout, yang relevan untuk hipotesis Anda.

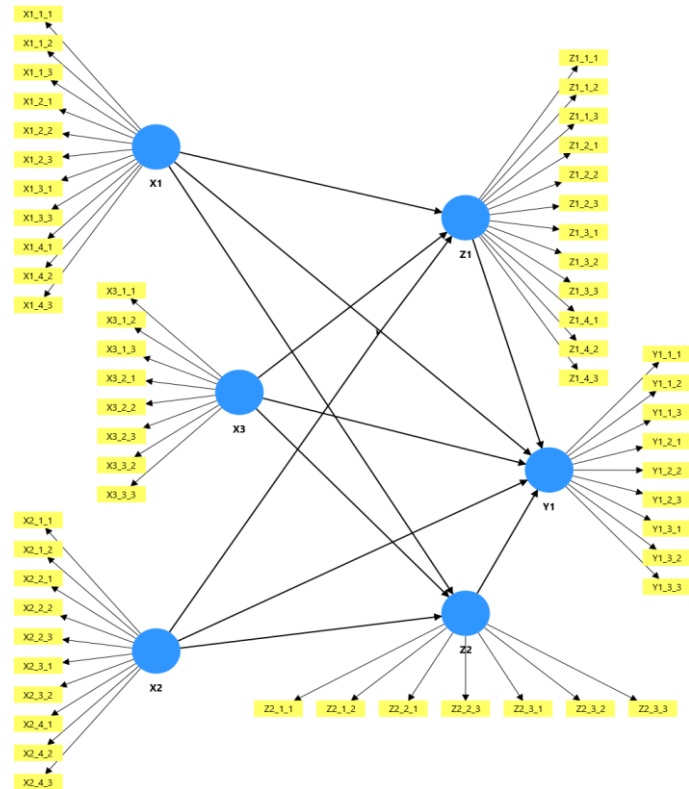
18	Putrihadiningrum, D. C., et al. (2021)	Pengaruh Budaya Organisasi dan Job Insecurity terhadap Burnout Karyawan...	Budaya Organisasi berpengaruh negatif signifikan terhadap Burnout.	Relevan. Menunjukkan bahwa Iklim/Budaya Organisasi yang positif dapat menurunkan Burnout, mendukung hubungan antara variabel independen dan mediasi Anda.
19	Pradipto, Y. D., & Ibrahim, M. I. (2022)	The Effect of Working Environment on Burnout in Millennial Employees...	Lingkungan Kerja berpengaruh signifikan terhadap Burnout. Kinerja tidak memoderasi hubungan ini.	Relevan. Variabel Lingkungan Kerja memiliki konsep yang dekat dengan Iklim Organisasi. Menunjukkan pengaruh lingkungan/iklim terhadap Burnout.
20	Weni, N. N., et al. (2023)	The Effect of Workload and Work Stress on Employee Performance with Burnout as A Mediation Variable...	- Stres Kerja & Burnout berpengaruh negatif pada Kinerja. - Burnout memediasi penuh pengaruh beban kerja dan stres kerja terhadap Kinerja.	Sangat relevan. Menegaskan peran Burnout sebagai variabel mediasi yang signifikan dalam memengaruhi Kinerja Pegawai.
21	Setyanti, S. W. L. H., et al. (2022)	The Influence of Burnout, Workload and Work-Life Balance on Employee Performance.	Burnout berpengaruh negatif dan signifikan terhadap Kinerja Karyawan.	Sangat relevan. Memberikan bukti langsung untuk hubungan antara variabel mediasi Burnout dengan variabel dependen Kinerja.
22	Pratama, D. J., et al. (2025)	The Influence of Work load, Self-Efficacy and Work Ethic on Burnout ... And Performance...	- Burnout berpengaruh negatif signifikan terhadap Kinerja. - Efikasi diri berpengaruh negatif pada Burnout & positif pada Kinerja.	Relevan. Mengonfirmasi pengaruh negatif Burnout terhadap Kinerja. Efikasi diri memiliki konsep yang terkait dengan aspek Kompetensi.
23	Egenius, S., et al. (2020)	The Effect of Job Satisfaction on Employee Performance Through Loyalty...	Kepuasan Kerja berpengaruh signifikan terhadap Kinerja. Loyalitas memediasi hubungan ini.	Relevan. Mendukung hubungan positif dan signifikan antara Kepuasan Kerja dan Kinerja Pegawai.
24	Rr Erlina (2020)	The Effects of Leadership and Employee Performance on Innovation Performance...	Kepemimpinan Transformasional berpengaruh signifikan terhadap kinerja inovasi melalui mediasi Kinerja Karyawan.	Relevan. Menunjukkan pengaruh positif Kepemimpinan Transformasional terhadap Kinerja Pegawai sebagai langkah awal untuk mencapai tujuan organisasi yang lebih luas.

25	Himmah, L. F., et al. (2025)	The Effect of Optimism, Self-Efficacy, and Women's Leadership Style on Employee Performance...	• Efikasi diri dan Gaya Kepemimpinan berpengaruh positif pada Kinerja.	Relevan. Mendukung adanya pengaruh Kepemimpinan dan Kompetensi (aspek efikasi diri) terhadap Kinerja.
26	Rusianto, P., et al. (2023)	Effects of Transformational Leadership and Teamwork on Organizational Innovation and Performance...	• Kerja sama tim & inovasi berpengaruh pada Kinerja. • Kepemimpinan Transformatif tidak berpengaruh langsung pada Kinerja.	Relevan. Memberikan temuan yang berbeda (research gap) untuk pengaruh langsung Kepemimpinan Transformatif terhadap Kinerja, memperkuat potensi peran mediasi.
27	Laksana M, D. D., et al. (2022)	The Influence Of Competence On The Performance Of Civil Servants...	• Kompetensi memiliki pengaruh yang sangat kuat dan signifikan terhadap Kinerja pegawai.	Sangat relevan. Memberikan bukti empiris yang kuat dan langsung untuk hubungan antara Kompetensi dan Kinerja Pegawai pada konteks aparatur sipil.
28	Rimbayana, T. A. K., et al. (2022)	The Influence of Competence, Cooperation and Organizational Climate on Employee Performance...	• Kompetensi berpengaruh signifikan pada Kinerja. • Iklim Organisasi tidak berpengaruh langsung pada Kinerja, namun signifikan melalui mediasi motivasi.	Sangat relevan. Mendukung pengaruh langsung Kompetensi terhadap Kinerja dan menunjukkan pentingnya mediasi dalam hubungan Iklim Organisasi terhadap Kinerja.
29	Iskamto, D. (2022)	Analysis of The Impact of Competence on Performance...	• Kompetensi memiliki pengaruh yang positif dan signifikan terhadap Kinerja.	Sangat relevan. Mengonfirmasi kembali secara kuat hubungan positif antara Kompetensi dan Kinerja Pegawai.
30	Satriawan, D. G., et al. (2022)	The Influence of Competence, Work Ethic and Anxiety on Employee Performance...	• Kompetensi memiliki pengaruh yang positif dan signifikan terhadap Kinerja Karyawan.	Sangat relevan. Memberikan dukungan empiris tambahan untuk hipotesis pengaruh Kompetensi terhadap Kinerja.
31	Luqman M.S., et al. (2020)	Effect of organizational climate upon the job performance...	• Iklim Organisasi berpengaruh secara signifikan terhadap Kinerja Pekerjaan.	Sangat relevan. Memberikan bukti empiris langsung untuk hubungan antara variabel independen Iklim Organisasi dengan variabel dependen Kinerja Pegawai.
32	Glarita, G., & Brahmasari, I. A. (2025)	Pengaruh Organizational Culture, Reward System dan Punishment terhadap Kinerja Karyawan...	• Budaya Organisasi berpengaruh positif dan signifikan terhadap Kinerja Karyawan.	Relevan. Mendukung pengaruh Iklim/Budaya Organisasi terhadap Kinerja Pegawai.
33	Halim, T. A., & Brahmasari, I. A. (2025)	Pengaruh Self Efficacy, Pelatihan dan Lingkungan Kerja terhadap Kinerja Karyawan...	• Efikasi diri, pelatihan, dan lingkungan kerja berpengaruh positif pada Kinerja.	Relevan. Variabel efikasi diri & pelatihan terkait Kompetensi. Lingkungan kerja terkait Iklim Organisasi. Keduanya terbukti memengaruhi Kinerja.

34	Wicaksono, D. Y. S., & Brahmasari, I. A. (2021)	Pengaruh Budaya Organisasi, Employee Engagement, dan Quality of Work Life terhadap Kinerja Karyawan...	Budaya Organisasi berpengaruh positif dan signifikan terhadap Kinerja Karyawan.	Relevan. Mendukung pengaruh Iklim/Budaya Organisasi terhadap Kinerja Pegawai.
35	Irawan, F., & Ie, M. (2022)	The Effect of Work Environment and Job Satisfaction on Employee Organizational Commitment.	Lingkungan Kerja & Kepuasan Kerja berpengaruh positif pada komitmen organisasional.	Relevan secara Konseptual. Menunjukkan bahwa Iklim/Lingkungan Organisasi dan Kepuasan Kerja adalah prediktor penting untuk hasil kerja positif (komitmen).
36	Setiawati, R., et al. (2022)	The Effects of Workload and Supervisor Support on Work Stress and ... Performance...	- Dukungan atasan berpengaruh negatif pada stres. - Stres kerja berpengaruh positif pada Kinerja.	Relevan secara Konseptual. Dukungan atasan adalah bagian dari Kepemimpinan Transformasional dan Iklim Organisasi. Stres kerja terkait dengan Burnout.
37	Lee, R., et al. (2017)	Impact Of ... Technology Strategies And Technology Innovation Competence On Corporate Performance.	Kompetensi inovasi teknologi berpengaruh signifikan terhadap Kinerja Perusahaan.	Relevan. Menunjukkan pentingnya Kompetensi dalam mendorong Kinerja pada level organisasi.
38	Mai, N. K., et al. (2022)	The impact of leadership competences, organizational learning and organizational innovation on business performance.	Kompetensi kepemimpinan (orientasi hasil) berpengaruh signifikan pada Kinerja Bisnis.	Relevan. Mengaitkan aspek Kepemimpinan dan Kompetensi dengan Kinerja organisasi.
39	Estianaa, R., et al. (2022)	The Influence of Competence and Work Motivation on Employee Performance.	Kompetensi dan motivasi kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai.	Sangat relevan. Mendukung secara langsung pengaruh Kompetensi terhadap Kinerja Pegawai.
40	Hendriana, T. I. (2023)	The influence of motivation, competence and discipline on employee performance.	Kompetensi memiliki pengaruh yang signifikan terhadap Kinerja Karyawan.	Sangat relevan. Mengonfirmasi kembali pengaruh Kompetensi terhadap Kinerja Pegawai.
41	Silalahi, E., & Nazmia, I. (2023)	The Influence of Motivation and Competence on Teacher Performance.	Tinjauan literatur menyimpulkan bahwa Kompetensi guru memiliki pengaruh positif dan signifikan terhadap Kinerja guru.	Relevan. Meskipun berupa tinjauan literatur, ini menguatkan konsistensi temuan mengenai pengaruh Kompetensi terhadap Kinerja.

42	Riwukore, J. R., & Heabora, F. (2021)	The Influence of Competence and Work Motivation to Teacher Performance...	• Kompetensi memiliki pengaruh yang positif dan sangat signifikan terhadap Kinerja guru.	Sangat relevan. Memberikan bukti empiris lain yang kuat untuk hubungan Kompetensi -> Kinerja.
43	Susanto, P. C., et al. (2023)	Analysis of Resilience and Competence on Employee Performance...	• Kompetensi berpengaruh positif dan signifikan terhadap KPI dan Kinerja Karyawan.	Sangat relevan. Mendukung hubungan langsung antara Kompetensi dan Kinerja Pegawai.
44	Soehaditama, J. P. (2023)	Analysis Resilience, Competence, and Motivation to Increasing Performance Management...	• Tinjauan literatur menegaskan adanya hubungan signifikan antara Kompetensi dan peningkatan Kinerja.	Relevan. Sama seperti No. 41, ini adalah tinjauan literatur yang memperkuat dasar teori untuk hubungan Kompetensi -> Kinerja.
45	Kozioł-Nadolna, K. (2020)	The Role of a Leader in Stimulating Innovation in an Organization.	• Pemimpin harus menstimulasi kreativitas dan memberi penghargaan, yang merupakan bagian dari Kepemimpinan Transformasional.	Relevan. Menjelaskan peran dan perilaku spesifik pemimpin yang sejalan dengan konsep Kepemimpinan Transformasional dalam mendorong hasil positif.
46	Bibi, S., et al. (2020)	Innovative Climate, a Determinant of Competitiveness and Business Performance...	• Iklim Inovatif (bagian dari Iklim Organisasi) berhubungan positif dengan pembelajaran dan perilaku inovatif, yang pada akhirnya memengaruhi Kinerja.	Sangat relevan. Mendukung hubungan antara Iklim Organisasi dan Kinerja melalui variabel perantara.
47	Omidi, L., et al. (2022)	The Mediating Role of Safety Climate in the Relationship between Organizational Resilience and Safety Performance.	• Iklim Keselamatan (bagian dari Iklim Organisasi) memediasi hubungan antara resiliensi dan Kinerja Keselamatan.	Relevan. Menyoroti peran mediasi dari Iklim Organisasi dalam memengaruhi Kinerja, mendukung pendekatan metodologis penelitian Anda.
48	Aboramadan, M., et al. (2020)	Organizational culture, innovation and performance...	• Budaya Organisasi memiliki dampak positif terhadap Kinerja.	Relevan. Mendukung pengaruh Iklim/Budaya Organisasi terhadap Kinerja.
49	Putri, S. N., & Sary, F. P. (2023)	Influence of Talent Management and Core Values on Employee Performance...	• Manajemen Talenta & Nilai Inti secara simultan berpengaruh pada Kinerja.	Relevan secara Konseptual. Manajemen Talenta terkait dengan Kompetensi, dan Nilai Inti adalah komponen dari Iklim Organisasi.
50	Gunawan, E., et al. (2025)	Redefining Employee Commitment: The Role of Digital Work Flexibility and Work-Life Balance in Enhancing Public Service Efficiency.	• Meneliti efisiensi pelayanan publik di Bapenda Surabaya.	Relevansi Khusus (Objek Penelitian). Meskipun variabelnya berbeda, penelitian ini menggunakan objek penelitian yang sama (Bapenda Surabaya), memberikan konteks dan pemahaman berharga tentang lokasi penelitian Anda.

Lampiran 4. Hasil SEM PLS Menggunakan Smart PLS-4



Koefisien jalur

	X1	X2	X3	Y1	Z1	Z2
X1				0,150	0,426	-0,254
X2				0,042	0,207	-0,249
X3				0,303	0,138	-0,032
Y1						
Z1				0,220		
Z2				-0,101		

	Path coefficients
X1 -> Y1	0,150
X1 -> Z1	0,426
X1 -> Z2	-0,254
X2 -> Y1	0,042
X2 -> Z1	0,207
X2 -> Z2	-0,249
X3 -> Y1	0,303
X3 -> Z1	0,138
X3 -> Z2	-0,032
Z1 -> Y1	0,220
Z2 -> Y1	-0,101

Efek tidak langsung

	X1	X2	X3	Y1	Z1	Z2
X1				0,119		
X2				0,070		
X3				0,034		
Y1						
Z1						
Z2						

Efek tidak langsung spesifik

	Specific indirect effects
X3 -> Z1 -> Y1	0,030
X1 -> Z2 -> Y1	0,026
X1 -> Z1 -> Y1	0,094
X2 -> Z2 -> Y1	0,025
X2 -> Z1 -> Y1	0,045
X3 -> Z2 -> Y1	0,003

Pemuatan luar (Outer loadings)

	X1	X2	X3	Y1	Z1	Z2
X1_1_1	0,834					
X1_1_2	0,791					
X1_1_3	0,785					
X1_2_1	0,774					
X1_2_2	0,737					
X1_2_3	0,766					
X1_3_1	0,765					
X1_3_3	0,777					
X1_4_1	0,778					
X1_4_2	0,769					
X1_4_3	0,754					
X2_1_1		0,762				
X2_1_2		0,741				
X2_2_1		0,739				
X2_2_2		0,740				
X2_2_3		0,801				
X2_3_1		0,735				
X2_3_2		0,716				
X2_4_1		0,788				
X2_4_2		0,711				
X2_4_3		0,791				
X3_1_1			0,848			
X3_1_2			0,766			
X3_1_3			0,802			
X3_2_1			0,756			
X3_2_2			0,773			
X3_2_3			0,788			
X3_3_2			0,795			
X3_3_3			0,806			
Y1_1_1				0,815		
Y1_1_2				0,802		
Y1_1_3				0,739		
Y1_2_1				0,784		

Y1_2_2				0,721		
Y1_2_3				0,797		
Y1_3_1				0,761		
Y1_3_2				0,730		
Y1_3_3				0,745		
Z1_1_1					0,794	
Z1_1_2					0,801	
Z1_1_3					0,776	
Z1_2_1					0,735	
Z1_2_2					0,708	
Z1_2_3					0,755	
Z1_3_1					0,790	
Z1_3_2					0,776	
Z1_3_3					0,786	
Z1_4_1					0,812	
Z1_4_2					0,738	
Z1_4_3					0,771	
Z2_1_1						0,787
Z2_1_2						0,740
Z2_2_1						0,764
Z2_2_3						0,763
Z2_3_1						0,766
Z2_3_2						0,720
Z2_3_3						0,740

Bobot luar (Outer weights)

	X1	X2	X3	Y1	Z1	Z2
X1_1_1	0,122					
X1_1_2	0,129					
X1_1_3	0,122					
X1_2_1	0,116					
X1_2_2	0,112					
X1_2_3	0,129					
X1_3_1	0,115					
X1_3_3	0,121					
X1_4_1	0,106					
X1_4_2	0,100					

X1_4_3	0,117					
X2_1_1		0,153				
X2_1_2		0,111				
X2_2_1		0,136				
X2_2_2		0,137				
X2_2_3		0,140				
X2_3_1		0,122				
X2_3_2		0,122				
X2_4_1		0,142				
X2_4_2		0,121				
X2_4_3		0,142				
X3_1_1			0,190			
X3_1_2			0,120			
X3_1_3			0,146			
X3_2_1			0,169			
X3_2_2			0,152			
X3_2_3			0,124			
X3_3_2			0,176			
X3_3_3			0,182			
Y1_1_1				0,172		
Y1_1_2				0,166		
Y1_1_3				0,128		
Y1_2_1				0,142		
Y1_2_2				0,129		
Y1_2_3				0,164		
Y1_3_1				0,146		
Y1_3_2				0,125		
Y1_3_3				0,129		
Z1_1_1					0,123	
Z1_1_2					0,111	
Z1_1_3					0,108	
Z1_2_1					0,093	

Z1_2_2					0,098	
Z1_2_3					0,093	
Z1_3_1					0,112	
Z1_3_2					0,097	
Z1_3_3					0,118	
Z1_4_1					0,112	
Z1_4_2					0,110	
Z1_4_3					0,122	
Z2_1_1						0,215
Z2_1_2						0,190
Z2_2_1						0,169
Z2_2_3						0,158
Z2_3_1						0,208
Z2_3_2						0,195
Z2_3_3						0,190

Variabel laten

	X1	X2	X3	Y1	Z1	Z2
0	0,819	-0,965	-0,081	0,268	-0,199	-0,046
1	-0,597	-1,936	-1,011	-1,770	-1,177	0,895
2	-0,337	1,355	1,003	-0,196	-0,494	1,948
3	0,263	0,438	1,494	1,208	1,477	-0,012
4	1,330	1,110	0,757	-0,840	1,247	-0,336
5	0,516	0,656	-1,354	0,456	1,592	-1,235
6	-0,245	1,196	1,304	0,382	-0,221	1,537
7	0,352	1,073	0,314	-0,661	0,113	-0,181
8	-0,559	0,249	1,087	0,390	-0,650	0,433
9	-0,672	0,100	-1,349	-1,065	-0,883	0,052
10	-0,091	2,502	-0,051	0,868	0,413	-1,057
11	0,142	0,225	-0,836	0,246	-0,344	-1,310
12	1,872	0,660	-0,975	-1,056	0,593	-1,033
13	-0,106	0,456	0,591	1,241	0,177	1,528
14	0,616	-0,163	0,782	0,421	0,717	-0,846
15	0,217	0,148	-0,813	-0,559	0,786	-0,359
16	0,126	-0,315	0,618	-0,746	0,015	-0,126

17	0,847	1,110	0,265	1,465	-0,215	0,222
18	0,778	2,196	0,110	-1,097	-1,292	-0,013
19	0,026	0,946	-0,081	0,530	-0,216	-0,677
20	-2,004	0,342	-0,035	0,383	-1,621	0,029
21	0,523	0,487	1,364	0,286	1,177	-0,888
22	1,901	0,533	1,518	0,328	1,899	-1,024
23	-0,074	-1,299	0,560	-1,203	-0,715	0,685
24	-0,483	1,122	-0,958	-0,756	0,700	-0,358
25	-0,188	0,270	-0,502	0,244	0,498	-0,205
26	-0,083	-1,299	-1,248	-2,032	-1,932	1,849
27	-0,684	-1,009	-0,189	-0,063	-1,954	0,928
28	-0,335	1,568	-0,199	-0,002	0,497	0,094
29	0,927	-0,159	-0,684	-0,519	-1,023	-0,822
30	-0,385	0,098	0,439	-0,646	-0,740	1,560
31	-0,474	0,692	0,291	-1,360	-0,567	-0,290
32	-0,459	-0,478	0,399	-0,040	-0,330	0,288
33	0,800	1,503	1,736	1,792	-0,559	1,641
34	1,296	1,767	1,780	2,071	-0,694	-1,698
35	-0,242	-1,007	-0,668	-0,297	-0,493	-0,620
36	0,731	0,692	0,126	2,280	1,638	0,300
37	0,308	-1,279	0,845	0,032	-0,129	2,103
38	1,033	0,935	0,143	0,257	1,069	-0,823
39	-0,608	-0,130	-2,213	-2,490	-1,556	1,761
40	0,855	0,248	1,064	0,432	0,805	-0,847
41	1,184	0,664	1,842	1,489	0,378	-0,191
42	-1,755	-0,997	-2,244	-1,882	-0,904	1,879
43	-0,117	-0,567	0,282	-2,131	0,946	-0,426
44	-0,958	-0,298	1,018	0,870	0,099	-1,056
45	-1,856	-1,543	-0,067	-0,971	-1,646	1,527
46	-0,447	-0,194	0,561	0,258	-0,215	-0,012
47	-2,357	-0,965	0,252	0,099	-1,743	0,643
48	-0,347	0,175	0,350	-0,555	-0,436	0,086
49	0,086	-0,030	0,450	0,683	-0,094	0,532
50	0,353	0,857	0,971	1,011	0,631	-1,351
51	-1,304	-0,983	-0,262	-1,236	-1,524	0,929
52	-0,548	-1,556	-0,630	-0,139	-0,372	-0,635
53	0,369	-0,144	0,208	-0,100	-0,880	0,350
54	0,954	0,256	1,963	2,039	-0,067	-0,366
55	-0,568	0,777	-0,348	0,708	-0,027	-0,083
56	0,025	0,986	1,103	1,012	0,931	-1,454

57	-0,113	-0,447	0,847	-1,257	0,627	0,264
58	0,917	-0,470	0,425	1,524	0,765	0,441
59	-0,125	0,553	0,765	0,331	0,609	1,106
60	0,743	-0,403	-2,041	0,416	0,278	-0,183
61	-1,028	0,212	-0,233	-0,035	0,096	-0,182
62	-1,746	-2,270	-1,396	0,117	-0,897	-0,799
63	-1,645	-1,703	-1,145	-2,486	-1,419	0,718
64	1,500	-0,427	0,302	1,491	0,537	-0,475
65	2,130	1,100	0,093	0,733	0,847	0,018
66	2,285	0,424	1,352	1,048	2,212	-1,698
67	1,037	-0,336	0,389	-0,323	0,402	0,288
68	0,023	0,093	0,092	-0,897	-0,467	-0,822
69	-0,101	-0,895	0,072	0,476	-0,452	0,221
70	-0,322	-1,956	-2,388	-1,884	-1,665	0,295
71	-0,417	-0,027	0,720	0,443	2,045	-1,487
72	0,971	-0,134	-0,153	1,992	1,290	0,231
73	1,456	0,693	2,347	0,933	1,907	-1,698
74	0,496	0,887	0,419	1,056	2,068	-1,455
75	0,935	0,492	-0,453	0,106	1,153	-0,149
76	-0,755	1,416	0,036	1,328	-0,034	0,198
77	1,300	0,835	0,041	0,791	0,951	-0,967
78	-1,077	1,417	1,507	-0,492	0,614	-1,065
79	-0,701	-1,090	-1,403	0,288	-1,820	1,357
80	0,143	1,368	0,322	0,095	0,774	0,211
81	0,105	-0,154	1,371	1,786	-0,280	-1,211
82	-0,311	-1,263	0,682	0,923	0,258	-0,126
83	1,190	-0,529	2,012	1,489	0,173	0,441
84	-0,230	0,817	0,704	0,553	1,173	-0,087
85	0,127	0,015	-0,357	-0,630	-0,515	-0,603
86	-0,342	-0,625	0,704	-0,777	-0,961	0,684
87	-0,112	2,194	0,578	-0,419	1,603	-1,033
88	-1,627	-0,149	1,000	0,376	0,523	0,400
89	0,915	1,208	-0,024	1,306	0,978	0,053
90	-0,835	-1,423	0,977	-1,337	-0,244	0,998
91	-0,549	-0,158	-0,292	-0,797	-0,957	-0,181
92	-1,063	-1,253	-0,431	-0,971	-0,504	0,450
93	0,809	-1,716	-0,242	0,123	0,169	1,105
94	-1,173	-0,417	-1,145	-2,483	-1,082	0,718
95	0,469	-0,578	-1,620	0,661	1,320	-0,653
96	1,444	0,401	-0,441	-0,488	0,315	0,367

97	0,362	-1,706	-1,747	-0,883	0,627	-0,570
98	-1,263	-0,276	-0,395	-0,135	-0,648	0,819
99	-1,309	0,134	-0,675	-0,991	-0,667	0,450
100	0,039	-1,019	0,515	0,092	-1,533	1,325
101	1,685	1,086	0,832	1,003	0,378	0,877
102	-0,994	-0,969	1,069	0,705	-0,359	-0,241
103	0,358	0,127	-0,981	-0,211	-1,122	1,114
104	-1,065	-0,452	-1,194	-1,396	-1,277	1,527
105	1,348	0,772	0,473	0,716	2,648	-1,487
106	-0,953	0,525	-0,540	-1,365	-0,886	-0,653
107	0,114	0,546	2,121	-1,076	0,854	-0,359
108	0,828	-1,406	0,386	0,597	0,847	-0,846
109	-1,765	-2,257	-2,028	-1,853	-1,691	1,738
110	0,701	0,919	1,171	0,276	0,181	-0,814
111	1,898	1,436	-1,154	-0,322	1,743	0,465
112	0,107	2,313	1,108	-0,365	-0,031	-0,224
113	-1,290	-1,393	-1,636	-1,432	-0,897	-1,276
114	1,306	1,794	0,586	0,691	1,359	-1,066
115	1,634	0,552	-0,746	0,359	0,909	-0,158
116	-1,418	-0,788	0,709	-1,248	-1,175	-0,191
117	1,087	1,364	1,900	-0,199	-0,020	-0,045
118	1,816	1,098	0,744	1,302	1,876	-1,698
119	0,599	-0,047	-0,175	-0,164	0,305	-1,042
120	0,466	0,501	0,537	-0,156	-0,575	1,884
121	-0,197	0,653	-0,630	-0,631	0,878	-0,181
122	-1,301	-1,029	0,375	-0,378	-1,312	0,247
123	-0,449	-0,954	-2,070	-2,469	-0,459	0,830
124	-1,490	-0,557	0,418	-0,005	0,418	0,660
125	1,437	1,402	1,946	0,802	-0,467	-0,603
126	0,245	-0,289	-0,679	-1,379	-0,056	0,442
127	-2,474	-2,131	-1,488	-1,827	-2,252	1,664
128	0,865	1,266	-0,639	0,680	0,018	-1,698
129	-0,806	0,399	0,046	0,107	-0,908	1,097
130	-0,127	0,459	1,079	0,383	-0,446	1,073
131	-1,398	-0,010	-0,921	-1,032	-0,648	-0,350

132	0,828	0,517	0,582	-0,296	-0,435	1,915
133	-0,310	-0,175	0,382	0,411	0,223	-0,426
134	-0,087	-0,121	0,111	0,790	1,028	0,399
135	-0,226	-1,200	0,333	1,634	0,628	0,314
136	0,826	-0,563	-0,574	-0,668	-0,755	-1,285
137	-0,910	-2,058	-2,035	-1,294	-1,498	2,800
138	0,595	1,066	1,171	-0,994	1,138	-0,200
139	-1,176	0,326	0,097	1,092	0,296	-1,067
140	0,512	0,524	0,062	-0,409	-0,126	-0,150
141	0,113	-0,607	-1,623	-0,910	0,411	-1,455
142	1,171	1,004	1,339	1,344	1,288	-0,191
143	0,159	1,753	-0,293	1,364	0,278	-1,454
144	0,284	1,250	0,542	1,193	-0,119	-1,454
145	0,233	1,604	0,577	-0,351	-0,121	-0,014
146	1,197	0,432	-0,696	1,296	0,235	0,087
147	1,557	-0,667	-0,491	0,600	0,570	-1,090
148	0,038	-0,426	-1,367	0,425	-1,181	-0,012
149	-0,917	-1,345	-1,967	-0,585	-0,575	1,593
150	0,381	-0,929	-0,299	0,083	-0,552	0,897
151	2,487	0,407	1,032	0,779	1,056	-1,529
152	0,371	-0,254	-1,441	-0,063	0,534	-1,090
153	-0,384	0,153	0,040	1,159	0,602	-1,235
154	-0,109	-0,115	-0,956	-0,640	-1,060	2,605
155	0,449	2,204	-1,282	-0,390	1,433	-1,455
156	0,695	0,806	1,307	0,011	0,718	-1,698
157	-1,719	-1,228	0,275	-1,035	-0,338	-0,821
158	0,367	0,664	0,845	-0,587	-0,750	-0,602
159	0,825	-0,002	-0,639	0,691	0,168	-1,236
160	0,119	-0,943	-0,931	-0,677	-1,068	-0,823
161	0,233	1,101	-1,156	0,733	1,502	-1,698
162	-1,898	0,103	-0,557	-0,778	0,619	0,675
163	1,559	0,158	1,253	1,356	1,935	-1,698
164	-0,200	-0,854	0,913	1,025	0,255	0,189
165	-0,735	-0,267	1,133	-0,198	0,546	1,113
166	-0,935	-0,848	-2,124	-0,778	-1,941	1,471

167	-0,095	-0,427	0,387	1,017	-0,572	0,386
168	-1,492	-1,418	-0,328	0,999	-0,588	1,242
169	-0,816	-1,266	-1,438	-1,773	-1,416	1,299
170	1,043	-0,657	-0,088	0,556	-1,077	1,032
171	-1,094	-0,152	0,808	-0,008	0,919	-0,814
172	1,065	-1,089	-0,205	-1,125	0,603	0,442
173	-0,698	-0,864	-0,502	0,819	0,160	-0,855
174	-0,431	0,256	-0,803	1,370	-0,128	-1,479
175	0,385	-0,595	-0,038	0,560	1,111	0,052
176	-0,075	-0,566	-0,618	0,995	1,636	-0,368
177	-1,421	-0,434	0,812	-1,381	-1,628	1,561
178	0,707	-0,441	-0,240	0,341	1,192	-0,158
179	-0,575	1,367	-1,409	-0,407	-1,076	1,535
180	1,801	0,220	0,852	0,493	-0,072	0,628
181	-0,237	-0,301	-0,786	-0,475	-1,090	0,020
182	-0,681	-1,547	-0,511	-0,193	0,380	0,586
183	-2,026	0,436	-1,166	0,571	-0,202	-0,022
184	-1,080	0,271	-0,379	-0,489	-1,581	-0,181
185	0,382	-0,313	-0,080	0,908	0,170	-0,401
186	-1,743	-2,107	-1,042	-1,254	-2,252	1,745
187	-1,999	-0,685	0,110	0,253	0,079	0,540

R-square

	R-square	R-square adjusted
Y1	0,364	0,347
Z1	0,381	0,371
Z2	0,194	0,180

f-square

	X1	X2	X3	Y1	Z1	Z2
X1				0,023	0,230	0,063
X2				0,002	0,051	0,057
X3				0,115	0,025	0,001
Y1						
Z1				0,039		
Z2				0,011		

Validitas dan reliabilitas konstruk

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0,934	0,935	0,943	0,602
X2	0,915	0,917	0,929	0,567
X3	0,915	0,922	0,931	0,628
Y1	0,912	0,918	0,928	0,588
Z1	0,938	0,940	0,946	0,594
Z2	0,874	0,877	0,902	0,570

Validitas diskriminan

	X1	X2	X3	Y1	Z1	Z2
X1						
X2	0,472					
X3	0,345	0,430				
Y1	0,455	0,392	0,499			
Z1	0,593	0,474	0,372	0,518		
Z2	0,407	0,412	0,223	0,395	0,622	

Korelasi

	X1	X2	X3	Y1	Z1	Z2
X1	1,000	0,435	0,323	0,427	0,561	-0,372
X2	0,435	1,000	0,395	0,362	0,446	-0,372
X3	0,323	0,395	1,000	0,468	0,358	-0,212
Y1	0,427	0,362	0,468	1,000	0,488	-0,360
Z1	0,561	0,446	0,358	0,488	1,000	-0,565
Z2	-0,372	-0,372	-0,212	-0,360	-0,565	1,000

Kovarians

	X1	X2	X3	Y1	Z1	Z2
X1	1,000	0,435	0,323	0,427	0,561	-0,372
X2	0,435	1,000	0,395	0,362	0,446	-0,372
X3	0,323	0,395	1,000	0,468	0,358	-0,212
Y1	0,427	0,362	0,468	1,000	0,488	-0,360
Z1	0,561	0,446	0,358	0,488	1,000	-0,565
Z2	-0,372	-0,372	-0,212	-0,360	-0,565	1,000

Diskriptif

	Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises test statistic	Cramér-von Mises p value
X1	0,000	0,024	-2,474	2,487	1,000	-0,363	-0,064	188,000	0,027	0,881
X2	0,000	-0,006	-2,270	2,502	1,000	-0,383	-0,002	188,000	0,029	0,862
X3	0,000	0,067	-2,388	2,347	1,000	-0,396	-0,172	188,000	0,059	0,394
Y1	0,000	0,094	-2,490	2,280	1,000	-0,310	-0,263	188,000	0,075	0,237
Z1	0,000	-0,023	-2,252	2,648	1,000	-0,456	0,043	188,000	0,027	0,883
Z2	0,000	-0,045	-1,698	2,800	1,000	-0,475	0,307	188,000	0,108	0,087

Skor model dalam (Inner model)

	Y1	Z1	Z2
0	0,248	-0,337	-0,081
1	-0,945	-0,383	0,230
2	-0,201	-0,769	2,232
3	0,372	1,067	0,211
4	-1,623	0,346	0,301
5	0,287	1,424	-0,984
6	0,177	-0,544	1,814
7	-0,897	-0,302	0,186
8	0,321	-0,614	0,387
9	-0,360	-0,430	-0,136
10	0,596	-0,058	-0,459
11	0,412	-0,335	-1,244
12	-1,304	-0,206	-0,425
13	1,174	0,046	1,633
14	-0,145	0,379	-0,705
15	-0,560	0,776	-0,293
16	-0,955	-0,059	-0,153
17	1,281	-0,842	0,721
18	-1,056	-2,093	0,735
19	0,491	-0,411	-0,438
20	1,039	-0,833	-0,396
21	-0,574	0,665	-0,591
22	-0,960	0,769	-0,362
23	-1,081	-0,493	0,361
24	-0,630	0,806	-0,232
25	0,283	0,592	-0,202
26	-0,977	-1,455	1,466
27	0,661	-1,428	0,497
28	-0,057	0,343	0,393
29	-0,303	-1,291	-0,647
30	-0,405	-0,657	1,501
31	-1,310	-0,548	-0,229
32	0,030	-0,091	0,065
33	1,371	-1,451	2,273
34	1,246	-1,858	-0,873
35	0,030	-0,089	-0,953
36	1,774	1,166	0,662
37	0,023	-0,113	1,889

38	-0,298	0,416	-0,324
39	-1,203	-0,963	1,505
40	-0,292	0,243	-0,534
41	0,623	-0,519	0,333
42	-0,509	0,361	1,115
43	-2,426	1,074	-0,588
44	0,590	0,428	-1,341
45	-0,092	-0,527	0,670
46	0,210	-0,062	-0,156
47	0,865	-0,574	-0,187
48	-0,512	-0,373	0,052
49	0,610	-0,187	0,560
50	0,353	0,169	-1,017
51	-0,491	-0,729	0,345
52	0,217	0,270	-1,181
53	0,016	-1,036	0,414
54	1,268	-0,799	0,001
55	0,865	0,103	-0,045
56	0,282	0,565	-1,167
57	-1,589	0,650	0,151
58	1,153	0,413	0,570
59	0,073	0,442	1,236
60	0,860	0,327	-0,159
61	0,142	0,523	-0,398
62	1,014	0,509	-1,850
63	-1,437	-0,208	-0,160
64	1,026	-0,056	-0,191
65	0,155	-0,302	0,835
66	-0,380	0,963	-0,970
67	-0,642	-0,025	0,480
68	-0,912	-0,508	-0,790
69	0,629	-0,234	-0,024
70	-0,636	-0,793	-0,348
71	-0,311	2,129	-1,577
72	1,637	0,925	0,439
73	-0,616	0,818	-1,082
74	0,217	1,615	-1,095
75	-0,187	0,715	0,197
76	1,400	-0,010	0,360
77	0,242	0,219	-0,428

78	-1,088	0,571	-0,938
79	1,401	-1,101	0,864
80	-0,230	0,385	0,598
81	1,301	-0,483	-1,179
82	0,746	0,557	-0,498
83	0,728	-0,503	0,675
84	0,074	1,005	0,080
85	-0,489	-0,522	-0,578
86	-0,633	-0,784	0,464
87	-1,124	1,118	-0,497
88	0,250	1,108	-0,018
89	0,916	0,342	0,585
90	-1,294	0,271	0,463
91	-0,428	-0,650	-0,368
92	-0,473	0,268	-0,145
93	0,220	0,213	0,876
94	-1,633	-0,337	0,280
95	0,750	1,464	-0,729
96	-0,620	-0,322	0,819
97	-0,533	1,067	-0,958
98	0,411	0,002	0,418
99	-0,403	-0,043	0,130
100	0,443	-1,410	1,097
101	0,458	-0,679	1,601
102	0,625	0,117	-0,701
103	0,386	-1,165	1,206
104	-0,421	-0,565	1,107
105	-0,394	1,848	-0,938
106	-0,951	-0,514	-0,782
107	-1,982	0,398	-0,127
108	0,143	0,731	-0,974
109	-0,333	-0,192	0,665
110	-0,344	-0,470	-0,370
111	-0,653	0,797	1,267
112	-0,829	-0,709	0,414

113	-0,616	0,167	-2,001
114	-0,164	0,351	-0,270
115	0,101	0,202	0,370
116	-0,978	-0,506	-0,724
117	-0,995	-1,028	0,631
118	0,175	0,772	-0,940
119	-0,371	0,084	-0,908
120	-0,094	-0,951	2,144
121	-0,649	0,914	-0,089
122	0,059	-0,597	-0,327
123	-1,550	0,217	0,413
124	0,090	1,110	0,157
125	-0,020	-1,638	0,172
126	-1,141	-0,007	0,411
127	-0,253	-0,551	0,459
128	0,516	-0,524	-1,183
129	0,507	-0,653	0,993
130	0,262	-0,636	1,190
131	-0,435	0,077	-0,736
132	-0,330	-0,976	2,272
133	0,257	0,339	-0,536
134	0,589	1,075	0,351
135	1,511	0,927	-0,031
136	-0,558	-0,911	-1,234
137	0,156	-0,403	1,992
138	-1,753	0,502	0,253
139	1,053	0,716	-1,281
140	-0,514	-0,461	0,112
141	-0,647	0,713	-1,628
142	0,419	0,396	0,399
143	1,148	-0,111	-0,987
144	0,814	-0,573	-1,054
145	-0,602	-0,631	0,463
146	1,266	-0,268	0,476
147	0,307	0,112	-0,876

148	1,109	-0,920	-0,152
149	0,491	0,366	0,963
150	0,366	-0,481	0,753
151	-0,311	-0,231	-0,764
152	0,101	0,628	-1,104
153	0,942	0,728	-1,293
154	0,166	-0,858	2,519
155	-0,622	0,964	-0,833
156	-0,851	0,074	-1,279
157	-0,817	0,611	-1,554
158	-0,821	-1,161	-0,317
159	0,600	-0,095	-1,047
160	-0,222	-0,794	-1,057
161	0,502	1,335	-1,401
162	-0,150	1,483	0,202
163	0,139	1,064	-1,223
164	0,777	0,391	-0,046
165	-0,428	0,758	0,896
166	0,616	-1,073	0,956
167	1,096	-0,497	0,268
168	1,636	0,387	0,501
169	-0,721	-0,608	0,732
170	0,793	-1,374	1,130
171	-0,366	1,304	-1,104
172	-1,266	0,403	0,435
173	0,991	0,705	-1,263
174	1,547	0,114	-1,549
175	0,300	1,075	0,001
176	0,821	1,870	-0,547
177	-0,881	-1,045	1,118
178	0,048	1,015	-0,096
179	0,440	-0,919	1,685
180	0,034	-1,004	1,167
181	0,053	-0,818	-0,140
182	0,104	1,060	0,012
183	1,253	0,733	-0,464
184	0,105	-1,124	-0,399
185	0,810	0,083	-0,384
186	0,082	-0,929	0,746
187	0,586	1,057	-0,135

Rasio heterotrait-monotrait (HTMT) - Daftar

	Heterotrait-monotrait ratio (HTMT)
X2 <-> X1	0,472
X3 <-> X1	0,345
X3 <-> X2	0,430
Y1 <-> X1	0,455
Y1 <-> X2	0,392
Y1 <-> X3	0,499
Z1 <-> X1	0,593
Z1 <-> X2	0,474
Z1 <-> X3	0,372
Z1 <-> Y1	0,518
Z2 <-> X1	0,407
Z2 <-> X2	0,412
Z2 <-> X3	0,223
Z2 <-> Y1	0,395
Z2 <-> Z1	0,622

Kriteria Fornell-Larcker

	X1	X2	X3	Y1	Z1	Z2
X1	0,776					
X2	0,435	0,753				
X3	0,323	0,395	0,792			
Y1	0,427	0,362	0,468	0,767		
Z1	0,561	0,446	0,358	0,488	0,771	
Z2	-0,372	-0,372	-0,212	-0,360	-0,565	0,755

Pemuatan silang (Cross loadings)

	X1	X2	X3	Y1	Z1	Z2
X1_1_1	0,834	0,360	0,277	0,352	0,463	-0,272
X1_1_2	0,791	0,309	0,237	0,417	0,467	-0,271
X1_1_3	0,785	0,304	0,205	0,318	0,457	-0,315
X1_2_1	0,774	0,333	0,258	0,360	0,406	-0,278
X1_2_2	0,737	0,342	0,238	0,272	0,441	-0,279
X1_2_3	0,766	0,322	0,244	0,332	0,501	-0,311
X1_3_1	0,765	0,363	0,278	0,366	0,398	-0,278
X1_3_3	0,777	0,289	0,246	0,336	0,421	-0,342
X1_4_1	0,778	0,396	0,263	0,276	0,418	-0,242
X1_4_2	0,769	0,359	0,214	0,249	0,370	-0,284

X1_4_3	0,754	0,349	0,293	0,337	0,421	-0,296
X2_1_1	0,309	0,762	0,295	0,306	0,393	-0,316
X2_1_2	0,296	0,741	0,294	0,190	0,310	-0,234
X2_2_1	0,314	0,739	0,232	0,301	0,340	-0,267
X2_2_2	0,349	0,740	0,255	0,268	0,343	-0,301
X2_2_3	0,389	0,801	0,371	0,308	0,345	-0,278
X2_3_1	0,318	0,735	0,236	0,247	0,314	-0,247
X2_3_2	0,350	0,716	0,404	0,213	0,315	-0,280
X2_4_1	0,318	0,788	0,283	0,291	0,366	-0,285
X2_4_2	0,287	0,711	0,309	0,304	0,248	-0,267
X2_4_3	0,338	0,791	0,301	0,275	0,363	-0,308
X3_1_1	0,261	0,299	0,848	0,435	0,324	-0,216
X3_1_2	0,185	0,258	0,766	0,311	0,187	-0,092
X3_1_3	0,182	0,275	0,802	0,382	0,229	-0,102
X3_2_1	0,245	0,351	0,756	0,345	0,331	-0,217
X3_2_2	0,277	0,294	0,773	0,345	0,282	-0,143
X3_2_3	0,266	0,320	0,788	0,297	0,230	-0,088
X3_3_2	0,309	0,349	0,795	0,406	0,297	-0,204
X3_3_3	0,293	0,337	0,806	0,400	0,332	-0,216
Y1_1_1	0,368	0,305	0,447	0,815	0,426	-0,314
Y1_1_2	0,330	0,258	0,438	0,802	0,418	-0,323
Y1_1_3	0,278	0,202	0,350	0,739	0,283	-0,255
Y1_2_1	0,286	0,320	0,343	0,784	0,370	-0,292
Y1_2_2	0,285	0,227	0,325	0,721	0,331	-0,224
Y1_2_3	0,428	0,297	0,350	0,797	0,460	-0,293
Y1_3_1	0,355	0,297	0,346	0,761	0,384	-0,252
Y1_3_2	0,306	0,266	0,315	0,730	0,288	-0,226
Y1_3_3	0,278	0,319	0,279	0,745	0,360	-0,287
Z1_1_1	0,496	0,373	0,376	0,405	0,794	-0,408
Z1_1_2	0,456	0,385	0,274	0,357	0,801	-0,475
Z1_1_3	0,410	0,353	0,271	0,389	0,776	-0,476
Z1_2_1	0,365	0,286	0,193	0,344	0,735	-0,431
Z1_2_2	0,389	0,287	0,263	0,348	0,708	-0,429
Z1_2_3	0,371	0,289	0,252	0,315	0,755	-0,376
Z1_3_1	0,472	0,382	0,296	0,345	0,790	-0,405

Z1_3_2	0,429	0,275	0,215	0,315	0,776	-0,395
Z1_3_3	0,443	0,438	0,250	0,412	0,786	-0,478
Z1_4_1	0,464	0,268	0,337	0,388	0,812	-0,471
Z1_4_2	0,375	0,340	0,225	0,452	0,738	-0,421
Z1_4_3	0,480	0,410	0,318	0,414	0,771	-0,449
Z2_1_1	-0,286	-0,269	-0,225	-0,356	-0,439	0,787
Z2_1_2	-0,297	-0,272	-0,197	-0,258	-0,423	0,740
Z2_2_1	-0,260	-0,269	-0,063	-0,226	-0,466	0,764
Z2_2_3	-0,235	-0,258	-0,136	-0,204	-0,398	0,763
Z2_3_1	-0,357	-0,305	-0,177	-0,260	-0,473	0,766
Z2_3_2	-0,263	-0,310	-0,171	-0,276	-0,400	0,720
Z2_3_3	-0,251	-0,274	-0,125	-0,296	-0,380	0,740

Statistik multikolonieritas (VIF)

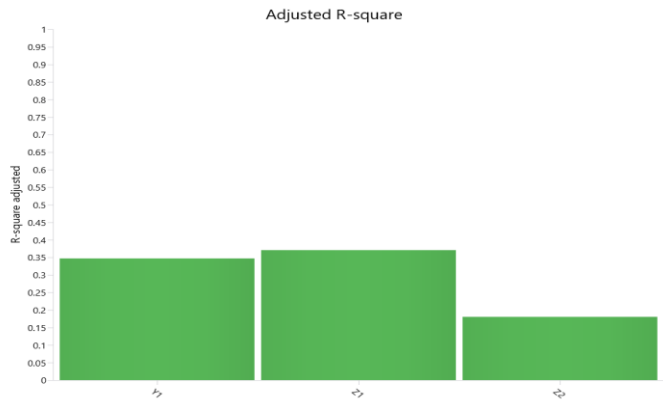
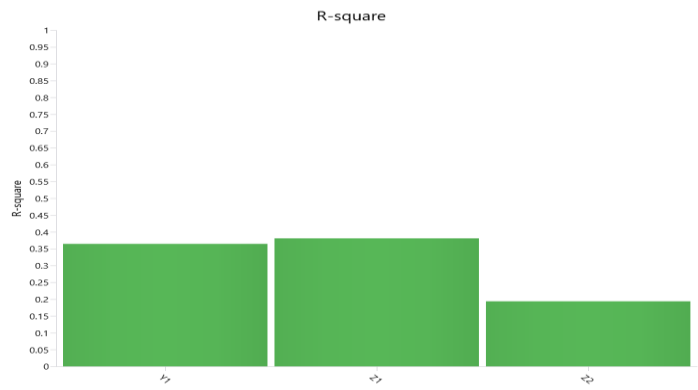
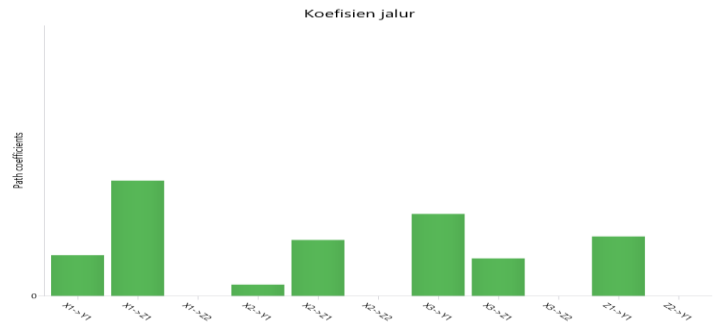
	VIF
X1_1_1	2,754
X1_1_2	2,332
X1_1_3	2,294
X1_2_1	2,252
X1_2_2	1,973
X1_2_3	2,076
X1_3_1	2,204
X1_3_3	2,185
X1_4_1	2,220
X1_4_2	2,195
X1_4_3	1,995
X2_1_1	1,972
X2_1_2	1,952
X2_2_1	1,882
X2_2_2	1,891
X2_2_3	2,283
X2_3_1	1,845
X2_3_2	1,820
X2_4_1	2,242
X2_4_2	1,748
X2_4_3	2,169

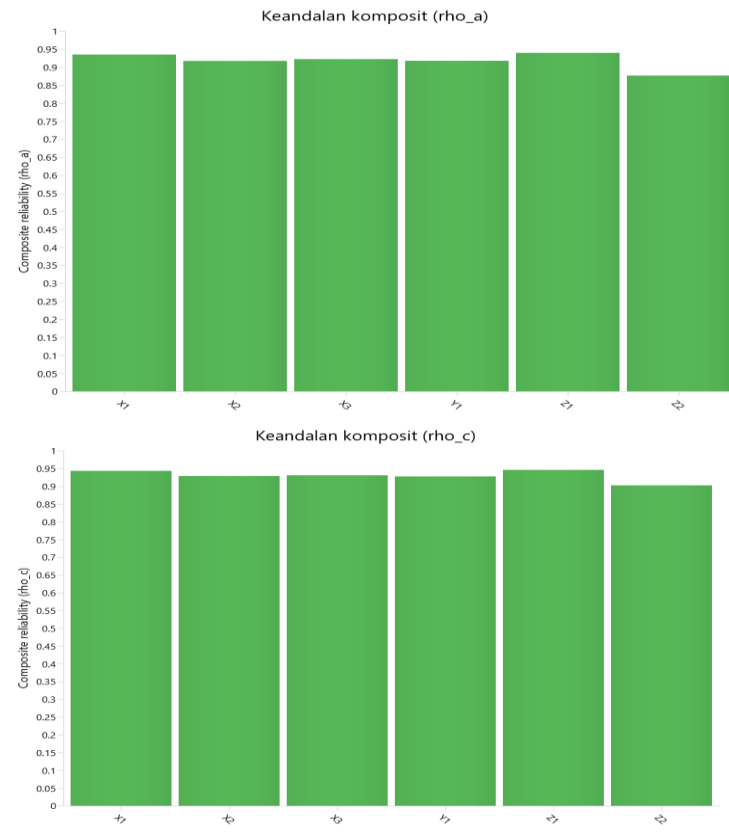
X3_1_1	2,587
X3_1_2	2,052
X3_1_3	2,371
X3_2_1	1,852
X3_2_2	2,012
X3_2_3	2,190
X3_3_2	2,068
X3_3_3	2,334
Y1_1_1	2,280
Y1_1_2	2,341
Y1_1_3	1,904
Y1_2_1	2,182
Y1_2_2	1,792
Y1_2_3	2,223
Y1_3_1	2,083
Y1_3_2	1,825
Y1_3_3	1,915
Z1_1_1	2,301
Z1_1_2	2,361
Z1_1_3	2,144
Z1_2_1	1,985
Z1_2_2	1,873
Z1_2_3	2,134
Z1_3_1	2,352
Z1_3_2	2,244
Z1_3_3	2,302
Z1_4_1	2,673
Z1_4_2	2,014
Z1_4_3	2,114
Z2_1_1	1,868
Z2_1_2	1,819
Z2_2_1	1,944
Z2_2_3	2,014
Z2_3_1	1,786
Z2_3_2	1,687
Z2_3_3	1,730

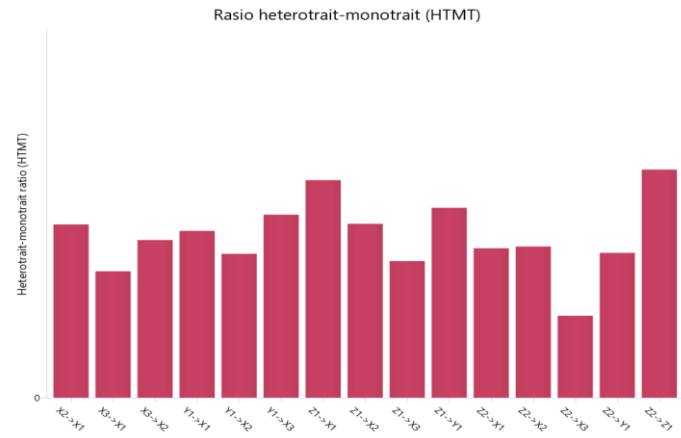
Model luar (Outer model)

	X1	X2	X3	Y1	Z1	Z2
X1_1_1	-1,000					
X1_1_2	-1,000					
X1_1_3	-1,000					
X1_2_1	-1,000					
X1_2_2	-1,000					
X1_2_3	-1,000					
X1_3_1	-1,000					
X1_3_3	-1,000					
X1_4_1	-1,000					
X1_4_2	-1,000					
X1_4_3	-1,000					
X2_1_1		-1,000				
X2_1_2		-1,000				
X2_2_1		-1,000				
X2_2_2		-1,000				
X2_2_3		-1,000				
X2_3_1		-1,000				
X2_3_2		-1,000				
X2_4_1		-1,000				
X2_4_2		-1,000				
X2_4_3		-1,000				
X3_1_1			-1,000			
X3_1_2			-1,000			
X3_1_3			-1,000			
X3_2_1			-1,000			
X3_2_2			-1,000			
X3_2_3			-1,000			
X3_3_2			-1,000			
X3_3_3			-1,000			
Y1_1_1				-1,000		
Y1_1_2				-1,000		
Y1_1_3				-1,000		
Y1_2_1				-1,000		
Y1_2_2				-1,000		
Y1_2_3				-1,000		
Y1_3_1				-1,000		
Y1_3_2				-1,000		
Y1_3_3				-1,000		

Z1_1_1					-1,000	
Z1_1_2					-1,000	
Z1_1_3					-1,000	
Z1_2_1					-1,000	
Z1_2_2					-1,000	
Z1_2_3					-1,000	
Z1_3_1					-1,000	
Z1_3_2					-1,000	
Z1_3_3					-1,000	
Z1_4_1					-1,000	
Z1_4_2					-1,000	
Z1_4_3					-1,000	
Z2_1_1						-1,000
Z2_1_2						-1,000
Z2_2_1						-1,000
Z2_2_3						-1,000
Z2_3_1						-1,000
Z2_3_2						-1,000
Z2_3_3						-1,000







Lampiran 5. Kartu Bimbingan



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SEMESTER
Gasal / Genap
2025 / 2026

KARTU BIMBINGAN TESIS



Nama Mahasiswa / NBI : Edi Gunawan / 1262400001

Nama Pembimbing : 1. Prof. Dr. I.A. Bachma Rully, MM, Ak. Dik
2. Dr. Ida Bagus Cempaga, MM

Judul TESIS : Pengaruh Gaya Kepemimpinan Transformatif, Iklim Organisasi, dan Kompetensi Kerja terhadap Kinerja Pegawai Dengan Mediasi Kepuasan Kerja dan Burnout
Pada Bk. Perusahaan P.T. Surabaya

Mulai Program Tesis : Semester Gasal Thn. Ak. 2025/2026 **Selesai Bimbingan Tanggal**

No.	HARI / TANGGAL	KONSENTRASI		PARAF
		BAB / HAL	KETERANGAN REVISI	
1	<u>13 Sept 2025</u>	<u>Bab I</u>	<u>Penelitian agar di fokus kan karyawan? Kinerja bagian... dll. (Pembimbing 2)</u>	<u>H</u>
2	<u>Minat / 21 Sept 2025</u>	<u>Bab I, II, III</u>	<u>Arahan penelitian dan penyusunan Bab I, II, III (Pembimbing 1)</u>	<u>H</u>
3	<u>Rabu / 8 Okt 2025</u>	<u>Bab I, II, III</u>	<u>Penyesuaian Latar Belakang, Landasan Teori, Metode Penelitian sesuai arahan (Pembimbing 2)</u>	<u>H</u>
4	<u>Rabu / 22 Okt 2025</u>	<u>Bab IV</u>	<u>Revisi KUISI dan Bab I, II & III</u>	<u>H</u>
5	<u>Senin / 17 Nov</u>	<u>Bab V</u>	<u>Revisi simpulan</u>	<u>H</u>
6	<u>Rabu / 15 Okt 2025</u>	<u>Bab I, II, III</u>	<u>Penyesuaian Narasi, sumber, dan teori terbaru dari buku maupun jurnal.</u>	<u>H</u>

Lampiran 6. Turnitin

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Kepada Yth.

Penulis:

Edi Gunawan, I. A. Brahma Ratih, Ida Bagus Cempena

Di:

¹⁻³ Universitas 17 Agustus 1945 Surabaya

Dengan hormat,

Redaksi *Scripta Economica: Journal of Economics, Management, and Accounting* (ISSN: 3110-0848 (Print) dan 3109-970X (Electronic)), menyampaikan bahwa artikel Bapak/Ibu dengan judul:

The Influence of Transformational Leadership, Organizational Climate, and Work Competence on Employee Performance: The Mediating Role of Job Satisfaction and Burnout at Bapenda Surabaya

Telah **diterima (ACCEPTED)** setelah melalui proses **review** dan dinyatakan layak untuk diterbitkan pada: **Vol. 1 No. 2 (November 2025) Scripta Economica: Journal of Economics, Management, and Accounting**. Kami menyampaikan apresiasi yang sebesar-besarnya atas kontribusi ilmiah serta kepercayaan Bapak/Ibu kepada *Scripta Economica: Journal of Economics, Management, and Accounting*.

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Semarang, 24 November 2025

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Direktur CV. Scripta Intelektual Mandiri



Deo Renaldi Saputra, S.S., S.H., M.H.

Lampiran 8. Jurnal



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The Influence of Transformational Leadership, Organizational Climate, and Work Competence on Employee Performance: The Mediating Role of Job Satisfaction and Burnout at Bapenda Surabaya

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Abstract

This study develops and validates a novel dual-mediation model to explain how transformational leadership, organizational climate, and work competence influence employee performance at the Regional Revenue Agency (Bapenda) of Surabaya. Using data from 188 employees analyzed with PLS-SEM, the model distinguishes two psychological mechanisms: the motivational pathway (job satisfaction) and the strain pathway (burnout). The findings show distinct and theoretically meaningful patterns. Transformational leadership and work competence directly improve employee performance, whereas organizational climate enhances performance only indirectly through job satisfaction, indicating full mediation. Job satisfaction emerges as the dominant mechanism, demonstrating that motivation-driven processes are more decisive for shaping performance in a public-sector bureaucracy. Although transformational leadership and organizational climate significantly reduce burnout, burnout itself shows no meaningful influence on performance a counterintuitive yet theoretically relevant result that suggests a strong resilience effect among employees. The study's primary theoretical contribution lies in contrasting and validating these two mediating pathways, providing evidence that motivational mechanisms outweigh strain-based mechanisms in explaining employee performance. Practically, the findings underscore the importance of strengthening transformational leadership, continuous competence development, and supportive organizational climates to enhance performance in public revenue agencies.

Keywords: Transformational Leadership, Organizational Climate, Work Competence, Job Satisfaction, Burnout.



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INTRODUCTION

The effectiveness of local government institutions in managing regional revenue has increasingly depended on the quality of organizational processes and human resource capabilities, especially as administrative complexity grows in modern public-sector environments (Dessler, 2021). In Surabaya, the Regional Revenue Agency stands at the center of fiscal governance, yet the decline in revenue realization from 93.09% in 2020 to 88.76% in 2024 indicates that structural and organizational challenges are undermining institutional efficiency despite the city's economic expansion. This discrepancy reflects deeper internal dynamics that cannot be fully explained through macroeconomic fluctuations, pointing instead to leadership instability, uneven competence, and organizational climate issues that often characterize bureaucratic settings under pressure (Robbins & Judge, 2022). The presence of such internal misalignments highlights the urgency of studying the behavioral and psychological mechanisms that shape employee performance in high-stakes public service roles.

Frequent leadership rotations have disrupted policy continuity and diminished employees' clarity about expectations, weakening the motivational structure that typically emerges under stable transformational leadership practices (Bass & Riggio, 2006). When leadership shifts too rapidly, employees struggle to form consistent perceptions of support and direction, creating uncertainty that often translates into reduced commitment and inconsistent performance outputs (Colquitt et al., 2021). Organizational cultures marked by ambiguity and inconsistent reinforcement patterns tend to weaken collaboration and shared meaning, limiting the emergence of productive norms that strengthen collective performance (Aboramadan et al., 2020). These issues signal that leadership quality, stability, and behavioral consistency deserve deeper evaluation to understand their role in shaping performance outcomes in revenue-generating government institutions.

At the same time, the organizational climate in various units of the agency demonstrates symptoms of instability characterized by fragmented communication, low psychological safety, and perceptions of procedural inequity, all of which influence employee attitudes and work behavior (Luqman et al., 2020). When employees operate in climates that lack cohesion and clarity, they tend to experience higher uncertainty and emotional exhaustion, which ultimately erodes both motivation and performance quality (Maslach et al., 2001). An unsupportive climate also weakens trust in managerial decisions and reduces the likelihood of proactive behavior, especially in environments where digital transformation is reshaping core administrative processes (Gunawan et al., 2025). These conditions illustrate how climate-related perceptions form an essential part of the psychological infrastructure that determines employee performance in public service contexts.

Competence gaps among employees have become more visible as the agency undergoes digitization, and these gaps are particularly evident in analytical tasks, data management, and adaptive problem-solving demands that accompany administrative modernization (Iskamto, 2022). Employees who possess insufficient competencies often face higher operational barriers, slower work cycles, and elevated mental load, conditions that can gradually escalate into strain when job demands exceed personal resources (Satriawan, 2022). Competence also influences employees' confidence in handling new technologies, and low efficacy levels often exacerbate frustration when roles require rapid adaptation to evolving systems (Wulandari et al., 2023). Such realities emphasize that competence is not only a technical attribute but also a psychological determinant of performance capacity within dynamic public institutions.

Existing empirical studies on public-sector performance often emphasize isolated predictors such as competence, climate, or leadership, which leads to fragmented theoretical insights and limits the ability to understand performance as an outcome of interconnected mechanisms (Noe et al., 2022). Research that focuses solely on competence tends to overlook the influence of contextual variables embedded in organizational culture and leadership practices, resulting in partial explanations of employee behavior (Iskamto, 2022). Studies on organizational climate similarly fall short when they do not incorporate leadership styles that shape employees' psychological interpretations of their environment (Luqman et al., 2020). These gaps demonstrate the need for a more integrative model that captures the interplay of structural, interpersonal, and individual factors in shaping employee performance.

Transformational leadership is widely recognized as a leadership style capable of elevating employee motivation, enhancing meaning at work, and strengthening psychological resilience through inspirational communication and individualized support (Bass & Riggio, 2006). When enacted consistently, such leadership has the potential to mitigate pressures during periods of organizational change, yet inconsistency in its application can weaken employees' sense of stability and belonging (Kloutsiniotis et al., 2022). Leadership styles that fail to cultivate trust and clarity may inadvertently contribute to elevated stress levels, especially when employees operate under increasing performance demands linked to public revenue administration (Colquitt et al., 2021). These dynamics reinforce the importance of examining transformational leadership not merely as a structural factor but as a psychological force that shapes employee outcomes.

The psychological states of job satisfaction and burnout represent critical mediating constructs that influence how organizational conditions translate into employee performance, particularly in work environments where demand fluctuations are common (Bakker & Demerouti, 2007). Job satisfaction reflects the degree to which employees perceive their needs and expectations as fulfilled through their work experiences, influencing motivation, allegiance, and long-term commitment (Robbins & Judge, 2022). Burnout, conversely, arises from persistent emotional exhaustion, depersonalization, and diminished personal accomplishment, outcomes strongly linked to environments where resources fail to match workload demands (Maslach et al., 2001). Understanding these psychological pathways is crucial because they directly shape how employees respond to pressures within fiscal management institutions.

The present study adopts a dual-mediation framework by integrating job satisfaction as a motivational pathway and burnout as a strain pathway to capture the multidimensional psychological processes that influence employee performance (Bakker & Demerouti, 2007). This model incorporates transformational leadership, organizational climate, and work competence as key antecedents to evaluate whether performance is primarily driven by enhanced motivation or reduced strain within a

bureaucratic setting. Such an approach advances organizational behavior research by moving beyond single-mediator or single-predictor models and by highlighting the complexity of performance formation in public institutions (Hair et al., 2019; Sekaran & Bougie, 2016). These theoretical contributions are expected to provide actionable insights for restructuring human resource strategies and strengthening performance improvement initiatives within the Regional Revenue Agency of Surabaya.

RESEARCH METHODS

This study utilized a quantitative approach with a cross-sectional survey design, drawing a proportional stratified random sample of 188 respondents from a population of 354 Bapenda Surabaya employees to ensure representation across organizational units, with data collected through a structured five-point Likert scale questionnaire. The measurement model underwent a rigorous validity and reliability assessment in which six indicators were removed for failing to reach the required outer loading threshold of >0.70 , and the refined instrument met all psychometric criteria, including loadings above 0.70, AVE values exceeding 0.50, Composite Reliability scores above 0.90, and satisfactory discriminant validity established through the Fornell–Larcker criterion. Data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4 because the model incorporates multiple exogenous variables and dual mediators, prioritizes prediction and variance explanation consistent with PLS-SEM's strengths, and aligns with methodological recommendations for non-normal data and moderate sample sizes in public-sector research. Hypothesis testing followed a sequential analytical procedure beginning with the evaluation of the measurement (outer) model and continuing with the structural (inner) model, using a bootstrapping resampling method with 5,000 subsamples to determine the significance of both direct and indirect effects.

The study variables and their indicators are summarized in the table below:

Table 1. Research Variables and Indicators

Variable	Type	Indicators
Transformational Leadership (X1)	Independent	1. Idealized Influence
		2. Inspirational Motivation
		3. Intellectual Stimulation
		4. Individualized Consideration
Organizational Climate (X2)	Independent	1. Autonomy
		2. Leader Support
		3. Reward Orientation
		4. Innovation & Risk-Taking
Work Competence (X3)	Independent	1. Adaptability
		2. Critical Thinking
		3. Collaboration
Variable	Type	Indicators
Job Satisfaction (Z1)	Mediating	1. The Work Itself
		2. Supervision
		3. Pay & Promotion
		4. Coworkers
Burnout (Z2)	Mediating	1. Emotional Exhaustion
		2. Depersonalization/Cynicism
		3. Reduced Professional Efficacy
Employee Performance (Y)	Dependent	1. Task Performance
		2. Contextual Performance (OCB)
		3. Counterproductive Work Behavior (Avoidance)

The conceptual framework, depicted in Figure 1, posits that Transformational Leadership, Organizational Climate, and Work Competence directly affect Employee Performance. Additionally, these relationships are mediated by Job Satisfaction (positive mediation) and Burnout (negative mediation).

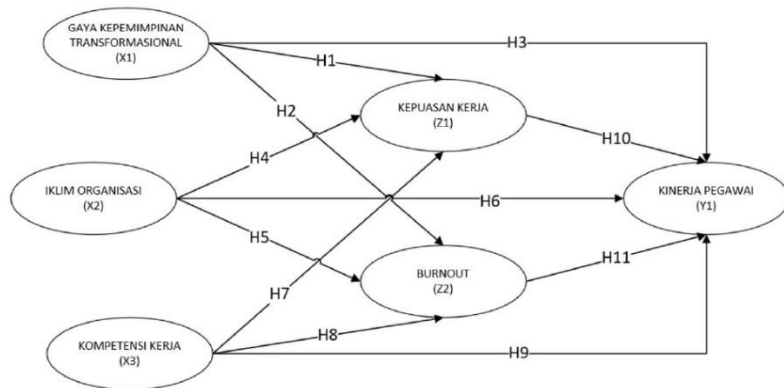


Figure 1. Conceptual Framework

Based on this framework, the study formulates 11 main hypotheses (H1-H11) concerning the direct and mediating effects.

RESULT AND DISCUSSION

The empirical results provide a clear pattern of relationships that both confirm and refine established theoretical expectations. Transformational leadership significantly enhances job satisfaction (H1), reduces burnout (H2), and directly improves employee performance (H3). These findings extend Bass and Riggio's (2006) transformational leadership theory by demonstrating its dual capacity to strengthen positive psychological states while simultaneously mitigating strain within a bureaucratic environment. The simultaneous motivational and buffering effects suggest that leadership behaviors such as inspirational motivation and individualized consideration serve as both performance activators and psychological protectors in public-sector settings:

Table 2. Expected Results of Hypothesis Testing

Hypothesis	Path Influence	Path Coefficient (β)	t-statistic	p-value	Conclusion
H1	X1 $\rightarrow$ Z1	0.426	7.293	0.000	Significant, Accepted
H2	X1 $\rightarrow$ Z2	-0.254	3.749	0.000	Significant, Accepted
H3	X1 $\rightarrow$ Y1	0.150	2.168	0.030	Significant, Accepted
H4	X2 $\rightarrow$ Z1	0.207	3.187	0.001	Significant, Accepted
H5	X2 $\rightarrow$ Z2	-0.249	3.196	0.001	Significant, Accepted
H6	X2 $\rightarrow$ Y1	0.042	0.558	0.577	Not Significant, Rejected
H7	X3 $\rightarrow$ Z1	0.138	2.135	0.033	Significant, Accepted

H8	$X3 \rightarrow Z2$	-0.032	0.401	0.688	Not Significant, Rejected
H9	$X3 \rightarrow Y1$	0.303	4.532	0.000	Significant, Accepted
H10	$Z1 \rightarrow Y1$	0.220	2.535	0.011	Significant, Accepted
H11	$Z2 \rightarrow Y1$	-0.101	1.465	0.143	Not Significant, Rejected

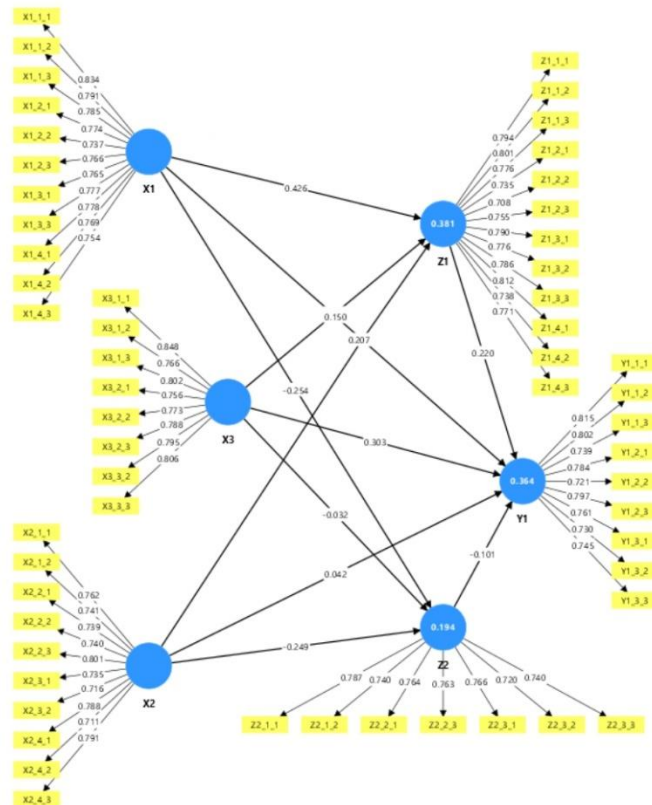


Figure 2. PLS model diagram

Influence of Transformational Leadership on Job Satisfaction

The findings indicate that transformational leadership exerts a substantial and statistically significant effect on job satisfaction, as reflected in the coefficient showing a strong positive association supported by a high t-value and a p-value well below the 0.05 threshold. This reinforces the theoretical proposition that inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation cultivate positive affective reactions among employees (Bass & Riggio, 2006). When leaders articulate a compelling vision, demonstrate ethical conduct, and provide developmental support, employees perceive their work as more meaningful, fair, and aligned with their psychological

needs (Colquitt et al., 2021; Robbins & Judge, 2022). Such leadership behaviors strengthen the affective bond between employees and their organization, resulting in elevated job satisfaction consistent with previous empirical findings (Baiquny et al., 2023; Le et al., 2025).

The magnitude and significance of the statistical results underscore the centrality of leadership in shaping satisfaction within bureaucratic public-sector environments where operational demands are high and structural rigidity is common. From the perspective of the Job Demands–Resources Model, transformational leadership functions as a critical social resource that counterbalances environmental pressures and amplifies motivational forces (Bakker & Demerouti, 2007). These dynamics are particularly relevant in digitally evolving institutions such as Bapenda Surabaya, where employees rely on supportive leadership to navigate uncertainty and skill adaptation challenges (Gunawan et al., 2025). Therefore, the evidence positions transformational leadership as a vital psychological catalyst that activates the motivational pathway central to the dual-mediation model.

Influence of Transformational Leadership on Burnout

The statistical results demonstrate that transformational leadership significantly reduces burnout, as shown by a negative coefficient accompanied by a strong t-value and a highly significant p-value. This supports the theoretical view that leaders who communicate clearly, provide emotional reassurance, and cultivate a climate of trust help diminish emotional exhaustion and cynicism among employees (Kloutsiniotis et al., 2022). When leadership reduces ambiguity, supports autonomy, and encourages intellectual engagement, employees experience fewer psychological stressors that typically lead to burnout (Maslach et al., 2001). Such findings align with studies showing that transformational leaders act as emotional stabilizers who buffer the negative effects of workplace pressure (Aboramadan et al., 2020; Bhaskara et al., 2024).

Beyond its statistical significance, the effect highlights the importance of leadership in environments where administrative tasks are demanding and error tolerance is low. Transformational leaders provide employees with cognitive and emotional resources that prevent resource depletion, consistent with the Conservation of Resources theory (Bakker & Demerouti, 2007). By fostering trust and relational warmth, leaders mitigate the risk of burnout even when workloads and procedural complexities increase. These results position leadership as a key organizational buffer that safeguards employee well-being in public revenue institutions.

Influence of Transformational Leadership on Employee Performance

The study reveals that transformational leadership exerts a direct and statistically significant effect on employee performance, as indicated by a positive coefficient supported by a t-value exceeding the critical threshold. Although the effect size is moderate, it demonstrates that leadership behavior contributes meaningfully to both task performance and contextual performance. Employees respond to inspirational motivation and intellectual stimulation by exhibiting initiative, improved problem-solving capabilities, and cooperative behaviors that enhance performance outcomes (Colquitt et al., 2021). These findings support the argument that transformational leaders mobilize employees' psychological energy to meet organizational objectives (Robbins & Judge, 2022).

The significance of this relationship gains particular importance within public-sector institutions where structural constraints often limit behavioral discretion. In such contexts, leadership becomes a primary driver of engagement and performance, providing direction and motivation that compensate for bureaucratic rigidity (Le et al., 2025). The findings reflect the AMO framework, which posits that leadership strengthens the motivation component needed for employees to fully utilize their abilities (Iskanto, 2022; Satriawan, 2022). Thus, transformational leadership emerges as a performance-enhancing mechanism even within highly regulated administrative systems.

Influence of Organizational Climate on Job Satisfaction

The results show that organizational climate has a significant and positive influence on job satisfaction, supported by a statistically meaningful coefficient and t-value. Employees interpret supportive supervisor behavior, autonomy, fair rewards, and innovation opportunities as signals of an enabling psychological environment that enhances satisfaction (Luqman et al., 2020). These perceptions strengthen employees' emotional attachment to their role and increase their sense of comfort and fairness within the organization (Aboramadan et al., 2020). This finding is consistent with evidence that

a positive climate encourages favorable affective responses among public-sector employees (Hanifeliza & Putri, 2024).

The findings reflect the importance of organizational climate as a contextual resource that fosters optimism and reduces frustration in complex administrative environments. Climate shapes daily interactions, clarifies expectations, and supports autonomy all of which contribute to emotional well-being and fulfillment (Noe et al., 2022; Dessler, 2021). Employees evaluate the fairness and clarity of systems when forming satisfaction judgments, and a healthy climate ensures that these evaluations are positive. Therefore, climate functions as an essential antecedent of satisfaction, supporting the motivational pathway of the model.

Influence of Organizational Climate on Burnout

The analysis reveals that organizational climate significantly decreases burnout, as indicated by a negative and statistically significant coefficient. A climate characterized by support, transparency, and collaborative norms provides psychological resources that mitigate emotional exhaustion and cynicism (Maslach et al., 2001). These results align with the Job Demands–Resources Model, which posits that work environments rich in resources protect employees from strain (Bakker & Demerouti, 2007). Empirical studies confirm that an inclusive and supportive climate lowers the psychological costs of demanding public-sector work (Hanifeliza & Putri, 2024; Aboramadan et al., 2020).

The significance of the effect underscores the protective value of climate in high-pressure organizational contexts. Supportive norms reduce ambiguity, conflicts, and feelings of isolation—all of which are known drivers of burnout in administrative institutions. With adequate relational and procedural resources, employees maintain higher emotional stability and resilience (Colquitt et al., 2021; Robbins & Judge, 2022). As such, organizational climate functions as a systemic buffer that helps sustain employee well-being.

Influence of Organizational Climate on Employee Performance

The study finds that organizational climate does not significantly influence employee performance, as the coefficient associated with this relationship is statistically negligible. This suggests that climate alone does not directly translate into behavioral performance improvements within highly formalized bureaucratic systems. Employees may perceive a positive climate but remain bound by procedural constraints that limit the immediate expression of enhanced performance (Robbins & Judge, 2022). These results support earlier research that climate affects performance primarily through mediating psychological states such as job satisfaction (Hanifeliza & Putri, 2024).

The pattern of full mediation through job satisfaction indicates that climate must first be internalized emotionally before influencing performance outcomes. Climate provides foundational psychological cues, but performance behaviors require deeper motivational activation that satisfaction delivers (Colquitt et al., 2021). This dynamic is consistent with public administration studies emphasizing that structural context alone is insufficient to drive performance unless it translates into meaningful affective responses (Gunawan et al., 2025). Thus, climate functions as an indirect rather than direct determinant of performance.

Influence of Work Competence on Job Satisfaction

The statistical results indicate that work competence significantly enhances job satisfaction, supported by a meaningful coefficient and a t-value exceeding the criterion for significance. Employees who possess adaptability, critical reasoning, and collaborative capabilities experience greater mastery and confidence in performing their tasks (Iskamto, 2022). These abilities reduce frustration and foster a sense of achievement, which enhances satisfaction through intrinsic motivation (Satriawan, 2022). The findings align with prior research demonstrating that competence strengthens satisfaction by enabling employees to meet role expectations effectively (Wulandari et al., 2023).

Competence becomes increasingly crucial within digitally transforming institutions where employees face complex systems and evolving procedural requirements. Individuals who feel capable of navigating these challenges are more likely to experience positive affective outcomes and reduced anxiety. HRM theory suggests that competence development enhances autonomy and professional identity, both of which contribute to job satisfaction (Dessler, 2021; Noe et al., 2022). Thus, competence

functions as a psychological enabler that supports the motivational pathway within the dual-mediation framework.

Influence of Work Competence on Burnout

The analysis indicates that work competence does not have a significant effect on burnout, as the coefficient lacks statistical significance. This suggests that competence, although vital for performance, does not substantially reduce emotional exhaustion or depersonalization (Maslach et al., 2001). High-competence employees may still experience strain when confronted with heavy administrative workloads, frequent policy changes, and procedural complexity factors external to their ability (Bakker & Demerouti, 2007). These results indicate that burnout is less influenced by individual capabilities than by contextual and relational factors such as climate and leadership.

This finding aligns with studies showing that competence enhances performance but does not necessarily shield employees from emotional fatigue unless accompanied by strong organizational support (Wulandari et al., 2023; Gunawan et al., 2025). Competence enables employees to meet job demands, yet it does not replenish the psychological resources needed to cope with prolonged stress. Therefore, the absence of significance underscores that burnout mitigation requires systemic interventions rather than reliance on individual strengths. This insight refines theoretical understanding in the public-sector domain by highlighting the limits of individual competence.

Influence of Work Competence on Employee Performance

The empirical results show that work competence exerts the strongest direct effect on employee performance among all predictors, supported by a large positive coefficient and a highly significant *t*-value. Employees who possess high adaptability, analytical skill, and collaboration capacity demonstrate superior task execution and contextual performance (Iskamto, 2022). These abilities directly influence productivity, accuracy, and service responsiveness, which are critical in revenue administration contexts (Satriawan, 2022). The findings reaffirm AMO theory, positioning competence as the primary driver of performance outcomes.

Given the increasing digitization of public finance management, competence becomes indispensable for meeting organizational performance standards. Employees with strong technical and cognitive abilities navigate complex tax systems more efficiently, produce higher-quality outputs, and adjust more quickly to procedural reforms. Human resource management literature similarly underscores the importance of competence development as a strategic lever for enhancing organizational effectiveness (Dessler, 2021; Noe et al., 2022). Thus, competence serves as a structural engine of performance within Bapenda Surabaya.

Influence of Job Satisfaction on Employee Performance

The findings show that job satisfaction significantly improves employee performance, confirmed by a positive and statistically significant coefficient. Employees who feel satisfied with their work are more engaged, motivated, and committed to meeting performance expectations (Robbins & Judge, 2022). Satisfaction enhances both task performance and discretionary behaviors such as cooperation and initiative, consistent with social exchange theory (Colquitt et al., 2021). This effect aligns with studies showing that satisfaction is a crucial driver of service quality and productivity in the public sector (Gunawan et al., 2025).

The strength of the relationship highlights the central role of satisfaction as a psychological mediator between organizational conditions and behavioral outcomes. When climate, competence, and leadership improve satisfaction, employees channel these positive emotions into improved performance. This mirrors previous findings that satisfaction provides the motivational energy necessary to sustain performance even in highly regulated environments (Hanifeliza & Putri, 2024). Thus, job satisfaction represents the primary motivational pathway of the dual-mediation structure.

Influence of Burnout on Employee Performance

The analysis reveals that burnout does not significantly influence employee performance, as the coefficient lacks statistical significance. Despite experiencing emotional exhaustion or cynicism, employees appear able to maintain their performance levels, possibly due to strong organizational norms, formal accountability mechanisms, or internalized public service values (Robbins & Judge,

2022). This deviates from traditional burnout theory, which predicts performance decline with increased exhaustion (Maslach et al., 2001). However, recent public administration research has identified similar resilience patterns among government employees (Bhaskara et al., 2024).

The insignificance of burnout suggests the presence of moderating variables such as resilience, peer support, or duty orientation that shield performance from psychological strain. The Job Demands Resources Model recognizes that individuals with high external demands may still sustain performance if buffer resources exist (Bakker & Demerouti, 2007). This finding offers a meaningful theoretical refinement by showing that burnout does not always translate into behavioral deficits in bureaucratic structures. Instead, its influence appears more pronounced on well-being rather than performance outcomes.

CONCLUSION

This study provides comprehensive empirical evidence that employee performance at Bapenda Surabaya is shaped through intertwined motivational and structural mechanisms, with transformational leadership, organizational climate, and work competence each contributing distinct roles within the organizational system. Transformational leadership demonstrates consistent influence by strengthening job satisfaction, reducing burnout, and directly enhancing performance, confirming its dual function as both a motivational driver and a psychological buffer. Organizational climate improves satisfaction and lowers burnout, yet its non-significant direct effect on performance indicates that positive environmental perceptions must first translate into favorable affective states before generating behavioral change. Meanwhile, work competence emerges as the strongest direct predictor of performance and a significant contributor to job satisfaction, although it does not mitigate burnout, highlighting the limits of technical ability in addressing emotional strain. The mediation analysis confirms job satisfaction as the dominant mechanism through which organizational and individual factors shape performance, whereas burnout does not significantly predict performance, suggesting the presence of occupational resilience characteristic of public-sector employees. Collectively, these findings underscore the primacy of motivational pathways over strain-based pathways in explaining performance outcomes and offer actionable insights for designing leadership development, climate enhancement, and competence-building strategies in government revenue institutions.

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