

DETERMINATION OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT AND TECHNICAL ABILITY TOWARDS EMPLOYEE PERFORMANCE IN THE FIELD OF ENFORCEMENT AND INVESTIGATION AT THE MAIN SERVICE OFFICE OF CUSTOMS AND EXCISE TYPE B BATAM WITH MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

Study This aim For analyze And prove in a way empirical determination leadership transformational , commitment organization , and ability technical to performance employee on Field Enforcement And Investigation (P2) at the Service Office Main (KPU) Customs and Excise Type B Batam , with motivation Work as intervening variables . Approach research used is quantitative with method survey . Population study covers all over Customs officer Batam as many as 277 people, and sample study counted use formula Slovin at a margin of error of 5%, resulting in 164 respondents employee . Data collection using questionnaire with Scale Likert (1–5). Technique data analysis applying Structural Equation Modeling based on Partial Least Squares (SEM-PLS) and testing reliability instrument Cronbach's Alpha. The results of the study indicate that transformational leadership, organizational commitment, and technical ability have a positive and significant effect on employee work motivation and performance directly. Furthermore, work motivation is proven to play a significant role as a mediating variable that strengthens the influence of the three independent variables on employee performance. Simultaneously, transformational leadership, organizational commitment, and technical ability have a significant effect on employee work motivation and performance in the P2 Division of the Batam Type B Customs and Excise KPU.

Keywords: Transformational Leadership, Organizational Commitment, Technical Ability, Work Motivation, Employee Performance, SEM-PLS

1. INTRODUCTION

In the era of globalization and free trade, the Directorate General of Customs and Excise (DJBC) plays a strategic role in maintaining national economic stability through monitoring the flow of export-import goods, enforcing customs law, as well as optimization reception country. Wrong One unit Work Which own function vital in carrying out supervisory and law enforcement duties in strategic border areas is the Batam Type B Customs and Excise Main Service Office (KPU), especially in the Enforcement and Investigation (P2) Sector. Based on Report Performance General Election Commission BC Type B Batam, achievement Mark Performance Organization (NKO) in a way macro is on a positive trend and is categorized as "Green," with 16 IKUs achieved in 2022, 17 IKUs achieved in 2023 with a value of 113.64, and the NKO increasing to 116.84 in 2024. However, the search A deeper look at the micro operational level in the Enforcement and Investigation Sector shows a performance gap .

Table 1.1 General Overview of the Performance of Batam Type B Customs and Excise KPU Employees

Key Performance Indicators (KPIs)	Target (%)	Realization (%)	Achievements
Number of customs violation cases that were successfully prosecuted	100	87	Not optimal
Percentage of completion of investigation report results	100	85	Needs improvement

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Number of technical training sessions attended by P2 employees	10 activities	6 activities	Low
Job satisfaction level of P2 employees (internal survey)	80	72	Currently
Work motivation level (mean Likert scale score 1–5)	–	3.2	Currently

Although the organizational performance of the Batam Customs and Excise Office Type B has shown good results, gaps remain in several performance indicators of the Enforcement and Investigation Division. Research data shows that the number of customs violation cases successfully prosecuted reached 87% of the 100% target, while the completion of investigation reports reached 85%. Furthermore, only 6 of the 10 planned technical training activities were attended by employees, while the level of job satisfaction was at 72% of the 80% target and work motivation had an average score of 3.2 on a Likert scale of 1–5.

These conditions indicate that there is room to improve employee performance, particularly through strengthening internal organizational factors. Transformational leadership is considered crucial because leaders can provide inspiration, vision, support, and stimulation to employees. Organizational commitment is also necessary because employees who feel strongly attached to and loyal to the organization tend to have a greater sense of responsibility. Furthermore, technical skills are crucial because enforcement and investigation work require mastery of regulations, examination procedures, case analysis, and investigative skills.

Work motivation is positioned as an intervening variable in this study. Motivation is viewed as a mechanism that can explain how transformational leadership, organizational commitment, and technical skills relate to employee performance. Therefore, this study attempts to analyze the direct and indirect relationships between these variables. Based on these conditions, this study aims to analyze the influence of transformational leadership, organizational commitment, and technical capabilities on employee work motivation and performance and to analyze the role of work motivation as an intervening variable in the Enforcement and Investigation Sector of the Batam Type B Customs and Excise KPU.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is a crucial aspect of human resource management because it reflects the extent to which an individual is capable of carrying out their duties in accordance with their assigned responsibilities. According to Mangkunegara (2019), employee performance is the work results, both in terms of quality and quantity, achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. This definition emphasizes that performance is measured not only by the amount of work completed but also by the quality of the results displayed. Furthermore, Armstrong & Taylor (2020) define employee performance as the achievement of individual work results influenced by ability, competence, motivation, and organizational support. This definition highlights that performance does not exist in isolation but is influenced by interconnected internal and external factors.

2.2 Work Motivation

Work motivation is a psychological factor that drives someone to act, strive, and commit to completing their work tasks. According to Mangkunegara (2019), work motivation is a condition that drives employees to achieve individual and organizational goals through the execution of their duties. Motivation is viewed as an internal energy that drives work behavior, resulting in optimal performance. Luthans (2020) explains that work motivation is a process that begins with physiological and psychological needs that create a drive in an individual to take certain actions to achieve goals. This definition emphasizes that work motivation is closely related to individual needs and satisfaction. Meanwhile, Robbins & Judge (2021) define work motivation as a set of processes that explain an individual's intensity, direction, and persistence in achieving work goals. This means that motivation is not only related to how strong an employee's drive to work (intensity) is, but also how consistent and directed that effort is. Work motivation is an internal and external force that drives employees to perform work with a certain intensity, direction, and persistence in order to achieve individual and organizational goals. Indicators of work motivation in this study include work quality, work discipline, initiative, responsibility, and persistence.

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2.3 Transformational Leadership

Transformational leadership is a leadership style that emphasizes the leader's ability to inspire, build a shared vision, empower subordinates, build trust, and encourage individual development and innovation. The dimensions used include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership does not emerge spontaneously but is formed through a combination of internal and external factors that shape the leader's personality, behavior, and ability to inspire subordinates. According to Bass & Riggio (2021), transformational leadership is influenced by the leader's personal characteristics, organizational culture, and the situation and dynamics of the work environment. Transformational leadership is a leadership model oriented toward change, development, and empowerment of human resources within an organization. This concept was first introduced by James MacGregor Burns (1978) and further developed by Bernard M. Bass (1985), who then identified four main dimensions or indicators of transformational leadership known as the "Four I's": *Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration*.

2.4 Organizational Commitment

Organizational commitment is often understood as a psychological state in which an employee feels emotionally, cognitively, and behaviorally connected to the organization where they work. For example, a study by Mikkay Wong Ei Leen, Abdull Rahman, and Yusof (2019) stated that organizational commitment reflects the extent to which individuals identify with the organization, believe in its values, and desire to remain a part of it. This suggests that organizational commitment is not simply about "wanting to stay" but also about "wanting to contribute" in the long term.

2.5 Technical Skills

Technical competence is often understood as a combination of specialized knowledge and operational skills required to perform job tasks effectively and efficiently. For example, a study by Ernita Sulistyorini and Nur Wening (2025) stated that technical competence is a key factor in supporting employee productivity and effectiveness in various public and private sectors. They showed that employees with adequate technical skills tend to complete tasks more quickly, produce quality output, and are able to adapt to changes in technology and work systems. In the context of government organizations such as enforcement and investigation units, this technical competence is crucial because the work requires analyzing violation methods, implementing regulations, and using information systems. Therefore, employee technical competence is directly correlated with operational performance. Furthermore, in an article by Mochamad Rizki Sadikin (2024) entitled *Employee Competencies Strategy; A Human Resource Management Perspective*, technical skills are described as part of employee competencies that include "knowledge, expertise, and work skills" that directly affect individual and organizational performance. Sadikin emphasized that in the modern work era, including digital and hybrid environments, technical skills are not only about mastering tools or procedures, but also include understanding new technologies, analytical skills, and the application of practical solutions in the context of work tasks.

2.6 Hypothesis

1. Transformational leadership influences employee work motivation .
2. Organizational commitment has an impact on work motivation employee .
3. Technical skills have an impact on work motivation employee .
4. Transformational leadership influences employee performance .
5. Organizational commitment affect performance employee
6. Technical skills affect performance employee .
7. Work motivation influences employee performance .
8. Work motivation mediates the influence of transformational leadership on employee performance .
9. Work motivation mediating the influence of commitment organization on performance employee
10. Work motivation mediating influence technical skills on performance employee .
11. Transformational leadership, organizational commitment, and technical skills have a simultaneous influence on work motivation.
12. Leadership transformational, commitment organization, ability technical, And motivation Work influential simultaneously on employee performance.

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3. RESEARCH METHODS

This research employed a quantitative approach. This approach objectively measures research variables through numerical data and statistically tests the relationships between variables. Data were obtained by distributing questionnaires to respondents who were employees in the work units studied.

The research was conducted at the Batam Type B Main Customs and Excise Service Office. The study population consisted of 277 employees.

The research instrument used a closed questionnaire with a five-level Likert scale, namely strongly agree with a score of 5, agree with a score of 4, disagree with a score of 3, disagree with a score of 2, and strongly disagree with a score of 1.

Data analysis used Partial Least Squares (PLS), which includes an outer model evaluation to test construct validity and reliability and an inner model evaluation to analyze structural relationships between variables. Hypothesis testing was conducted based on t-statistic and p-value with the criteria of t-statistic > 1.96 and p-value < 0.05.

4. RESEARCH RESULTS AND DISCUSSION

4.1. RESULTS

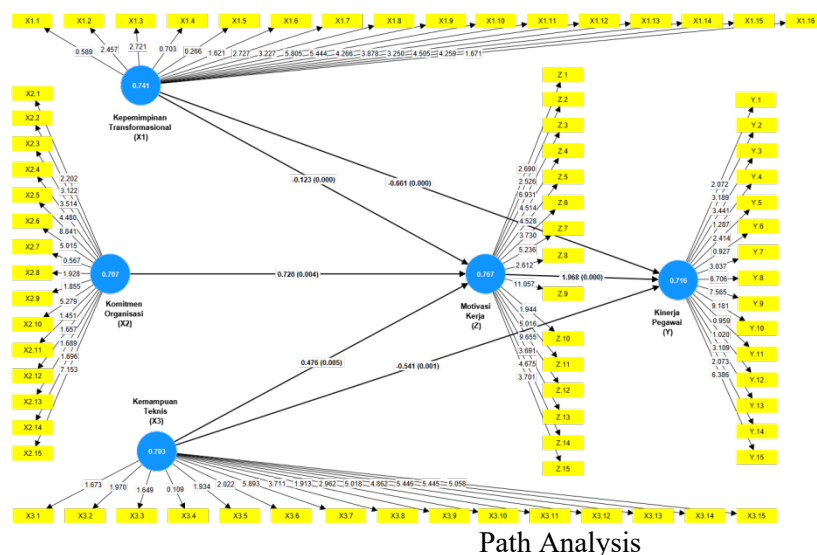


Table 4.2 Cross Loading

	Technical Ability (X3)	Transformational Leadership (X1)	Employee Performance (Y)	Organizational Commitment (X2)	Work Motivation (Z)
X1.1	0.184	0.055	-0.067	0.223	0.138
X1.2	0.435	0.566	0.470	0.420	0.501
X1.3	0.464	0.474	0.316	0.520	0.481
X1.4	0.481	0.531	0.448	0.416	0.464
X1.5	0.463	0.507	0.364	0.547	0.493
X1.6	0.257	0.483	0.426	0.447	0.408
X1.7	0.515	0.579	0.472	0.562	0.520
X1.8	0.366	0.308	0.200	0.351	0.317

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X1.9	0.285	0.327	0.169	0.283	0.370
X1.10	0.160	0.252	0.247	0.207	0.193
X1.11	0.105	0.070	0.013	-0.016	0.098
X1.12	0.057	-0.026	-0.153	0.058	0.081
X1.13	0.377	0.317	0.180	0.400	0.347
X1.14	0.414	0.405	0.240	0.371	0.435
X1.15	0.365	0.314	0.223	0.332	0.307
X1.16	0.316	0.614	0.456	0.522	0.587
X2.1	0.324	0.330	0.282	0.346	0.335
X2.2	0.280	0.464	0.400	0.502	0.486
X2.3	0.162	0.105	0.011	0.139	0.135
X2.4	0.162	0.183	0.127	0.135	0.131
X2.5	0.220	0.205	0.083	0.190	0.183
X2.6	0.163	0.252	0.197	0.166	0.160
X2.7	0.446	0.331	0.370	0.536	0.518
X2.8	0.430	0.474	0.354	0.460	0.445
X2.9	0.297	0.408	0.364	0.384	0.372
X2.10	0.347	0.535	0.443	0.535	0.518
X2.11	0.538	0.650	0.598	0.654	0.633
X2.12	0.322	0.429	0.485	0.546	0.528
X2.13	0.022	0.137	0.062	0.056	0.055
X2.14	0.211	0.284	0.195	0.213	0.206
X2.15	0.073	0.196	0.009	0.196	0.190
X3.1	0.277	0.286	0.159	0.326	0.286
X3.2	0.414	0.365	0.305	0.379	0.375
X3.3	0.493	0.379	0.415	0.309	0.407
X3.4	0.491	0.450	0.348	0.307	0.455
X3.5	0.584	0.332	0.456	0.368	0.509
X3.6	0.545	0.462	0.353	0.458	0.531
X3.7	0.501	0.479	0.349	0.304	0.469
X3.8	0.193	0.235	-0.012	0.153	0.295
X3.9	0.192	0.266	0.056	0.092	0.240
X3.10	-0.012	0.064	0.038	-0.032	-0.047
X3.11	0.261	0.244	0.237	0.256	0.203
X3.12	0.264	0.197	0.220	0.218	0.220
X3.13	0.453	0.411	0.312	0.360	0.427
X3.14	0.421	0.332	0.307	0.343	0.384
X3.15	0.253	0.204	0.229	0.357	0.196
Y.1	0.292	0.221	0.301	0.235	0.237
Y.2	0.483	0.531	0.697	0.540	0.588
Y.3	0.057	0.165	0.150	0.169	0.118
Y.4	0.184	0.185	0.205	0.053	0.152
Y.5	0.417	0.509	0.529	0.394	0.393

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Y.6	0.094	0.090	0.210	0.137	0.218
Y.7	0.513	0.535	0.685	0.600	0.564
Y.8	0.260	0.178	0.352	0.186	0.328
Y.9	0.231	0.185	0.329	0.233	0.302
Y.10	0.150	0.068	0.161	0.171	0.148
Y.11	0.142	0.158	0.316	0.383	0.317
Y.12	0.028	0.132	0.130	0.177	0.112
Y.13	0.293	0.289	0.368	0.358	0.298
Y.14	0.362	0.397	0.553	0.503	0.482
Y.15	0.441	0.467	0.605	0.455	0.503
Z.1	0.345	0.367	0.414	0.310	0.410
Z.2	0.264	0.296	0.268	0.415	0.337
Z.3	0.575	0.490	0.528	0.381	0.552
Z.4	0.553	0.454	0.468	0.421	0.522
Z.5	0.295	0.296	0.287	0.390	0.346
Z.6	0.337	0.367	0.412	0.356	0.418
Z.7	0.485	0.490	0.260	0.537	0.447
Z.8	0.218	0.243	0.216	0.121	0.222
Z.9	0.453	0.472	0.360	0.566	0.490
Z.10	0.335	0.273	0.307	0.389	0.359
Z.11	0.466	0.544	0.428	0.534	0.530
Z.12	0.261	0.308	0.256	0.351	0.317
Z.13	0.476	0.566	0.350	0.542	0.502
Z.14	0.232	0.264	0.221	0.282	0.270
Z.15	0.560	0.620	0.600	0.630	0.667

Source : Primary data processed (2026)

The results of the measurement model evaluation indicate that the research constructs generally have adequate discriminant validity. Cross-loading results indicate that the indicators for transformational leadership, organizational commitment, technical ability, work motivation, and employee performance generally represent their respective constructs.

4.1.2 Convergent Validity

Table 4.3 Results of Instrument Validity Test Using *Loading Factor*

	Technical Ability (X3)	Transformational Leadership (X1)	Employee Performance (Y)	Organizational Commitment (X2)	Work Motivation (Z)
X1.1		0.706			
X1.2		0.757			
X1.3		0.747			
X1.4		0.753			
X1.5		0.751			
X1.6		0.748			
X1.7		0.758			
X1.8		0.731			
X1.9		0.733			

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X1.10		0.725			
X1.11		0.707			
X1.12		0.703			
X1.13		0.732			
X1.14		0.740			
X1.15		0.731			
X1.16		0.761			
X2.1				0.735	
X2.2				0.750	
X2.3				0.714	
X2.4				0.713	
X2.5				0.719	
X2.6				0.717	
X2.7				0.754	
X2.8				0.746	
X2.9				0.738	
X2.10				0.754	
X2.11				0.765	
X2.12				0.746	
X2.13				0.706	
X2.14				0.721	
X2.15				0.720	
X3.1	0.728				
X3.2	0.741				
X3.3	0.749				
X3.4	0.749				
X3.5	0.758				
X3.6	0.754				
X3.7	0.750				
X3.8	0.719				
X3.9	0.719				
X3.10	0.701				
X3.11	0.726				
X3.12	0.726				
X3.13	0.745				
X3.14	0.742				
X3.15	0.725				
Y.1			0.730		
Y.2			0.770		
Y.3			0.715		
Y.4			0.721		
Y.5			0.753		
Y.6			0.721		

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Y.7			0.769		
Y.8			0.735		
Y.9			0.733		
Y.10			0.716		
Y.11			0.732		
Y.12			0.713		
Y.13			0.737		
Y.14			0.755		
Y.15			0.761		
Z.1					0.741
Z.2					0.734
Z.3					0.755
Z.4					0.752
Z.5					0.735
Z.6					0.742
Z.7					0.745
Z.8					0.722
Z.9					0.749
Z.10					0.736
Z.11					0.753
Z.12					0.732
Z.13					0.750
Z.14					0.727
Z.15					0.767

Source : Primary data processed (2026)

4. 1.4 Reliability Test

Table 4.4 Calculation of AVE, Cronbach Alpha , and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Technical Ability (X3)	0.703	0.746	0.769	0.615
Transformational Leadership (X1)	0.741	0.782	0.715	0.617
Employee Performance (Y)	0.716	0.793	0.716	0.617
Organizational Commitment (X2)	0.707	0.751	0.767	0.515
Work Motivation (Z)	0.767	0.795	0.772	0.519

Source : Primary data processed (2026)

4.5 R² (R-square) Results

In assessing a model using PLS, we begin by looking at the *R-square* for each dependent latent variable. The results of the R2 calculationⁱⁿ this study are as follows:

Table 4.5 Correlation Value (r²)

	R-square	R-square adjusted
Employee Performance (Y)	0.774	0.769
Work Motivation (Z)	0.829	0.802

Source : Primary data processed (2026)

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4.6. Testing Hypothesis

a. Direct Effects Test

direct effects test was conducted to determine influence direct between variables in the research model .

Table 4.6 *Direct Effects* Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Technical Ability (X3) -> Employee Performance (Y)	0.474	0.451	0.111	4,266	0,000
Technical Ability (X3) -> Work Motivation (Z)	0.476	2,367	101,380	0.005	0.996
Transformational Leadership (X1) -> Employee Performance (Y)	0.476	57,602	3992,055	0,000	1,000
Transformational Leadership (X1) -> Work Motivation (Z)	0.405	0.371	0.148	2,727	0.006
Organizational Commitment (X2) -> Work Motivation (Z)	0.314	0.308	0.097	3,227	0.001
Organizational Commitment (X2) -> Employee Performance (Y)	0.410	0.376	0.152	2,690	0.007
Work Motivation (Z) -> Employee Performance (Y)	0.352	0.340	0.110	3,189	0.001

Source : Primary data processed (2026)

b. Indirect Test

Table 4.7 *Indirect Effects* Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Technical Ability (X3) -> Work Motivation (Z) -> Employee Performance (Y)	0.937	-15,190	1333,700	0.001	0.999
Transformational Leadership (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0.418	0.420	0.089	4,675	0,000
Organizational Commitment (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.447	0.429	0.121	3,701	0,000

Source : Primary data processed (202 6)

c. Test Simultan

Table 4.9 *Test Simultan*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transformational Leadership (X1) -> Organizational Commitment (X2) -> Technical Ability (X3) -> Work Motivation (Z)	0.125	0.112	0.038	3,265	0.001
Transformational Leadership (X1) -> Organizational Commitment (X2) -> Technical Ability (X3) -> Work Motivation (Z) -> Employee Performance (Y)	0.103	0.085	0.043	2,397	0.017

4.2 DISCUSSION

1. Leadership Transformational to Performance Employee

Leadership transformational influential No significant in a way direct to performance employee . In context Field Enforcement And Investigation , work nature technical , structured , and arranged by standard operational And provision legislation . By Because that , performance employee No only determined by style leadership , but Also by competence , procedures , responsibilities answer professional , and motivation .

2. Commitment Organization to Performance Employee

Commitment organization influential positive And significant to performance employee . Employees who have commitment tall tend own loyalty , sense of responsibility responsibility , integrity , and willingness give more contributions big to organization .

3. Ability Technical to Performance Employee

Ability technical is Wrong One the strongest factor in the research model Because influential positive And significant to performance employee with a t- statistic of 4.266. Results the show that the more Good mastery knowledge , skills , technology , and solution problem technical , increasingly tall performance employee .

4. Motivation Work to Performance Employee

Motivation Work influential positive And significant to performance employee . Employees who have motivation tall tend show Spirit work , discipline , initiative , responsibility answer , and more perseverance Good . With Thus , the increase motivation become Wrong One strategy important in increase performance employee .

5. Leadership Transformational to Work motivation

The research results show that transformational leadership has a positive and significant effect on work motivation. This means that the better a leader's ability to provide inspiration, direction, support, and attention to employees, the higher their work motivation. This finding demonstrates the importance of leadership in creating a work environment that encourages employees to work harder and more responsibly.

6. Commitment Organization to Work motivation

Organizational commitment has been shown to have a positive and significant impact on work motivation. Employees who feel a sense of belonging, loyalty, and attachment to the organization tend to be more motivated to contribute their best. These results confirm that strengthening organizational commitment is a crucial component in increasing employee motivation.

7. Ability Technical to Work motivation

Ability technical influential No significant to Work motivation . These findings suggest that mastery of technical knowledge and skills does not necessarily directly increase employees' psychological drive to work. Technical ability is more related to an employee's capacity to complete a task, while motivation can be influenced by leadership, commitment, rewards, the work environment, and other psychological factors.

8. Role Motivation as Intervening Variables

Work motivation plays a crucial role in explaining the relationship between transformational leadership and performance. The influence of transformational leadership on performance occurs through increased work motivation, thus acting as a full mediator.

In the relationship between organizational commitment and performance, motivation serves as a partial mediator. This means that organizational commitment can improve performance both directly and through increased work motivation.

Meanwhile, technical competence directly impacts performance and does not require a motivational mechanism as a mediator. This demonstrates that technical competence is a capacity directly required to carry out technical enforcement and investigative tasks.

5. CONCLUSION AND SUGGESTIONS

5.1 CONCLUSION

Based on the research results, it can be concluded that:

1. Leadership transformational influential No significant to performance employee .
2. Commitment organization influential positive And significant to performance employee .
3. Ability technical influential positive And significant to performance employee .
4. Motivation Work influential positive And significant to performance employee .
5. Leadership transformational influential positive and significant on employee work motivation.
6. Organizational commitment has a positive and significant effect on employee work motivation.

DETERMINATION OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT AND TECHNICAL ABILITY TOWARDS EMPLOYEE PERFORMANCE IN THE FIELD OF ENFORCEMENT AND INVESTIGATION AT THE MAIN SERVICE OFFICE OF CUSTOMS AND EXCISE TYPE B BATAM WITH MOTIVATION AS AN INTERVENING VARIABLE

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7. Ability technical influential No significant to work motivation .
8. Motivation Work capable mediating the influence of transformational leadership on employee performance through full mediation.
9. Work motivation is able to mediate the influence of organizational commitment on employee performance through partial mediation.
10. Work motivation is not able to mediate the influence of technical ability on employee performance.
11. Transformational leadership, organizational commitment, and technical skills simultaneously have a significant influence on work motivation.
12. Transformational leadership, organizational commitment, technical skills, and work motivation simultaneously have a significant influence on employee performance.

Overall, the research results indicate that improving employee performance requires an integrated approach. Transformational leadership primarily plays a role through increased motivation, while organizational commitment, technical skills, and work motivation contribute directly to performance.

5.2 SUGGESTION

For the Batam Type B Customs and Excise Office, developing transformational leadership requires open communication, motivation, coaching, mentoring, guidance, and role modeling. These efforts are expected to strengthen employee motivation.

Organizations also need to strengthen their commitment through a professional work culture, increased employee engagement, recognition of achievement, and a conducive work environment. Technical capabilities need to be developed through technical education and training, competency certification, workshops, technical guidance, and digital skills development in line with technological developments and customs regulations.

Work motivation can be increased through a fair reward system, opportunities for promotion and career development, performance feedback, and improved employee welfare.

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