



The Effect of Bureaucratic Simplification and Transformational Leadership on Employee Performance with Motivation as an Intervening Variable in Ministry of Tourism

Yashinta Novia Mayasari¹, Siti Safaria^{2*}

ABFII Perbanas

Corresponding Author: Siti Safaria siti.safaria@perbanas.id

ARTICLE INFO

Keywords: Bureaucratic Simplification, Transformational Leadership, Motivation, Performance

Received : 4 December 2025

Revised : 20 January 2026

Accepted: 20 February 2026

©2026 Mayasari, Safaria: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study is to analyze the effect of bureaucratic simplification and transformational leadership on employee performance with motivation as an intervening variable in the Ministry of Tourism. This study uses a case study method with a quantitative approach. The variables studied are bureaucratic simplification (X1), leadership (X2), employee performance (Y), and motivation (Z) at the Ministry of Tourism. The unit of analysis in this study is the Ministry of Tourism, located at Jalan Medan Merdeka Barat No. 17, Central Jakarta. The research period was from November to December 2025. This study uses primary data collected through a questionnaire with a 5-point Likert scale conducted using the Google Forms platform. The target population includes civil servants at the Ministry of Tourism, with a focus on Structural Officials, Functional Officials, and Executive Officials, totaling 862 employees. The sample used consisted of 274 employees using the Slovin 5% formula. Probability sampling was chosen in this study. Data processing and analysis used Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3 software

INTRODUCTION

Performance in Indonesia's public sector faces complex challenges stemming from rigid bureaucracy, policy politicization, and hierarchical organizational culture. The performance of the State Civil Apparatus (ASN) is a fundamental pillar in realizing good governance and delivering quality public services in Indonesia. In a dynamic global context and with increasingly complex public demands, the Indonesian government has continuously rolled out its Bureaucratic Reform (RB) agenda. Based on Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PermenPANRB) Number 3 of 2023 concerning Amendments to PermenPANRB Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map, the main objective of RB is to create "a clean, effective, and competitive bureaucracy that drives national development and public services." This effort covers various aspects, ranging from institutional restructuring, human resource management, to improving service quality, with the hope of overcoming strategic issues such as a bureaucracy that is not yet fully collaborative and results-oriented.

One of the main focuses of the bureaucratic reform agenda is to streamline work structures and processes to make them more agile, effective, and efficient, so that public services become easier and faster. The formal legal basis for the structural aspects of this policy is PermenPANRB Number 25 of 2021 concerning "Simplification of Organizational Structures in Government Agencies for Bureaucratic Simplification". This regulation mandates the simplification of organizational structures, generally to two levels of organizational units, as a key step in realizing a leaner bureaucracy () consisting of three stages: simplification of organizational structures, equalization of positions, and adjustment of work systems, which often face obstacles in the form of internal resistance, concerns about losing the status quo, and difficulties in changing organizational structures that have been in place for a long time. In addition, the fragmentation of values and work practices based on patron-client relationships has hampered bureaucratic transformation, so that the implementation of reforms is often ineffective and the results have not been significant in terms of overall performance (Ahmad et al., 2023; Shaumi et al., 2023; Sutoro et al., 2024).

The relevance of bureaucratic reform lies not only at the macro policy level, but also in its implementation at the micro level, namely how each ministry and agency is able to translate these policies into improved employee performance and quality of public services. The Ministry of Tourism is one of the government agencies that has extensively implemented bureaucratic simplification. Several policies have been established to support bureaucratic simplification, namely "Regulation of the Minister of Tourism and Creative Economy/Agency for Creative Economy No. 1 of 2021 concerning Organization and Work Procedures" and "Circular Letter of the Secretary of the Ministry of Tourism and Creative Economy/Agency for Creative Economy No. SE/8/OT.01.00/S/2022 concerning the Work System within the Ministry of Tourism and Creative Economy/Agency for Creative Economy." This agency has 862 central employees with Civil Servant (PNS) status, consisting of Structural Officials, Functional Officials, and Executive Officials. In 2021, bureaucratic simplification

was carried out by cutting echelon III (head of division) and echelon IV (head of sub-division) structural positions and transferring them to functional positions. The following is a comparison table of structural positions before and after bureaucratic simplification:

Table 1. Percentage of Organizational Structure Simplification at the Ministry of Tourism

Position	Number of Positions			Percentage of Simplification
	Before Simplification	After Simplification	Deleted	
Echelon III	134	9	125	93.28%
Echelon IV	259	24	235	90.73%
Total	393	33	360	91.6%

Despite the massive implementation of bureaucratic simplification since 2021 and ongoing adjustments, the Ministry of Tourism faces significant challenges in achieving its performance targets for the 2021-2024 period. Of the 16 targets set, the realization of most indicators shows consistent underachievement. The following table shows the Ministry of Tourism's unmet performance targets from 2021 to 2024

Table 2. Unachieved Performance Targets of the Ministry of Tourism

Performance Target	Target	Achievement %			
		2021	2022	2023	2024
Contribution to Tourism GDP	100%	95.83	103.33	95.12	88.79
Value of Creative Economy Product Exports	100	136.84	106.36	88.91	92.95
Number of Domestic Tourist Movements	100	309.74	116.09	68.85	81.69
Total Investment in Tourism and Creative Economy	100	87.72	96.28	114.18	105
Jumlah Graduate of Vocational Tourism College	100	101.88	113.25	98.57	96.03

The table above shows a performance gap phenomenon that needs to be investigated. In 2021, there were two indicators that failed to reach their targets, namely Tourism GDP Contribution (95.83%) and Total Investment in Tourism and Creative Economy (87.72%). However, there was a significant improvement in 2022, where only one target was not achieved, namely Total Investment in Tourism and Creative Economy. Unfortunately, this positive trend did not continue, as in 2023 and 2024, the number of unmet indicators increased again to four indicators. Overall, these data show that achieving performance targets in several tourism sectors remains an ongoing challenge that requires further evaluation.

Leadership is also a crucial factor in managing employee performance, especially during periods of organizational change. Leaders are expected to guide and motivate employees to achieve goals (Mutiara et al., 2023). However,

previous studies have shown inconsistent results regarding the direct influence of leadership on performance. Some studies have found that transformational leadership has a positive effect on performance (Afriani et al., 2023; Mutiara et al., 2023), while others have shown no significant direct effect (Mubarok et al., 2019; Suartama et al., 2024; Wimbo Brasrinanto et al., 2022). This inconsistency creates a gap that highlights the need for a deeper understanding of how leadership affects employee performance and whether this influence is mediated by psychological factors such as motivation.

Employee motivation is widely recognized as a key driver of performance (Afriani et al., 2023; Wimbo Brasrinanto et al., 2022). Human Resource Management plays a crucial role in designing environments and systems that can enhance motivation (Dessler, 2020). Research (Mubarok et al., 2019; Mutiara et al., 2023; Siti Rochani et al., 2024) specifically shows that motivation can mediate the relationship between organizational factors (including bureaucratic simplification and leadership) and employee performance. However, there are also findings such as (Afriani et al., 2023) which show that mediation by motivation may not be significant. This gap emphasizes the urgency to investigate the mediating role of motivation in more detail in the context of the Ministry of Tourism, especially since the complex process of bureaucratic simplification can significantly affect the psychological conditions and motivation of employees. Based on the background description, the objectives of this study are as follows

1. To analyze the effect of bureaucratic simplification on motivation in the Ministry of Tourism.
2. To analyze the effect of transformational leadership on motivation in the Ministry of Tourism.
3. Analyzing the effect of bureaucratic simplification on performance in the Ministry of Tourism.
4. Analyzing the influence of transformational leadership on performance at the Ministry of Tourism.
5. Analyzing the effect of motivation on performance at the Ministry of Tourism.
6. Analyzing the effect of bureaucratic simplification on employee performance through motivation at the Ministry of Tourism.
7. Analyzing the effect of transformational leadership on employee performance through motivation at the Ministry of Tourism

LITERATURE REVIEW

Employee Performance

Employee performance is the end result of all Strategic HRM practices. According to Dessler (2020), employee performance is the result of an individual's work in carrying out tasks in accordance with the standards set by the organization, which is assessed through a performance management system. This includes the extent to which an individual's contribution supports the achievement of the company's strategic objectives. (Robbins et al., 2024) asserts that individual performance in an organization is influenced by three main factors, namely ability, motivation, and opportunity. These factors determine the

extent to which employees are able to achieve the expected performance targets. An important issue identified in this study is the phenomenon of a performance gap in the Ministry of Tourism, where several of the Ministry's overall performance targets have not been achieved, despite the simplification of bureaucracy. This indicates a gap between expected and actual performance, which needs to be explained. This gap indicates that the factors that influence performance, such as ability, motivation, and opportunity, may not yet be functioning optimally in the context of the Ministry of Tourism after bureaucratic simplification.

In the context of public organizations, employee performance management is specifically regulated by Government Regulation No. 30 of 2019 concerning Civil Servant Performance Appraisal. This regulation is an important basis for measuring and assessing the performance of civil servants. According to this regulation, the performance of civil servants is assessed based on two main components: Work Results, which refer to the achievement of Employee Performance Targets (SKP), and Work Behavior, which covers aspects of attitude and ethics at work. Performance, as the work results achieved by each employee in a public organization in accordance with SKP and Work Behavior, is evaluated based on the following aspects:

1. Work Results

Refers to the outcomes, intermediate outcomes, outputs, and/or services produced by employees in accordance with Employee Performance Targets. This is in line with the dimensions of Quality of Work Results, Quantity of Work Results, Timeliness, and Efficiency from general performance theory (Robbins et al., 2024).

Indicators:

- Quality of Work Results, which is the level of conformity of work results with established standards or expectations.
- Quantity of Work Output, consisting of the number of products, services, or tasks successfully completed within a certain period of time.
- Timeliness, which is the degree to which employees adhere to the schedule or deadlines set for completing tasks.
- Efficiency, which is the ability of employees to produce work results by using resources (time, budget, etc.) optimally.

2. Work Behavior:

Work behavior is any behavior, attitude, or action taken or not taken by Civil Servants (PNS) in accordance with the provisions of laws and regulations. This dimension measures how PNS carry out their duties and is evaluated based on five main aspects:

- Service Orientation, which is the attitude and behavior of civil servants in providing the best service to the community, superiors, colleagues, related work units, and/or other agencies.
- Commitment, defined as the willingness and ability to align the attitudes and actions of civil servants to achieve organizational goals, prioritizing the interests of the agency over personal or group interests.

- Work Initiative, which is the willingness and ability to generate new ideas, new ways to improve work, and take proactive action. This includes innovations made by civil servants.
- Cooperation, which is the willingness and ability of civil servants to work together with colleagues, superiors, and subordinates in a work unit and other agencies to complete tasks and responsibilities effectively.
- Transformational leadership, which is the ability and willingness of civil servants to motivate and influence subordinates or others related to their field of work in order to achieve organizational goals. This aspect of leadership is only assessed for civil servants who hold senior leadership positions, administrative positions, supervisory positions, and certain functional positions whose activities require leadership skills.

Bureaucratic Simplification

Bureaucratic simplification is part of public administration reform efforts with the main objective of improving efficiency, effectiveness, and flexibility in governance. This approach is in line with the New Public Management (NPM) Theory developed by Osborne et al. (1992), which emphasizes the importance of managing the public sector with principles more similar to those of the private sector, such as results orientation, decentralization, and increasing the competitiveness of public organizations. This policy involves streamlining organizational structures, equalizing positions, and adjusting work systems. The main objective is to create a dynamic, agile, and professional bureaucracy to support public service performance (Shaumi et al., 2023).

One of the main dimensions of NPM is the reduction of hierarchy and increased organizational efficiency, which is in line with the policy of simplifying the bureaucracy, which aims to eliminate unnecessary administrative procedures and encourage more responsive public services. However, the success of this simplification is highly dependent on leadership and motivation. If leadership remains authoritarian or the bureaucratic culture remains rigid, the proposed reforms may encounter structural obstacles and internal resistance (Shaumi et al., 2023). Therefore, in this study, NPM is used as a theory to explain how a public organization can improve its effectiveness and performance through more flexible and adaptive bureaucratic reforms, while also highlighting how motivation mediates the impact of new policies on employee performance.

An important problem in bureaucracy is its often "bloated and hierarchical" structure, which causes sluggish decision-making and a lack of flexibility (Shaumi et al., 2023). In the context of the Ministry of Tourism, although bureaucratic simplification has been implemented on a massive scale since 2021 with significant downsizing of echelon III and IV structural positions, there are allegations that this change is one of the factors affecting the Ministry's failure to achieve several performance targets. This phenomenon shows a gap between the policy objective of increasing efficiency and agility and the reality of suboptimal performance in the field. This indicates that the implementation of bureaucratic simplification may not have been entirely successful in optimizing the work experience of employees and, in turn, their performance.

The gap between the problems that occur and what should happen according to theory can be explained through the perspective of Strategic HRM. Simplifying bureaucracy, as a strategic intervention in Strategic HRM to optimize the utilization of human resources, should positively affect performance (Barlian, 2016). However, the data on unmet performance targets shows that the expected impact has not been fully realized. This indicates that organizational restructuring alone is insufficient; rather, it is necessary to analyze how such changes affect the aspects of work that are relevant to employees.

In the public sector, indicators of bureaucratic simplification are based on PermenPANRB Number 25 of 2021 concerning Organizational Simplification in Government Agencies for Bureaucratic Simplification, which regulates the stages of bureaucratic simplification through:

1. Simplification of Organizational Structure

This first stage involves reducing the number of echelon levels from 4 to 2 (Echelon I and II) and the work system in Government Agencies for Bureaucratic Simplification. This aims to create a flatter and more agile structure (Shaumi et al., 2023).

2. Position Equalization

This stage involves the appointment of Administrative Officials to Functional Positions through adjustments/inpassing to equivalent Functional Positions (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2021). It involves the transfer of structural positions, both Administrative and Supervisory, to functional positions (Associate Expert, Junior Expert, First Expert). This equivalence is expected to recognize the expertise and competence of ASN (Pratama et al., 2022).

3. Adjustment of the Work System

The final stage of this bureaucratic simplification is the improvement and development of the work mechanisms and business processes of Civil Servants by utilizing an electronic-based government system. The goal is for these work system adjustments to encourage the creation of a flexible and results-oriented organization that prioritizes professionalism, transparency, and competence. (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2021). These dimensions are used as operational indicators in this study to measure the extent to which bureaucratic simplification has been implemented in the Ministry of Tourism.

Transformational Leadership

Leadership is the ability to influence, inspire, and facilitate meaningful contributions from employees to the success of the organization (Mutiara et al., 2023). Leadership, as a leader's unique way of influencing, greatly determines the success of implementing organizational changes among subordinates (Wimbo Brasrinanto et al., 2022). Maxwell in (Afriani et al., 2023) explains leadership as a way of influencing people to motivate them to do the right thing, respect their commitments, and achieve common goals. In the context of Human Resource Management (HRM), leadership is an important pillar responsible for developing and motivating employees through various HRM practices (Dessler, 2020).

An important issue identified in this study is that although leadership is expected to influence employee performance, previous studies have shown inconsistent results, with some studies finding no significant direct effect (Mubarok et al., 2019; Suartama et al., 2024; Wimbo Brasrinanto et al., 2022). This creates a gap between theoretical expectations and empirical reality. This inconsistency indicates that the impact of leadership on performance may not always be direct but may operate through more complex mechanisms, such as employees' internal motivation.

To address this issue, this study employs Bass's Transformational Leadership Theory. Transformational leadership involves the process of stimulating, inspiring, and empowering followers to achieve results above expectations (Bass et al., 2006). This theory is relevant because it focuses on how leaders inspire followers to transcend self-interest for the good of the organization (Mutiarra et al., 2023). Transformational leaders motivate followers by stimulating them intellectually, providing individual consideration, and inspiring them through vision and example (Suartama et al., 2024). In the context of bureaucratic simplification, transformational leaders can help employees see the value in change, inspire them to adapt, and foster commitment to new organizational goals.

According to Bass and Riggio (Bass et al., 2006), transformational leadership consists of four main components (Four I's), namely:

1. Idealized Influence / Charisma

Leaders become role models who are respected and trusted by their followers. They demonstrate consistency in their actions and values, as well as a willingness to take personal risks and consider the needs of their followers above their own. This reflects the leader's ability to be a role model that employees follow.

2. Inspirational Motivation

Leaders communicate a clear, challenging, and attractive vision to their followers, inspiring them with high expectations and confidence in their followers' ability to achieve those goals. This shows how leaders generate enthusiasm and optimism.

3. Intellectual Stimulation

Leaders encourage followers to think critically, solve problems rationally, and seek new and effective ways to approach challenges, thereby promoting innovation and creativity. This is relevant in encouraging employee adaptation to new work systems after simplification.

4. Individualized Consideration

Leaders give personal attention to each follower, acting as coaches and mentors. They listen to individual needs and concerns and help them develop their potential. This is important for managing the personal impact of bureaucratic change on each employee.

Based on the above theory of transformational leadership, leadership is the process of inspiring followers to go beyond personal interests for the sake of collective goals. Leaders achieve this by being role models of integrity, communicating a motivating vision, encouraging innovation, and providing

personal support to each individual. In the context of Strategic HRM, this is particularly important because it effectively aligns employee motivation and potential with the organization's strategic vision. The end result is the creation of a productive, innovative, and supportive work environment for mutual growth.

Motivation

Motivation is a fundamental aspect of organizational behavior and is one of the most important focuses in the micro approach to organizational behavior (Luthans, 2011). In the context of Strategic HRM, motivation is an internal drive that directs high effort toward organizational goals, conditioned by the ability of that effort to satisfy individual needs (Robbins et al., 2024). Strategic HRM plays an important role in designing reward systems, work environments, and leadership practices that directly influence employee motivation (Dessler, 2020).

An important issue identified in this study is that although motivation is widely recognized as a key driver of employee performance, the effectiveness of top-down policies, such as bureaucratic simplification, and leadership influence may not directly improve performance unless employees are well motivated. The research gap also shows that although motivation is consistently associated with performance, some studies have found that individual motivation has no direct effect on performance (Firmansyah et al., 2020). This indicates that a deeper understanding of the mechanisms of motivation, especially in the context of organizational change, is needed.

To address this issue, this study uses Vroom's Expectancy Theory (1964). This theory is highly relevant because motivation is an intervening variable, which explains how individuals' perceptions of the relationship between effort, performance, and rewards affect their level of motivation (Robbins et al., 2024). This theory allows for an analysis of how bureaucratic simplification can affect motivation through increased task clarity and reduced barriers, as well as how leadership can clarify the performance-reward relationship and increase valence through recognition or incentives. According to this theory, an individual's motivation to exert effort depends on three main perceived relationships (Robbins et al., 2024):

1. Effort-Performance Relationship (Expectancy)

The probability perceived by individuals that exerting a certain amount of effort will lead to successful performance. This measures employees' belief that their efforts will result in good performance.

Indicators:

- Self-Confidence, employees feel confident that they have sufficient skills and knowledge to complete the tasks assigned to them.
- Task Clarity, employees clearly understand what is expected of them and how to achieve performance targets.
- Resource Availability: Employees feel that they have the tools, information, and support necessary to do their jobs well.

2. Performance-Reward Relationship (Instrumentality)

The extent to which individuals believe that performance at a certain level will lead to the achievement of desired results. This measures employees' belief that good performance will be rewarded.

Indicators:

- A clear reward system, where employees understand the criteria used to determine rewards (e.g., bonuses, promotions) based on performance levels.
- Reward Fairness: Employees feel that the reward system is applied fairly and consistently to everyone with the same performance.
- Performance-Reward Linkage: Employees believe that there is a direct and strong relationship between the performance they demonstrate and the rewards they receive.

3. Reward-Personal Goal Relationship (Valence)

The extent to which rewards or outcomes that may be received from work are attractive or valuable to individuals. This measures how much value employees place on the rewards they may receive.

Indicators:

- Intrinsic Value of Rewards, employees feel that the rewards received (e.g., recognition, sense of achievement, opportunities for growth) have high personal value.
- Extrinsic Value of Rewards: Employees value external rewards (e.g., salary, benefits, bonuses) and consider them important for meeting personal or family needs.
- Relevance of Rewards: Employees feel that the rewards offered are in line with what they want and need in their careers or personal lives.

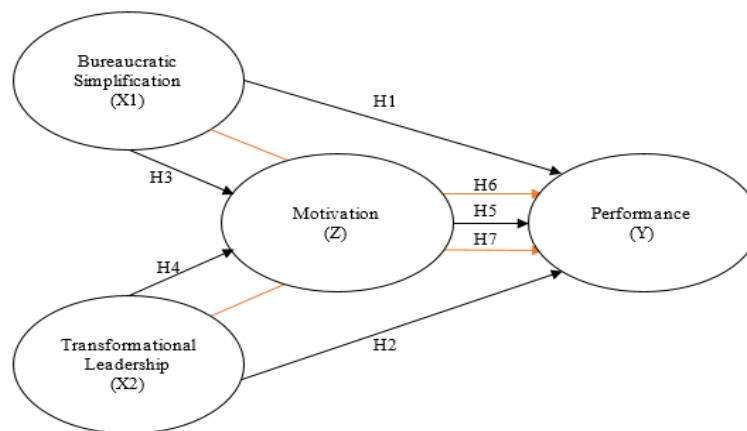


Figure 1. Conceptual Framework

Hypothesis

1. H1: Simplification of bureaucracy has a positive effect on employee performance.
2. H2: Leadership has a positive effect on employee performance.
3. H3: Simplification of bureaucracy has a positive effect on motivation.
4. H4: Leadership has a positive effect on motivation.
5. H5: Motivation has a positive effect on employee performance.
6. H6: Simplification of bureaucracy has a positive effect on employee performance through motivation.
7. H7: Transformational leadership has a positive effect on employee performance through motivation.

METHODS

This study uses a case study method with a quantitative approach. Quantitative research is a research method based on positivism philosophy, used to examine a specific population or sample, collect data using research instruments, and analyze data using quantitative statistics, with the aim of testing predetermined hypotheses (Sugiyono, 2023). This approach allows for the testing of relationships between variables objectively and systematically. The variables studied are bureaucratic simplification (X1), leadership (X2), employee performance (Y), and motivation (Z) at the Ministry of Tourism. The research design focuses on survey-based data collection using structured questionnaires to obtain data from Ministry of Tourism employees.

The unit of analysis in this study is the Ministry of Tourism, located at Jalan Medan Merdeka Barat No. 17, Central Jakarta. The research period was from November to December 2025. This study uses primary data collected through a questionnaire with a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). According to Sugiyono (2023), the Likert scale is part of an interval scale, where the values can be analyzed using statistical methods such as averages and regression. This scale is suitable for measuring respondents' attitudes, opinions, and perceptions of social phenomena. A 5-point scale was chosen because it is easier for respondents to understand and reduces the possibility of survey fatigue and ambiguity in response choices (Sugiyono, 2023).

According to Sugiyono (2023), the population is "an area of generalization consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the target population includes civil servants at the Ministry of Tourism, with a focus on Structural Officials, Functional Officials, and Executive Officials, totaling 862 employees. The selection of this population is relevant because these three groups are the main subjects of organizational change and have a crucial role in performance dynamics after bureaucratic simplification.

This study uses a primary data collection method through a survey with questionnaires from respondents who have been selected according to research criteria. The questionnaire was compiled based on indicators for each variable and was conducted using the Google Forms platform to facilitate access for employees and data collection efficiency. Sugiyono (2023) states that if the population is known, the sample calculation can use the Yamane and Isaac & Michael formulas.

The population of this study is 862 employees at the Ministry of Tourism with a selected significance level of 0.5 (5%), which represents the maximum tolerance limit for errors in the sample. From the sample size calculation above, it was found that the sample to be used consisted of 274 employees. Probability sampling was chosen in this study, which means a sampling technique that gives equal opportunity to each element of the population to be selected as a sample (Sugiyono, 2023). The type of probability sampling used was Proportional Stratified Random Sampling. The aim is to ensure that each position is represented in the sample proportionally according to its number in the population (Sugiyono, 2023).

This study uses a quantitative approach to examine the mediating role of motivation in the relationship between bureaucratic simplification, leadership, and employee performance at the Ministry of Tourism. The data used in this study consists of primary data. Primary sources are data sources that directly provide data to data collectors (Sugiyono, 2023). The primary data for this study was obtained through a questionnaire survey distributed to employees at the Ministry of Tourism.

Data processing and analysis in this study used quantitative methods with a Partial Least Squares Structural Equation Modeling (PLS-SEM) approach using statistical software. This method was chosen based on the characteristics of the study, which aimed to predict the relationship between latent variables and test complex models (Hair et al., 2021). According to (Sugiyono, 2023), data analysis is an activity carried out after data from all respondents has been collected, with the aim of finding meaning and validity in the data:

Table 3. Research Object

Demographics	Criteria	TOTAL	
Position	Functional	27	9.85%
	Implementer	167	60.95
	Structural	80	29.20
	Total	274	100.00%
Work Unit	Deputy for Industry and Investment	11	4.01
	Deputy for Marketing	35	12.77
	Deputy for Destination and Infrastructure Development	53	19.34
	Deputy for Event Organizer Development	19	6.93
	Deputy for Resources and Institutional Affairs	23	8.39
	Ministry Secretariat	133	48.54
	Total	274	100.00
Education	D3	22	8.03
	D4/S1	175	63.87
	Master's Degree	77	28.10
	Total	274	100.00%
Years of Service	< 5 years	95	34.67

	6 - 10 years	43	15.69
	10-15 years	59	21.53
	15-20 years	41	14.96
	> 20 years	36	13.14%
	Total	274	100.00%

RESULTS

Convergent Validity

Convergent validity indicates the extent to which indicators within a construct are truly correlated with each other and collectively represent the same latent construct. In other words, convergent validity ensures that indicators designed to measure a variable do indeed converge on that variable. In the SEM-PLS approach, convergent validity is evaluated through two main measures: Outer Loading (Factor Loading) and Average Variance Extracted (AVE)

Table 4. Outer Loading

	Transformational Leadership	Performance	Motivation	Bureaucratic Simplification
x1.2				0.817
x1.3				0.816
x1.4				0.808
x1.5				0.820
x2.1	0.879			
x2.2	0.888			
x2.3	0.915			
x2.4	0.942			
x2.5	0.906			
x2.6	0.888			
x2.7	0.863			
x2.8	0.876			
y1		0.902		
y2		0.915		
y3		0.908		
y4		0.904		
y5		0.938		
y6		0.847		
y7		0.840		
y8		0.912		
y9		0.847		
z1			0.778	
z2			0.773	
z3			0.744	
z4			0.825	
z5			0.816	
z6			0.812	
z7			0.772	

z9			0.802	
----	--	--	-------	--

All retained indicators have outer loadings > 0.70, and there are no more indicators with low contributions. Thus, the convergent validity requirement based on outer loadings is considered to be met

Table 5. AVE

	Average Variance Extracted (AVE)
Transformational Leadership	0.801
Performance	0.794
Motivation	0.607
Bureaucratic Simplification	0.665

All latent constructs (X1, X2, Z, and Y) have AVE values above 0.50. This indicates that the variables of bureaucratic simplification, transformational leadership, motivation, and employee performance are able to explain the majority of the variance in the indicators, the measurement error is relatively small, and the instruments used have good measurement quality

Discriminat Validity

Discriminant validity shows the extent to which a latent construct is empirically different from other latent constructs in the research model. There are two main approaches to assessing discriminant validity in reflective constructs, namely the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT). Hair et al. (2021) emphasize that HTMT is a more sensitive approach, but Fornell-Larcker remains relevant as an initial evaluation.

Table 6. Fornell-Larcker Criterion

	Transformational Leadership	Performance	Motivation	Bureaucratic Simplification
Transformational Leadership	0.895			
Performance	0.481	0.891		
Motivation	0.777	0.689	0.779	
Simplification of Bureaucracy	0.599	0.480	0.702	0.815

The \sqrt{AVE} values are: transformational leadership = 0.895; employee performance = 0.891; motivation = 0.779; bureaucratic simplification = 0.815. All of these \sqrt{AVE} values are greater than their correlation values with other constructs. Therefore, there is no overlap in measurement between constructs, and latent constructs can be empirically distinguished.

Table 7. HTMT

	Transformational Leadership	Performance	Motivation	Bureaucratic Simplification
Transformational Leadership				
Performance	0.494			
Motivation	0.831	0.732		
Simplification of Bureaucracy	0.658	0.524	0.795	

All HTMT values are in the range of 0.494 to 0.831. No HTMT value exceeds 0.90, indicating that the relationship between constructs is still within reasonable limits. Thus, discriminant validity is also fulfilled based on HTMT criteria

Construct Reliability

Construct reliability indicates the level of internal consistency of indicators in measuring a latent construct. According to Hair et al. (2021), construct reliability in SEM-PLS cannot be assessed using only one measure, but rather using two main indicators: Cronbach's Alpha and Composite Reliability (CR).

Table 8. Construct Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Transformational Leadership	0.919	0.916	0.920
Performance	0.947	0.938	0.932
Motivation	0.907	0.908	0.925
Bureaucratic Simplification	0.833	0.841	0.888

Cronbach's Alpha values for all constructs ranged from 0.833 to 0.967, indicating that the indicators in each variable were highly consistent in measuring their respective constructs. Composite Reliability for all constructs ranged from 0.888 to 0.947, indicating that all constructs had good reliability. Thus, all constructs in the model were declared reliable.

R-Square

The coefficient of determination (R^2) in SEM-PLS shows the proportion of endogenous construct variation that can be explained by exogenous constructs in the structural model. Hair et al. (2021) provide guidelines for interpreting R^2 values: 0.75 falls into the substantial (strong) category; 0.50 falls into the moderate (average) category; 0.25 falls into the weak category; and < 0.25 falls into the very weak category.

Table 9. R-Square

	R Square	Adjusted R-Square
Performance	0.481	0.476
Motivation	0.691	0.689

R^2 motivation = 0.691 (moderate-strong category), which means that 69.1% of employee motivation variation can be explained by bureaucratic simplification (X1) and transformational leadership (X2). The remaining 30.9% is explained by other factors outside the model. R^2 performance = 0.481 (moderate category), which means that 48.1% of employee performance variation can be explained by bureaucratic simplification (X1), transformational leadership (X2), and motivation (Z). The remaining 51.9% is explained by other factors.

F-Square

Effect Size (f^2) is used in SEM-PLS to measure the contribution of a particular exogenous variable to an endogenous variable. Hair et al. (2021) established guidelines for interpreting f^2 with a value of 0.02 having a small effect, a value of 0.15 having a medium effect, a value of 0.35 having a large effect, and a value of < 0.02 having a very small/negligible effect

Table 10. F-Square

	Transformational Leadership	Performance	Motivation	Simplification of Bureaucracy
Transformational Leadership		0.014	0.642	
Performance				
Motivation		0.371		
Simplification of Bureaucracy		0.000	0.285	

For example, the effect of transformational leadership on motivation has an $f^2 = 0.642$ (large effect). This value falls into the large effect category, which means that transformational leadership is a dominant factor in shaping employee motivation. However, the effect of bureaucratic simplification on employee performance has an $f^2 = 0.000$ (no effect). This value indicates that bureaucratic simplification does not contribute directly to employee performance.

Q-Square

Predictive Relevance (Q^2) is used to assess the predictive ability of the structural model, namely the extent to which the SEM-PLS model is able to accurately predict the observed values of endogenous variables. Hair et al. (2021) interpret $Q^2 > 0$ as meaning that the model has predictive relevance

Table 11. Q-Square

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Transformational Leadership	2192	2192,000	
Performance	2,466,000	1,557,570	0.368
Motivation	2,192,000	1,279,546	0.416
Bureaucratic Simplification	1,096,000	1,096,000	

Q^2 Motivation (0.416) shows that the model has strong (high) predictive relevance to the motivation variable. The variables of bureaucratic simplification (X1) and transformational leadership (X2) are able to accurately predict employee motivation levels. Q^2 Performance (0.368) has a value above 0. The combination of X1, X2, and Z is able to strongly predict employee performance. The model not only explains performance theoretically, but is also able to estimate employee performance behavior in the field.

Table 12. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Performance	-0.137	-0.133	0.085	1.614	0.108
Transformational Leadership -> Motivation	0.555	0.554	0.043	12.794	0.000
Motivation ->Performance	0.790	0.789	0.088	8.963	0.000
Bureaucratic Simplification -> Performance	0.007	0.002	0.065	0.109	0.914
Bureaucratic Simplification -> Motivation	0.37	0.370	0.053	6.93	0

Transformational Leadership -> Motivation -> Performance	0.439	0.437	0.062	7.131	0.000
Bureaucratic Simplification -> Motivation -> Performance	0.292	0.291	0.052	5.635	0.000

DISCUSSION

The Effect of Bureaucratic Simplification on Employee Performance

The path coefficient (β) value is 0.007, which indicates a positive but very weak relationship because the value is close to zero. The t-statistic value is 0.109, which is much smaller than the critical limit of 1.96, and the p-value is 0.914, which is much greater than 0.05, indicating that the effect is not statistically significant (H1 is rejected). Thus, it can be explained that bureaucratic simplification has not been able to have a direct impact on employee performance. This shows that the structural and work system changes that have been made are still administrative in nature and have not been fully internalized in employee work behavior, so they are not yet reflected in improved performance.

The Effect of Transformational Leadership on Employee Performance

The path coefficient (β) value is -0.137, which indicates a negative relationship. The t-statistic value of 1.614 is still below the threshold of 1.96, and the p-value of 0.108 is greater than 0.05, so the effect is declared statistically insignificant (H2 rejected). These results indicate that transformational leadership has not been able to directly improve employee performance. In the context of government bureaucracy, employee performance is more influenced by the performance appraisal system, formal regulations, and standard work mechanisms than by the direct influence of leadership.

The Effect of Bureaucratic Simplification on Motivation

The path coefficient (β) value is 0.370, which indicates a positive relationship with moderate strength. The t-statistic value is 6.930, which far exceeds the limit of 1.96, and the p-value is 0.000 (< 0.05), indicating that the effect is statistically significant (H3 is accepted). Empirically, these findings show that bureaucratic simplification can increase employee motivation through organizational structure clarity, workflow simplification, and a more flexible work system, so that employees feel their work is more effective and has clear value.

The Effect of Transformational Leadership on Motivation

The path coefficient (β) value is 0.555, indicating a positive and relatively strong relationship. The t-statistic value of 12.794 and p-value of 0.000 indicate that this effect is statistically significant (H4 accepted). Empirically, these results confirm that transformational leadership is a dominant factor in increasing employee motivation. Leaders who are able to set an example, provide inspiration, communicate a clear vision, and pay attention to the individual needs of employees are able to foster higher intrinsic motivation and work commitment.

The Influence of Motivation on Employee Performance

The path coefficient (β) value of 0.790 indicates a very strong positive relationship. The t-statistic value of 8.963 and p-value of 0.000 indicate that the effect is statistically significant (H5 accepted). Empirically, this finding confirms that motivation is a major determinant of employee performance. Employees with high motivation tend to show better work target achievement, high quality of work results, and professional work behavior oriented towards public service.

The Effect of Bureaucratic Simplification on Employee Performance through Motivation

The indirect path coefficient (β) value is 0.292, which indicates a positive effect through the mediator variable. The t-statistic value of 5.635 and p-value of 0.000 indicate that this indirect effect is statistically significant. Given that the direct effect of bureaucratic simplification on performance is not significant, it can be methodologically concluded that motivation acts as a full mediator. Empirically, this shows that bureaucratic reform will only have an impact on performance if it is able to increase employee work motivation first.

The Effect of Transformational Leadership on Employee Performance through Motivation

The indirect path coefficient (β) value of 0.439 reflects a positive influence with relatively strong power. The t-statistic value of 7.131 and p-value of 0.000 indicate that this influence is statistically significant. Since the direct influence of transformational leadership on performance is not significant, motivation is proven to act as a full mediator. Empirically, transformational leadership affects employee performance by increasing work motivation, which then encourages employees to perform optimally.

CONCLUSIONS

No Matter How Good Bureaucratic Simplification Is, It Cannot Improve Employee Performance

The results of the study indicate that bureaucratic simplification has not had a direct effect on employee performance. Bureaucratic simplification basically focuses more on organizational structure changes, reduction of job levels, and equalization of structural and functional positions. These changes are indeed capable of creating a leaner organization, but in practice, they have not automatically changed the way employees work in the short term. Employees are still in the adaptation phase, both in understanding their new roles, work mechanisms, and performance indicators that have not been fully adjusted. As a result, even though the organizational structure has changed, individual performance output has not shown a significant improvement. This shows that structural reform requires time and the support of other factors in order to have a real impact on performance.

No Matter How Good Transformational Leadership Is, It Cannot Improve Employee Performance

This study also concludes that transformational leadership does not yet have a direct effect on employee performance. This finding reflects the unique characteristics of public sector organizations, where employee performance is closely tied to regulations, standard operating procedures, and formal

performance appraisal systems. Under these conditions, even though leaders have tried to be inspiring, visionary, and exemplary, the space for employees to translate this inspiration into improved performance is often limited by rigid rules and systems. In other words, transformational leadership in a bureaucratic environment functions more as a driver of employee attitudes and psychological behavior, rather than as a factor that directly determines quantitative performance achievements.

The Better the Simplification of Bureaucracy, the Higher the Motivation

Bureaucratic simplification has been proven to have a positive and significant impact on employee motivation. A more concise organizational structure and simpler workflows make employees feel that their administrative burden has been reduced and work processes have become clearer. In addition, the implementation of a digital and collaborative work system provides greater flexibility in completing tasks. This condition fosters the perception that the organization is moving in a more modern and efficient direction, so that employees feel more valued and are encouraged to work with greater enthusiasm. Thus, bureaucratic simplification serves as an initial stimulus that arouses employee motivation.

The Better the Transformational Leadership, the Higher the Motivation

The results of the study show that transformational leadership is the most powerful factor in increasing employee motivation. Leaders still play a central role in shaping the work climate. Leaders who are able to provide clear direction, build open communication, give recognition, and show concern for employee development are able to foster trust, emotional attachment, and work enthusiasm. In a bureaucracy that is often faced with limited material incentives, a humanistic and inspirational leadership approach becomes a very important source of motivation for employees.

The Higher the Motivation, the Better the Employee Performance

This study confirms that motivation has a very strong influence on employee performance. Employees with high motivation tend to show greater work commitment, better discipline, and more optimal work quality. Motivated employees not only work to fulfill administrative obligations, but also have an internal drive to perform at their best, serve stakeholders optimally, and contribute to the achievement of organizational goals. Thus, motivation is a key factor that bridges organizational policy and actual performance achievement.

Motivation Can Strengthen the Relationship Between Bureaucratic Simplification and Performance

The results of the study show that the effect of bureaucratic simplification on employee performance occurs indirectly through motivation. Bureaucratic reform that focuses only on structural change without considering the psychological aspects of employees has the potential to become a symbolic policy. However, when bureaucratic simplification is able to increase motivation through clarity of roles, ease of work processes, and a more adaptive system, employees will be encouraged to work more effectively and productively. Thus, motivation acts as the main mechanism that translates structural reform into real performance improvements.

Motivation Can Strengthen the Relationship Between Transformational Leadership and Performance

This study also concludes that transformational leadership indirectly influences employee performance through motivation. Leaders cannot directly control employee performance, but they can influence how employees view their work. Effective transformational leadership can build employee motivation, sense of belonging, and pride in the organization. It is this motivation that then drives employees to work more diligently and responsibly, resulting in gradual and sustainable performance improvement.

RECOMMENDATIONS

In the variable of bureaucratic simplification, the indicator statement X1.4 Job transitions are fair and structured (average score: 3.39) received the lowest average score compared to other indicators, although it was still in the agree category. This score indicates that fairness and orderliness in the job transition process are aspects of bureaucratic simplification that generate the most diverse perceptions among employees. Empirically, the transition from a structural position to a functional position is a major change that not only affects the organizational structure but also touches on the psychological, professional, and career aspects of employees. The relatively lower average score indicates that some respondents still feel that there is a lack of clarity or imbalance in the position adjustment process, both in terms of the placement mechanism, workload, and career development opportunities after the transition. Not all employees are equally prepared to face these changes. Differences in competency backgrounds, work experience, and understanding of functional positions can affect perceptions of fairness in the transition process. In addition, limitations in socialization, mentoring, and competency mapping that are not yet fully optimal also have the potential to cause doubts among employees regarding the structure and direction of their future careers. Thus, the low score on this indicator suggests that although the bureaucratic simplification policy has been implemented, the aspect of change management still requires more serious attention. Improvements in the job transition mechanism, process transparency, and strengthening of employee competency coaching and development are important factors for this policy to be accepted in a more fair and sustainable manner.

In the transformational leadership variable, indicator statement X2.7: Leaders pay attention to the career development and personal potential of employees (average score: 3.68) has the lowest average score compared to other indicators, although it is still in the agree category. This score indicates that leaders' attention to the career development and individual potential of employees is not yet as strong as the aspects of work motivation and inspiration. Conceptually, transformational leadership emphasizes individualized consideration, which is the leader's attention to the needs, aspirations, and personal development of each employee. The relatively lower score on this indicator indicates that some employees do not yet fully feel that they receive personal and continuous career guidance or coaching. The organization's workload, performance target demands, and structural changes due to

bureaucratic simplification can limit leaders' ability to provide optimal individual attention. In addition, a career development system that is still formal and administrative in nature can also affect employees' perceptions of leaders' concern for developing their personal potential. As a result, employees tend to feel that leadership is more focused on achieving organizational targets than on individual career planning. This finding is an important signal that even though leaders have succeeded in motivating and inspiring employees, aspects of career development and personal potential still need to be strengthened through more targeted coaching, more intensive communication, and HR development policies that are more responsive to employee needs.

In the motivation variable, indicator Z3: Employees feel they have sufficient resources (tools, information, and support) to do their jobs well (average score: 3.70) had the lowest average score compared to other work motivation indicators, although it was still in the agree category. This value indicates that the availability of work resources is not yet fully perceived as optimal by all employees. Conceptually, work motivation is not only influenced by factors such as rewards and recognition, but also by organizational support in the form of facilities, infrastructure, information, and work support systems. The relatively lower score on this indicator suggests that some employees still face limitations in accessing the resources needed to complete their work effectively. Differences in conditions between work units, limited support facilities, and unequal access to information and technology can affect employee perceptions. In addition, changes in the work system due to bureaucratic simplification and the implementation of digitalization also require adjustments that are not always matched by adequate resources. This condition has the potential to reduce work comfort and hinder the optimization of employee performance, even though their intrinsic motivation remains high.

In terms of performance variables, indicator Y7: I actively contribute new ideas to improve work effectiveness (average score: 4.11) had the lowest average score, although it was still in the strongly agree category. This score indicates that the aspects of innovation and individual initiative in contributing new ideas are perceived as relatively lower than other performance aspects, such as service and task completion. Theoretically, the ability and willingness of employees to convey new ideas is a very important part of contextual performance in modern organizations. The relatively lower value on this indicator statement indicates that even though employees have high performance in carrying out tasks, not all employees feel sufficiently encouraged or have adequate space to express innovative ideas. Bureaucratic work culture, high workloads, and a focus on achieving routine targets can limit employees' creativity. In addition, the continued existence of work patterns that are oriented towards procedures and compliance with rules can make employees more cautious in expressing new ideas. This condition does not mean that employees do not have innovative potential, but rather indicates the need for stronger organizational and leadership support to encourage active employee participation in work innovation.

FURTHER STUDY

First, this study uses a quantitative approach with a survey design, so the data obtained is entirely dependent on the respondents' perceptions. Although the instruments have been tested for validity and reliability, the respondents' perceptions are still potentially influenced by subjectivity, psychological conditions when filling out the questionnaire, and social desirability bias, especially in a government bureaucratic environment.

Second, this study only focuses on three main variables, namely bureaucratic simplification, transformational leadership style, and motivation, in explaining employee performance. In reality, employee performance is also influenced by various other factors such as organizational culture, reward and punishment systems, workload, individual competence, and working conditions. The exclusion of these variables limits the comprehensiveness of the explanation of employee performance.

Third, the employee performance indicators used in this study are still based on the respondents' self-assessment. This approach has the potential to produce assessments that are higher or lower than the actual performance conditions. This study has not combined perception data with objective performance data, such as KPI achievements or direct supervisor assessments, which can provide a more accurate picture of performance.

Fourth, this study has not explored in depth the contextual aspects and subjective experiences of employees related to the implementation of bureaucratic simplification and transformational leadership. Thus, the understanding of the adaptation process, resistance, and obstacles to policy implementation is still limited and has not been explored qualitatively..

REFERENCES

- Afriani, Andriyansah, & Gunarto, M. (2023). Pengaruh Kepemimpinan Transformasional dan Kompleksitas Tugas terhadap Kinerja Pegawai dengan Motivasi sebagai Variabel Intervening. In *Jurnal Inspirasi Bisnis dan Manajemen* (Vol. 7, Issue 1). Retrieved from <http://jurnal.unswagati.ac.id/index.php/jibm>
- Ahmad, H. S., & Rachmawati, R. (2023a). THE EFFECT OF INVOLVEMENT, PUBLIC SERVICE MOTIVATION, AND RED TAPE ON PERFORMANCE. *Jurnal Aplikasi Manajemen*. doi: 10.21776/ub.jam.2023.021.04.13
- Ahmad, H. S., & Rachmawati, R. (2023b). The Effect of Involvement, Public Service Motivation, and Red Tape on Performance. *Jurnal Aplikasi Manajemen*. doi: 10.21776/ub.jam.2023.021.04.13
- Barlian, N. A. (2016). Pengaruh Tipe Kepribadian, Kontrak Psikologis, Komitmen Organisasi, motivasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dan Kinerja Karyawan Di Rumah Sakit Paru Kabupaten Jember. *Jurnal Ekonomi*, 12. doi: 10.31967/relasi.v12i1.82
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (second edition). Lawrence Erlbaum Associates.

- Christyant, S., Afriyani, F., & Wulandari, T. (2023). Analisis Kinerja Perbankan Syariah Indonesia Sebelum dan Sesudah Merger (Studi Kasus Bank BNI Syariah, BRI Syariah dan Mandiri Syariah). *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 7(3).
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
- Firmansyah, R., Hartono, B. D., & Yusuf, B. P. (2020). Pengaruh Motivasi Individual dan Kepemimpinan Terhadap Kinerja Pegawai di Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. *Jurnal Manajemen Bisnis Dan Publik*.
- Ginting, F. Y. T., & Surya, I. B. K. (2022). THE ROLE OF MOTIVATION MEDIATES THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF THE DENPASAR POLICE CRIMINAL INVESTIGATION UNIT. *International Journal of Business Management and Economic Review*. doi: 10.35409/ijbmer.27022.3453
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer. Retrieved from <http://www>.
- Karyono, Ahadiat, A., & Jimad, H. (2023). The Influence of Transformational Leadership on Employee Performance with Work Motivation as a Mediation Variable. *The International Journal of Business & Management*. doi: 10.24940/theijbm/2023/v11/i3/bm2303-020
- Kementerian Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi. (2021). *Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 25 Tahun 2021 Tentang Penyederhanaan Struktur Organisasi Pada Instansi Pemerintah Untuk Penyederhanaan Birokrasi*.
- Koomson, G. A., Tetteh, E. S., & Bosamtwi, E. B. (2022a). The Impact of Transformational Leadership on Motivation and Performance in Selected Public Sector Organizations. *Advances in Social Sciences Research Journal*. doi: 10.14738/assrj.96.12298
- Koomson, G. A., Tetteh, E. S., & Bosamtwi, E. B. (2022b). The Impact of Transformational Leadership on Motivation and Performance in Selected Public Sector Organizations. *Advances in Social Sciences Research Journal*, 9(6), 68–89. doi: 10.14738/assrj.96.12298
- Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill/Irwin.
- Mahfud, R. A., Sri Sadana, S., & Safaria, S. (2023). *Jurnal Riset Perbankan Manajemen Dan Akuntansi Pengaruh Budaya Kerja, Motivasi Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan CV Green Riverina Demeling Jepara Jawa Tengah*. doi: 10.56174/jrpm.v5i2.148

- Maulidiyah, L., & Hendra Jaya, F. (2024). Pengaruh Implementasi Penyederhanaan Birokrasi Dan Dialog Kinerja Terhadap Kinerja ASN Di Kementerian Koordinator Bidang Kemaritiman Dan Investasi Tahun 2024. Volume 45, Nomor 2.
- Mello, J. A. (2015). Strategic human resource management. Cengage Learning.
- Mubarok, R. B., Kurniawanto, H., & Sriwidodo, U. (2019). Pengaruh Kepemimpinan Dan Komitmen Organisasi Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Mediasi Aparatur Sipil Negara Pada Dinas Lingkungan Hidup Kabupaten Ponorogo.
- Mutiara, S. R., Perizade, B., & Syapril, Y. (2023). The Influence of Transformational Leadership and Organizational Culture on the Performance of Employees of the Regional Public Company Service Unit (Perumda) Tirta Musi Palembang with Work Motivation as an Intervening Variable. *International Journal of Social Service and Research*, 3(8), 2087-2100. doi: 10.46799/ijssr.v3i8.496
- Osborne, D., & Gaebler, T. (1992). *Reinventing Government*. Addison Wesley.
- Peraturan Pemerintah. (2019). Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019 Tentang Penilaian Kinerja Pegawai Negeri Sipil.
- Piedade, S. D. R., Wardana, I. M., Riana, G., & Dewi, I. (2019). The role of motivation: the effect of transformational leadership on employee performance. *International Research Journal of Management, IT and Social Sciences*, 6, 253-263-253-263. doi: 10.21744/irjmis.v6n6.803
- Pratama, A., Rajak, A., & Sabuhari, R. (2022). Pengaruh Penyederhanaan Birokrasi Terhadap Kepuasan Kerja dan Dampaknya Pada Kinerja Pegawai di Lingkup BPS Se- Provinsi Maluku Utara (Studi Tentang Pengalihan Jabatan Struktural Ke Jabatan Fungsional). *Jurnal Ilmiah Wahana Pendidikan*. doi: <https://doi.org/10.5281/zenodo.7578784>
- Putra, D., Sudja, N., & Agung, A. (2020). The Role of The Organization Commitment In Mediating Effect And Cultural Organization Leadership Style on The Performance Of Employees on Religious Ministry Office City Denpasar. *Scientific Research Journal*. doi: 10.31364/scirj/v8.i8.2020.p0820789
- Robbins, S. P., & Judge, T. A. (2024). *Organizational Behavior*, (19th ed.). Pearson.
- Shaumi, D. R., Ma'arif, S., & Taryana, A. (2023a). The Effect of Organizational Change on Enhancing Government Employee Performance. *International Journal of Research and Review*, 10(11), 475-482. doi: 10.52403/ijrr.20231155

- Shaumi, D. R., Ma'arif, S., & Taryana, A. (2023b). The Effect of Organizational Change on Enhancing Government Employee Performance. *International Journal of Research and Review*. doi: 10.52403/ijrr.20231155
- Siti Rochani, O., & Hermawan, S. (2024). The Influence of Bureaucratic Simplification and Organizational Culture on Employee Performance with Motivation as an Intervening Variable in the East Java Province DPRD Secretariat Environment [Pengaruh Penyederhanaan Birokrasi dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening Di Lingkungan Sekretariat DPRD Provinsi Jawa Timur].
- Suartama, I. W. O. P., Putra, I. G. C., Puspitawati, N. M. D., & Suardhika, I. N. (2024). The Influence of Transformational Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a Mediating Variable. *Asian Pacific Journal of Management and Education*, 7(3), 187–204. doi: 10.32535/apjme.v7i3.3547
- Sugiyono. (2023). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Retrieved from www.cvalfabeta.com
- Sukamtono, S., Ranihusna, D., & Widyastuti, R. (2022). Perubahan Jabatan: Dampaknya Pada Kinerja Dan Kesejahteraan. *JBMI (Jurnal Bisnis, Manajemen, Dan Informatika)*, 18(3), 197–216. doi: 10.26487/jbmi.v18i3.18492
- Sutoro, M., & Sari, R. (2024). The Influence Of Leadership Style, Bureaucratic Reform, And Work Motivation On Work Ethic And Its Impact On Public Service At The Depok District Attorney's Office West Java. *Jurnal Price : Ekonomi Dan Akuntansi*. doi: 10.58471/jecoa.v3i01.5266
- Tran, Y. T., & Hoang, T. C. (2024). Transformational leadership and public employee performance: The mediating roles of employee participation and public service motivation. *International Review of Administrative Sciences*. doi: 10.1177/00208523241230439
- Udin, U. (2023). A mediation-moderation model of transformational leadership and intrinsic work motivation for nurturing employee performance. *Journal of Social Economics Research*. doi: 10.18488/35.v10i2.3321
- Udin, U., Dharma, R. D., Dananjoyo, R., & Shaikh, M. (2023). The Role of Transformational Leadership on Employee Performance Through Organizational Learning Culture and Intrinsic Work Motivation. *International Journal of Sustainable Development and Planning*. doi: 10.18280/ijstdp.180125
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance. *Academic Journal of Interdisciplinary Studies*, 10, 67-67-67-67. doi: 10.36941/AJIS-2021-0065

- Wardana, A. P., & Anisah, H. U. (2023). The Influence of Transformational Leadership on Employee Performance Through Intrinsic Motivation and Organizational Citizenship Behavior as Intervening Variables: Study at the High Religious Court of Jakarta Indonesia. *Open Access Indonesia Journal of Social Sciences*. doi: 10.37275/oaijss.v6i5.182
- Wimbo Brasrinanto, A., & Sukiman, S. (2022). The Effect of Leadership Style on Employee Performance Mediated by Organizational Culture and Employee Motivation Bureau of Government and Regional Autonomy Regional Secretariat East Java Province.