

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, HR COMPETENCE, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT THE BPKAD OFFICE OF LANGKAT REGENCY

Azzahra Chairani^{1*}, Sullaida², Nur Faliza³, Yusniar⁴

Universitas Malikussaleh / Lhokseumawe

Universitas Malikussaleh / Lhokseumawe

E-mail: azzahra.220410217@mhs.unimal.ac.id*, sullaida@unimal.ac.id², nurfaliza@unimal.ac.id³
yusniar@unimal.ac.id⁴

Received: 02/07/2026 | Revised: 06/07/2026 | Accepted: 21/07/2026 | Published: 30/07/2026

Abstract

This study aims to analyze the influence of transformational leadership, human resource competency, and organizational commitment on employee performance at the Langkat Regency BPKAD Office. The independent variables studied include transformational leadership, human resource competency, and organizational commitment, while the dependent variable is employee performance. Primary data was collected through questionnaires distributed to 82 employees at the Langkat Regency BPKAD using a saturated sampling technique. The analysis method used was multiple linear regression. The results indicate that transformational leadership, human resource competency, and organizational commitment partially have a positive and significant effect on employee performance. Furthermore, these three variables simultaneously also significantly influence employee performance at the Langkat Regency BPKAD. This study provides an important contribution to understanding that improving leadership quality, human resource competency, and organizational commitment are factors that can improve employee performance, thereby supporting the effective achievement of organizational goals.

Keywords Transformational Leadership, Human Resource Competence, Organizational Commitment, Employee Performance.

INTRODUCTION

Employee performance is a key factor in determining an organization's success in achieving its objectives. In the public sector, improving employee performance is essential to realizing effective, efficient, transparent, and accountable governance. Therefore, organizations are required to optimize the management of human resources through effective leadership, adequate competencies, and strong organizational commitment. The Regional Financial and Asset Management Agency (BPKAD) of Langkat Regency plays a strategic role in managing regional finances and assets. The successful implementation of these responsibilities requires employees who possess professional competence, appropriate knowledge and skills, and are supported by leaders who can motivate and develop their potential. In addition, organizational commitment is essential to encourage employees to remain loyal and dedicated in achieving organizational goals. Transformational leadership is considered one of the most effective leadership styles for improving employee performance because it inspires, motivates, and encourages employees to achieve organizational goals beyond expected standards. Likewise, human resource competence enables employees to perform their duties effectively, while organizational commitment strengthens employees' willingness to contribute to organizational success. Although numerous studies have examined the relationships among transformational leadership, human resource competence, organizational commitment, and employee performance, previous findings remain inconsistent, particularly in public sector organizations. Therefore, further empirical investigation is needed. At BPKAD of Langkat Regency, several challenges are still evident, including employees' limited understanding of updated public financial regulations, unequal ability to utilize financial information systems, and competency gaps among employees with educational backgrounds that are not fully aligned with their job responsibilities.

Furthermore, some employees have shown a decline in work enthusiasm due to routine job demands, which may negatively affect organizational performance. These conditions highlight the importance of strengthening transformational leadership, improving human resource competence, and enhancing organizational commitment to improve employee performance. Based on these issues, this study aims to examine the effects of transformational leadership, human resource competence, and organizational commitment on employee performance at BPKAD of Langkat Regency. The findings are expected to enrich the literature on human resource management in the public sector and provide practical recommendations for improving employee performance through leadership development, competency enhancement, and stronger organizational commitment.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership refers to a leadership style that motivates employees to achieve organizational goals by inspiring a shared vision, encouraging innovation, and supporting individual development. According to Bass and Avolio (1999), transformational leaders influence followers through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This leadership style enables employees to exceed expected performance by increasing motivation, confidence, and organizational commitment. The indicators of Transformational Leadership according to Avolio et al., (1999) are:

1. Prioritizing the organization's interests over personal interests
2. Being an ethical role model
3. Speaking optimistically about the future
4. Showing confidence that goals can be achieved
5. Seeking different perspectives
6. Suggesting new ways of doing things
7. Helping develop individual strengths
8. Guiding and coaching subordinates

Human Resource Competence

Human resource competence represents the combination of knowledge, skills, abilities, and work attitudes required to perform organizational tasks effectively. Competent employees are more capable of adapting to organizational changes, solving work-related problems, and delivering high-quality performance. According to Pahmi and Busman (2021), employee competence is a fundamental resource that supports organizational effectiveness and service quality. Therefore, improving employee competence through education, training, and continuous development is essential for e Competence can be understood as a person's ability to carry out job tasks and responsibilities based on knowledge and skills. According to Marliana et al., (2024), HR competence has several indicators, including the following:

1. Knowledge, The insight a person has.
2. Understanding, The ability to grasp the meaning of something.
3. Skill, The capacity to perform a task.
4. Personal Traits (Skills and Attitude), Expertise accompanied by an individual's character.
5. Interest, The inclination toward a particular field.nhancing organizational performance.

Organizational Commitment

Organizational commitment describes the psychological attachment of employees to their organization. Allen and Meyer (1990) classify organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. Employees with strong organizational commitment are more likely to remain loyal, accept organizational values, and contribute beyond formal job requirements. High organizational commitment has been widely associated with improved employee performance, reduced turnover intention, and stronger organizational effectiveness.

Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their responsibilities in accordance with organizational objectives. Performance reflects how effectively employees utilize their knowledge, skills, and abilities to accomplish assigned tasks. According to Robbins, employee

performance is influenced by individual capability, motivation, and organizational support. In public organizations, employee performance is particularly important because it directly affects the quality of public services and organizational accountability.

Hypothesis Development

Transformational leadership encourages employees to perform beyond expectations by providing motivation, clear direction, and individual support. Consequently, transformational leadership is expected to positively influence employee performance. Human resource competence enables employees to perform their duties more effectively through adequate knowledge, technical skills, and professional attitudes. Employees with higher competence are therefore expected to demonstrate better performance. Organizational commitment strengthens employees' emotional attachment and loyalty toward the organization, encouraging them to contribute more effectively to organizational objectives. Employees with stronger commitment are expected to exhibit higher levels of performance.

Accordingly, the following hypotheses are proposed:

H1: Transformational leadership has a positive and significant effect on employee performance.

H2: Human resource competence has a positive and significant effect on employee performance.

H3: Organizational commitment has a positive and significant effect on employee performance.

METHOD

This study employed a quantitative research approach using an explanatory research design to examine the effects of transformational leadership, human resource competence, and organizational commitment on employee performance. The research was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Langkat Regency, Indonesia. The population consisted of all employees of BPKAD Langkat Regency. Since the number of employees was relatively small, this study applied a saturated sampling (census) technique, in which all **82 employees** were selected as research respondents. Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire employed a five-point Likert scale ranging from **1 (strongly disagree)** to **5 (strongly agree)**. The measurement indicators of transformational leadership were adopted from Bass and Avolio (1999), human resource competence from Marlina et al. (2024), organizational commitment from Allen and Meyer (1990), and employee performance from Gunarto (2023). Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests. The collected data were then analyzed using multiple linear regression analysis with the assistance of IBM SPSS Statistics version 25. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to ensure that the regression model met the required statistical assumptions. The hypotheses were examined using the partial test (t-test), simultaneous test (F-test), and the coefficient of determination (R^2) at a significance level of 5%.

The multiple linear regression model employed in this study is expressed as follows:

$$Y = a + X_1 + X_2 + X_3 + \varepsilon$$

where:

Y	= Employee Performance
a	= Constants
x_1	= Transformational Leadership
x_2	= HR Competence
x_3	= Organizational Commitment
E	= Error Term

RESULTS AND DISCUSSION

A. Validity and Reliability Test

1. Validity Test Result

This validity test looks at the coefficient between each item and the total item correlation above 0.2 at a 5% significance level, in which case the item is considered valid. However, if the correlation value is below 0.2, the item is considered invalid. Alternatively, we can use the criteria based on the calculated r value as follows:

a. If the calculated $r >$ the table r , the statement is considered valid.

b. If the calculated $r <$ the table r , the statement is considered invalid.

This test was conducted on 82 respondents, so $df = 82 - 2 = 80$. With an α value of 0.05 (5%), the table r value obtained is 0.2172 (Ghozali, 2021). Then, the calculated r value will be compared with the table r . The results of the validity test can be seen in Table 4.10 as follows:

Tabel 4.1
Pengujian Validitas

Variable	Indicator	A	Rtable	Rhitung	Note
Transformational Leadership (X ₁)	KT1	0,05	0,2172	0,702	Valid
	KT2	0,05	0,2172	0,651	Valid
	KT3	0,05	0,2172	0,677	Valid
	KT4	0,05	0,2172	0,735	Valid
	KT5	0,05	0,2172	0,732	Valid
	KT6	0,05	0,2172	0,675	Valid
	KT7	0,05	0,2172	0,710	Valid
	KT8	0,05	0,2172	0,700	Valid
HR Competence (X ₂)	KSDM1	0,05	0,2172	0,558	Valid
	KSDM2	0,05	0,2172	0,500	Valid
	KSDM3	0,05	0,2172	0,631	Valid
	KSDM4	0,05	0,2172	0,596	Valid
	KSDM5	0,05	0,2172	0,626	Valid
Organizational Commitment (X ₃)	KO1	0,05	0,2172	0,643	Valid
	KO2	0,05	0,2172	0,527	Valid
	KO3	0,05	0,2172	0,586	Valid
	KO4	0,05	0,2172	0,648	Valid
	KO5	0,05	0,2172	0,669	Valid
	KO6	0,05	0,2172	0,579	Valid
Employee Performance (Y)	KP1	0,05	0,2172	0,635	Valid
	KP2	0,05	0,2172	0,791	Valid
	KP3	0,05	0,2172	0,679	Valid
	KP4	0,05	0,2172	0,623	Valid
	KP5	0,05	0,2172	0,734	Valid
	KP6	0,05	0,2172	0,710	Valid
	KP7	0,05	0,2172	0,660	Valid
	KP8	0,05	0,2172	0,672	Valid

From table 4.10, it can be seen that the calculated r value is greater than 0.2172, so it can be concluded that each statement item in the questionnaire is considered valid.

2. Reliability Test

Based on the data processed using SPSS, the results in Table 4.11 are as follows:

Tabel 4. 2
Data Reliability Test Results

Variable	Cronbach Alpha	Constans	Result
Transformational Leadership (X_1)	0,905	0,60	Reliabel
HR Competence (X_2)	0,800	0,60	Reliabel
Organizational Commitment (X_3)	0,834	0,60	Reliabel
Employee Performance (Y)	0,900	0,60	Reliabel

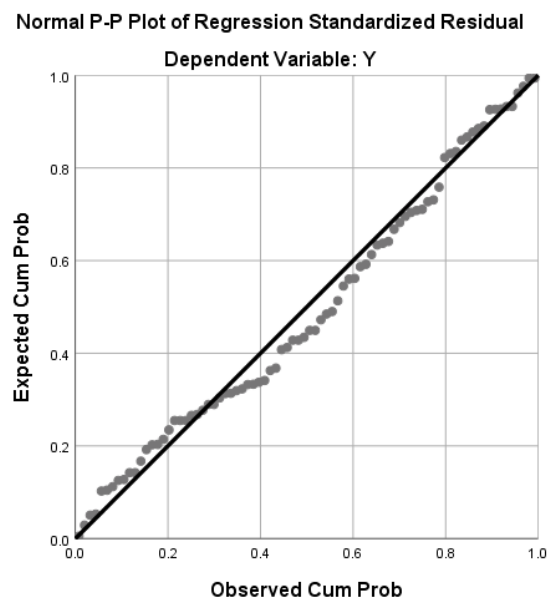
Sumber : Hasil Penelitian, Data Diolah 2026

Based on the reliability test using Cronbach Alpha, all the research variables are reliable because the Cronbach Alpha is greater than 0.60, so the results of this study show that the measurement tools and this research have passed the reliability test and can be trusted.

B. Classical Assumption Test Results

1. Normality Test Results

A normality test method that can be used to test the normality of residuals is by using a normal probability graph (PP plot) of regression standardized residuals. The criterion is that if the residuals or data are spread around the diagonal line, then the regression model meets the normality assumption. The results of the normality test can be seen in the following figure 4.1:



Gambar 4. 1 Grafik Hasil Pengujian Normality Probability Plot

Based on Figure 4.1, it shows the normal probability graph (pp plot) of regression standardized residuals following and staying around the diagonal line, so it can be said that the model meets the normality assumption. Normality can also be tested using the Kolmogorov-Smirnov test, with the results as follows:

Tabel 4. 3
One Sample Kolmogorov-Smirnov Test Results

		Unstandaardized Predicted Value
N		82
Normalitas Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.00000000
Most Extreme Differences	Absolute	.061
	Positive	.045
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Test distribution is Normal.

Source: Research Results, Data Processed 2026

Based on the results of the data normality test in Table 4.12 using the one-sample Kolmogorov-Smirnov test, Table 4.12 above shows that the obtained asymp. Sig value is 0.200, which is greater than the significance level used, 0.05 ($0.200 > 0.05$). Therefore, it can be concluded that the data in this study is normally distributed.

2. Multicollinearity Test Results

Tabel 4. 4
Multicollinearity Test Results

		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	.505	.282		1.793	.077		
	Transformational Leadership	.276	.096	.297	2.876	.005	.354	2.821
	HR Competence	.452	.108	.405	4.186	.000	.402	2.485
	Organizational Commitment	.229	.102	.222	2.247	.027	.385	2.595

a. Dependent Variable: Employee Performance

Source: Research Results, Data Processed 2026

Based on Table 4.13, it can be seen that the tolerance values for the Transformational Leadership variable (X1) are 0.354, Human Resource Competence (X2) is 0.402, and Organizational Commitment (X3) is 0.385, where all tolerance values are greater than 0.10. Meanwhile, the VIF values for Transformational Leadership (X1) are 2.821, Human Resource Competence (X2) is 2.485, and Organizational Commitment (X3) is 2.595, where all VIF values are less than 10. Based on the calculation results above, it can be seen that the tolerance values for all independent variables are greater than 0.10 and the VIF values for all independent variables are less than 10. Therefore, there are no signs of correlation among the independent variables. Thus, it can be concluded that there are no signs of multicollinearity among the independent variables in the regression model.

3. Heteroskedasticity Test Results

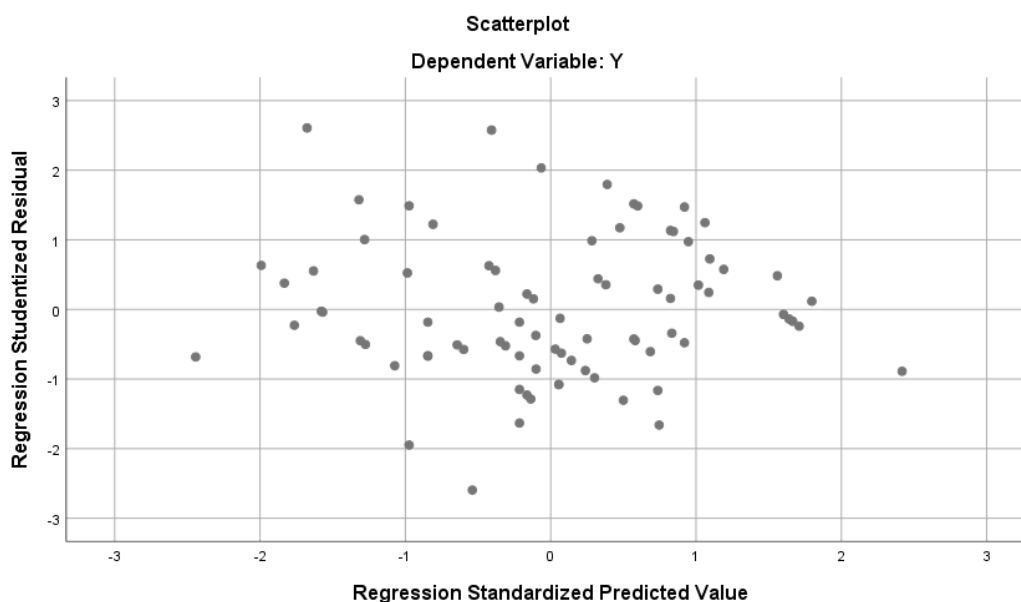


Figure 4.2 Heteroskedasticity Test Results

Based on Figure 4.2, it can be seen that some of the data points are above zero while others are spread below zero. Therefore, it can be concluded that there are no signs of heteroskedasticity in the regression model.

C. Results of Data Analysis Method

1. Multiple Linear Regression Results

The multiple linear results using SPSS version 25 were obtained as follows:

Tabel 4. 5

Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.505	.282		1.793	.077
	Transformational Leadership	.276	.096	.297	2.876	.005
	HR Competence	.452	.108	.405	4.186	.000
	Organizational Commitment	.229	.102	.222	2.247	.027

a. Dependent Variable: Employee Performance

Source: Research Results, Data Processed 2026

Based on the table 4.14 above, it can be seen that the constant value (a) is 4.038 and the regression coefficient for the transformational leadership variable (X1) is -0.276, the regression coefficient for competence (X2) is 0.724, and the coefficient for organizational culture value (X3) is 0.305. These constant and regression coefficient values (a and b) are inserted into the equation:

$$Y = B_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

So it becomes

$$Y = 4,038 + 0,276X_1 + 0,724X_2 + 0,305X_3 + e$$

From the multiple linear regression equation above, it can be explained as follows:

1. The regression coefficient for Transformational Leadership (X1) of 0.276 indicates a positive relationship, meaning that every increase in transformational leadership is predicted to boost employee performance at the BPKAD Office of Langkat Regency.
2. The regression coefficient for HR Competency (X2) of 0.724 indicates a positive (direct) relationship, meaning that every increase in HR competency is predicted to improve employee performance at the BPKAD Office of Langkat Regency.
3. The regression coefficient for Organizational Commitment (X3) of 0.305 indicates a positive (direct) relationship, meaning that every increase in organizational commitment is predicted to enhance employee performance at the BPKAD Office of Langkat Regency.

2. Coefficient of Determination (R^2)

Table 4.15
Coefficient of Determination (R^2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.694	.26119

a. Predictors: (Constant), KO, K_SDM, KT

b. Dependent Variable: KP

Based on the test results of the coefficient of determination (R^2), the Adjusted R Square value obtained is 0.694. This value indicates that the variations in Transformational Leadership, HR Competence, and Organizational Commitment can be explained by Employee Performance at the BPKAD Office of Langkat Regency by 69.4%, while the remaining 30.6% is influenced by other variables not included in this research model, such as motivation, organizational culture, work discipline, working conditions, and others.

D. Hypothesis Testing

1. F Test Statistics

Table 4.6
F Test Statistics
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.752	3	4.251	62.306	.000 ^b
	Residual	5.321	78	.068		
	Total	18.073	81			

a. Dependent Variable: KP

b. Predictors: (Constant), KO, K_SDM, KT

Based on the results of the F test in Table 4.16, it was found that the calculated F value is 62.306 with a significance value < 0.001 . The calculated F value is greater than the F table value, that is $62.306 > 2.72$, and the significance value is less than 0.05. Therefore, it can be concluded that Transformational Leadership, HR Competence, and Organizational Commitment simultaneously have a positive and significant effect on Employee Performance. This means that the regression model used is considered valid and can be used to explain the relationship between Transformational Leadership, HR Competence, and Organizational Commitment with Employee Performance.

2. Partial Test Results (t-Test)

As for the results of the partial significance test in this study, they are shown in the table 4.17 below:

Table 4. 17
Partial Test (Test t)

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.505	.282		1.793	.077
	Transformational Leadership	.276	.096	.297	2.876	.005
	HR Competence	.452	.108	.405	4.186	.000
	Organizational Commitment	.229	.102	.222	2.247	.027

a. Dependent Variable: Employee Performance

Source: Research Results, Data Processed 2026

From Table 4.17, the t-value for each independent variable is obtained. By looking at the criteria that have been set, with $\alpha = 0.05$ and t-table ($82-3-1=78$), the t-table value is 1.990. From this explanation, the conclusions can be drawn as follows:

1. The significance value of transformational leadership (X1) on employee performance (Y) is $0.005 < 0.05$ and the t-value is $2.876 > t\text{-table } 1.990$, so it can be concluded that H1 is accepted, meaning that leadership style (X1) influences employee performance (Y).
2. The significance value of HR competency (X2) on employee performance (Y) is $0.000 < 0.05$ and the t-value is $4.186 > t\text{-table } 1.990$, so it can be concluded that H2 is accepted, meaning that competency (X2) affects employee performance (Y).
3. The significant value of organizational culture (X3) on employee performance (Y) is $0.027 < 0.05$ and the calculated t-value is $2.247 > \text{the table t-value of } 1.990$, so it can be concluded that H3 is accepted, which means organizational commitment (X3) affects employee performance (Y).

E. Discussion

1. The Influence of Transformational Leadership (X1) on Employee Performance (Y)

The test results of the transformational leadership variable (X1) on employee performance (Y) showed a positive and significant t-value, with a significance level lower than the set threshold. This means that transformational leadership has a positive and significant effect on employee performance. Therefore, the hypothesis stating that transformational leadership has a significant positive effect on employee performance (H1) is accepted.

The results of this study show that transformational leadership plays a very important role in creating a work environment that supports employee performance improvement. Respondents felt that a leader's ability to inspire, motivate, and pay attention to individual needs greatly affects work enthusiasm. When leaders can provide clear direction, build trust, and encourage the team to achieve common goals, employees become more motivated to work at their best and give their top contribution to the company. The results This study is in line with the research by Mendrofa et al., (2024) which shows that transformational leadership has a positive and significant impact on employee performance at the sub-district office of Hiliduho, with a t-value of 12.130 and a significance level of $\text{sig} < 0.000$. In addition, Sri et al., (2025) also showed that transformational leadership has a significant effect ($\text{sig} = 0.000$) and affects employee performance by 62%.

3. The Influence of HR Competence (X2) on Employee Performance (Y)

HR Competence (X2), according to the research results, shows that HR Competence has a positive and significant t-value, with a significance level smaller than the set threshold. This means that HR Competence has a positive and significant effect on Employee Performance. Therefore, the hypothesis stating that HR Competence significantly affects Employee Performance (H2) is accepted. In line with Nur Adilla's research (2025), it shows that HR competency has a positive and significant effect on employee performance with a contribution of 62.9% ($R^2 =$

0.629). The results of this study indicate that the higher the competency an employee has, the better the performance produced. The competency referred to includes the ability to carry out tasks carefully, having adequate knowledge, mastering skills relevant to their job, and being able to collaborate with coworkers. and are able to provide ideas or solutions in getting work done. Employees who have good competence will find it easier to adapt to policy changes and technological developments, so work can be completed effectively, efficiently, and on time.

4. The Effect of Organizational Commitment (X3) on Employee Performance (Y)

For the organizational commitment variable (X3), the study results show that organizational commitment has a positive and significant t-value, with a significance value smaller than the specified limit. This means that organizational commitment has a positive and significant effect on Employee Performance. Therefore, the hypothesis stating that organizational commitment has a significant effect on Employee Performance (H3) is accepted. This is in line with the findings of Rizal et al., (2023), who stated that organizational commitment positively and significantly affects employee performance with an R2 value of 0.632 (63.2%). This study shows that the higher the organizational commitment of employees, the better their performance. Employees with high commitment will show a sense of ownership towards the organization, take responsibility for completing tasks, and strive to give their best contribution to achieve the organization's goals. This commitment is reflected in employees' willingness to follow rules, maintain the organization's good name, cooperate with colleagues, and continue to deliver optimal performance even when facing various challenges in carrying out their duties.

REFERENCES

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. In *Work Orientations*, 6–7.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire, 441–462.
- Bass, B. M. (2010). Two decades of research and development in transformational leadership, 0643.
- Gunarto, M. (2023). The influence of transformational leadership and task complexity on employee performance with motivation as an intervening variable. 7(1), 85–86.
- Marliana, N., & Fitri Suyuthi, S. R. (2024). The influence of human resource competence and social support on employee performance in regional apparatus organizations (OPD) of Penajam District, North Penajam Paser Regency. 3(1).
- Mendrofa, A. H., Hulu, F., Zalukhu, Y., & Telaumbanua, E. (2024). The influence of transformational leadership on employee performance at the Hiliduho District Office, Nias Regency. *Journal of Economics, Business, Management, and Accounting (JEBMA)*, 4(3), 1540–1555.
- Nur Adilla, S., Sanjaya, S., & C. O. C. (2025). The effect of training and human resource competence on employee performance through job satisfaction as an intervening variable at Lubuk Sikarah District Office, Solok City. 3.
- Pahmi, & Busman. (2021). The influence of human resource competence on employee performance at Tranlili District Office, Maros Regency. *Online Manajemen ELPEI*, 2(2), 167–186.
- Rizal, M., Alam, H. V., & Asi, L. L. (2023). The influence of organizational commitment on employee performance at the Gorontalo City Education Office. 5(3), 1126–1140.
- Sri, N., Yuliana, R., Urahmah, N., Studi, P., Publik, A., Tinggi, S., & Administrasi, I. (2025). Analysis of the influence of transformational leadership on employee performance at the Hulu Sungai Utara District Health Office. 1041–1053.