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Improving the Performance of Sambong Health Center Employees Through Transformational Leadership and Achievement Motivation

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Abstract. *Improving the Performance of Sambong Community Health Center Employees through Transformational Leadership and Achievement Motivation. Master of Management Program. Sultan Agung Islamic University Semarang. 2024 The formulation of the problem in this research is 1) What is the influence of transformational leadership on employee performance at the Sambong Blora Community Health Center?; 2) How does achievement motivation influence employee performance at the Sambong Blora Community Health Center?; 3) What is the influence of transformational leadership on employee performance through innovation capabilities at the Sambong Blora Community Health Center?; 4) How does achievement motivation influence employee performance through innovation capabilities at the Sambong Blora Community Health Center? This study uses a quantitative approach. The population in this study was all 65 Sambong Community Health Center employees. The sample in this study amounted to 65 people using total sampling techniques. The technique used to collect data in this research is by using a questionnaire. The data analysis used includes descriptive analysis and data analysis with Structural Equation Model (PLS). Research results (1) show that there is an influence between transformational leadership on employee performance based on the sig value. 0.008 < 0.05 at the 5% significance level. (2) there is an influence between transformational leadership on innovation capability based on the sig value. 0.002 < 0.05 at the 5% significance level. (3) there is an influence between achievement motivation on employee performance based on the sig value. 0.004 < 0.05 at the 5% significance level. (4) there is an influence between achievement motivation and innovation capability based on the sig value. 0.002 < 0.05 at the 5% significance level. (5) there is an influence between innovation capability on employee performance based on the sig value. 0.004 < 0.05 at the 5% significance level. (6) there is an influence between transformational leadership on employee performance which is mediated by innovation capability based on the sig value. 0.026 < 0.05 at the 5% significance level. (7) There is an influence between achievement motivation on employee performance which is mediated by innovation capability based on the sig value. 0.036 < 0.05 at the 5% significance level.*

Keywords: *Employees; Leadership; Performance; Transformational.*

JRBI
JURNAL RISET BISNIS INDONESIA
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1. Introduction

The Community Health Center (Puskesmas) as one of the technical implementation units (UPT) of the District/City Health Office is a first-level implementing unit as the spearhead of health development including health services in Indonesia. Health services are the mainstay of the community, so the availability of human resources (HR) in the health system is needed to achieve the highest level of public health (Adisasmito, 2020).

Sambong Health Center is located in Blora Regency. Sambong Health Center is a first-level implementing unit as the spearhead of health development including health services in Indonesia. Health services are the mainstay of the community, so the availability of human resources (HR) in the health system is needed to achieve the highest level of public health. Sambong Health Center must always improve employee performance.

Performance is the willingness of a person or group to do an activity and perfect it according to the responsibility with the expected results. Employee Performance is the work results achieved by employees in carrying out tasks according to their responsibilities (Rivai, 2014). In human resource development, the performance of an employee in a public service organization is very much needed to achieve organizational success. Improving employee performance is not only beneficial for the organization, but also for the employee himself. Because with good performance theoretically can achieve a better level of employee career development.

To achieve good performance, the most dominant element is human resources, even though the planning has been well and neatly arranged but if the person or personnel who implement it are not qualified and do not have high work enthusiasm, then the planning that has been arranged will be in vain. Many factors affect the performance of an employee. Factors that affect the achievement of good performance Suprihanto (2018) are leadership, talent, education and training, environment and facilities, work climate, motivation and industrial relations skills, management technology, opportunities for achievement and so on.

One of the important factors in improving employee performance in transformational leadership. Transformational leadership can be interpreted as leadership behavior that changes the norms and values of employees, motivating them to do beyond their own expectations (Bass, 2019). Employees who receive personal support, inspiration, and quality coaching from their leaders will create a challenging, engaging and satisfying work experience.

Employees become more engaged with their work when their leaders are able to increase their optimism through transformational leadership styles. These results suggest that personal resources and work engagement may be important in explaining transformational leadership, given the strong positive relationship between work engagement and performance (Mendes & Stander, 2020). Transformational leadership occurs when leaders broaden and enhance employees' interests, when leaders generate awareness and acceptance of the group's goals and missions, and when leaders encourage employees to look beyond their own interests for the good of the group (Bass, 2019). Leaders who have charisma

JRBI
JURNAL RISET BISNIS INDONESIA
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MAGISTER MANAJEMEN-UNISSULA

to employees and can inspire employees feel that their emotional needs are met and can stimulate employees.

Another factor that influences employee performance besides transformational leadership is achievement motivation. Motivation is not easy to generate, especially when it is related to encouraging employees to achieve. In the government agency environment, there are basically efforts to motivate employees to achieve, for example by giving the Satya Lencana award. Moreover, now each work unit is highly demanded to work professionally in order to achieve organizational goals that are in accordance with the organization's vision and mission in this global era.

Achievement motivation is closely related to a person's performance, so people say that there is an ability contained in a person who is full of motivation. Achievement motivation is a person's tendency to react to a situation to achieve an achievement that is displayed in the form of behavior. Achievement motivation is a motive that drives a person to compete with the excellence of others and their own excellence (Mangkunegara, 2017).

Mc Clelland in Sule and Saefullah (2015) explains that someone who has a high need for achievement (high N-Ach) has characteristics as someone who likes challenging, risky work, and likes responses to the work done. Conversely, someone who has a low need for achievement (low N-Ach) tends to have the opposite characteristics.

Based on initial data, employee performance is known based on the achievement of SPM (Minimum Service Standards) at the Sambong Health Center for the December 2023 period as follows:

SPM Table for Sambong Health Center in 2023

NO	INDIKATOR SPM	TARGET	NOVEMBER			DESEMBER		
			BLN	KOM	%	BLN	KOM	%
1	**Pelayanan ibu hamil**	333						
	* Bumil yg mendapat pelayanan sesuai standar (K6)		28	305	91.5915916	28	333	100
	* Jumlah Bumil Bulan ini (Target)		28			28		
2	**Pelayanan ibu bersalin**	311						
	* Jumlah ibu bersalin di fasyankes		23	286	88	25	311	100
	* Jumlah ibu bersalin bulan ini		27			27		
3	**Pelayanan bayi**	306						
	* Jumlah bayi baru lahir dilayani sesuai standar		23	280	90	26	306	100
	* Jumlah bayi baru lahir bulan ini		26			26		
4	**Pelayanan balita (0 - 59 bulan)**	1188						
	* Junlah balita yg mendapat pelayanan sesuai standar		109	1078	96	110	1188	100
	* Jumlah balita (0 - 59 bln)		103			103		
5	**Pelayanan kesehatan anak usia SD**	3028						
	* Jumlah anak usia SD yg mendapat pel. Sesuai standar		136	3028	100	136	3028	100
	* Jumlah anak usia SD		252			252		
6	**Pelayanan kesehatan orang usia produktif**	18273						
	* Jumlah orang usia 15-59 thn yg mendapat pel skrining		2000	19288	102	2000	19288	105.554643
	* Jumlah orang usia 15-59 thn		1493			1493		

JRBI
JURNAL RISET BISNIS INDONESIA
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MAGISTER MANAJEMEN-UNISSULA
Vol. 21 No. 1 January (2024)

7	**Pelayanan kesehatan usia lanjut**	2552						
	* Jumlah orang usia diatas 60 th yg mendapat skrining		2545	2545	91,45	130	2675	104.819749
	* Jumlah orang usia diatas 60 th		213			213		
8	**Pelayanan kesehatan penderita hipertensi**	8284						
	* Jumlah penderita hipertensi ≥ 15th mendapat pel. sesuai standar		625	5005	60,4	630	5635	68.0226944
	* Jumlah penderrita hipertensi usia ≥ 15 th		690			690		
9	**Pelayanan kesehatan penderita diabetes mellitus**	392						
	* Jumlah penderita DM ≥ 15 tahun mendapat pel. Sesuai standar		4	414	105	5	419	106.887755
	* Jumlah penderita DM ≥ 15 tahun		33			33		
10	**Pelayanan kesehatan ODGJ berat**	76						
	* Jumlah ODGJ berat yg mendapat pelayanan sesuai standar		0	77	101	1	78	102.631579
	* Jumlah proyeksi ODGJ berat		6			6		
11	**Pelayanan kesehatan orang teduga tuberkulosis**	295						
	* Jmlh orang terduga tuberkolusis mendapat pemeriksaan penunjang		6	231	78.3	18	249	84.4067797
	* Jmlh orang terduga tuberkolusis		25			25		
12	**Pel kesehatan orang beresiko terinfeksi HIV**	363						
	* Jumlah orang beresiko terinfeksi HIV yg mendapat pel sesuai standar		20	247	68	11	258	71.0743802
	* Jumlah orang beresiko terinfeksi HIV							

Based on the SPM data above, it is known that the 12 indicators determined to provide service standards at the Sambong Health Center are known in the Indicator of pregnant women's services, maternity services, baby services, toddler services aged 0-59 months, elementary school children's health services have reached the target at the end of December 2023, indicating maximum performance. However, in certain other indicators, the Sambong Health Center has not achieved the specified success indicators. This shows that the performance of the Sambong Health Center employees is still not optimal. Because of the 12 minimum service standards determined by the Indonesian Ministry of Health, only 5 indicators have reached the standard.

Based on previous research journals, employee performance can be influenced by leadership and motivation. The results of Lor & Hassan's (2017) study showed the influence of supportive leadership and transformational leadership on employee performance, when leaders involve themselves in displaying leadership behavior, it will affect the performance of their employees. However, according to Razak et al. (2018) leadership does not affect employee performance.

Previous research from Mohamud et al. (2017) showed the influence of achievement motivation on employee performance, when employees have high motivation, it will also produce high performance, conversely Razak et al. (2018) stated that motivation does not affect employee performance. Leaders continue to build employee achievement motivation by holding outings or vacations, the goal is for employees to get refreshed before returning to work activities. Bonuses have also been given to encourage employee enthusiasm, but not all employees get bonuses, only permanent employees and employees who have important roles get them.

Based on the background description above, it is necessary to conduct research with the title "Improving the Performance of Sambong Health Center Employees Through Transformational Leadership and Achievement Motivation".

JRBI
JURNAL RISET BISNIS INDONESIA
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2. Research Methods

This study uses a quantitative approach. According to Sugiyono (2018; 13) quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. Positivistic philosophy is used in certain populations or samples. Then this research is a type of associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2018).

This study aims to explain the hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory that is used as a basis. In this case, it is to test the improvement of Employee Performance at Sambong Health Center through Transformational Leadership and Achievement Motivation.

3. Results And Discussion

Research Data Description

The description of the data that will be presented below is to provide a general picture of the distribution of data that has been carried out in the field. The sample of this study is 65Employees of Sambong Health Center. The distribution of data in this study came from questionnaires distributed to participants. All completed questionnaires met the requirements for processing, because there were no defective or incomplete questionnaires. The results of the questionnaire collection are shown in the table below:

Questionnaire Distribution Details Table

Information	Amount	Presentation
The questionnaire was distributed	65	100%
Returned questionnaire	65	100%
Processable questionnaire	65	100%

Source: Processed primary data (2024)

The data obtained were declared eligible for analysis. The data were then processed using Microsoft Excel. Descriptive analysis is presented in a table including the number of scores, average scores, maximum, minimum, and standard deviation. The table below will display the results of descriptive analysis of each variable. Hypothesis testing in this study used Partial Least Square (PLS). PLS is an alternative method of analysis with a Structural Equation Model (SEM) based on variance. The tool used is the Smart PLS Version 4 program which is specifically designed to estimate structural equations based on variance.

Description of Respondent Characteristics

1. Respondent Characteristics Based on Age as follows:

Respondent Characteristics Table Based on Age

Age	Amount	Presentation
< 25 Years	5	7.7%
26 – 30 Years	12	18.5%
31 – 40 Years	31	47.7%

> 40 Years	17	26.2%
Total	65	100%

Source: Processed primary data (2024)

Based on the table above, it can be explained that respondents aged <25 years old numbered 5 people or (7.7%), then respondents aged 26-30 years numbered 12 people or (18.5%), after that respondents aged 31-40 years numbered 31 people or (47.7%) and respondents aged > 40 years numbered 17 people or (26.2%).

2. Respondent Characteristics Based on Gender as follows:

Respondent Characteristics Table Based on Gender

Gender	Amount	Presentation
Man	40	61.5%
Woman	25	38.5%
Total	65	100%

Source: Processed primary data (2024)

Based on the table above, it can be explained that there were 40 male respondents or (61.5%) and 25 female respondents or (38.5%).

3. Respondent Characteristics Based on Education as follows:

Respondent Characteristics Table Based on Education

Education	Amount	Presentation
No school	-	-
Elementary school equivalent	-	-
junior high school or equivalent	-	-
High school or equivalent	18	27.7%
College	47	72.3%
Total	65	100%

Source: Processed primary data (2024)

Based on the table above, it can be explained that based on the respondents' education, there are no unschooled, elementary school or equivalent or junior high school or equivalent. However, there are respondents who have a high school education or equivalent, namely 18 people or (27.7%) and respondents who are educated at college, namely 47 people or (72.3%).

Respondents' Answer Description

Descriptive respondent answers provide an overview of the respondents' answers to the questionnaire related to transformational leadership (X1), achievement motivation (X2), innovation capability (Z) and employee performance (Y). Based on the research that has been conducted, the description of each variable in this study is summarized as follows:

1. Transformational Leadership (X1)

JRBI
JURNAL RISET BISNIS INDONESIA
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MAGISTER MANAJEMEN-UNISSULA

The results of the descriptive analysis regarding matters on the transformational leadership variable based on the answers from 65 respondents can be seen in the following table:

Transformational Leadership Variable Description Table (X1)

No	Indicator		Descriptive Statistics		
			mean	*median*	*mode*
1	X1.1	The head of the health center has the charisma to lead	3.80	4.00	4
2	X1.2	The head of the health center always provides motivation and creates new inspiration in the work environment.	3.82	4.00	4
3	X1.3	The head of the health center provides learning enthusiasm to improve the quality of employees	3.75	4.00	4
4	X1.4	The head of the health center provides personal attention to employees who are having work problems	3.85	4.00	4
Transformational Leadership			**3.80**	**4.00**	**4**

Source: Processed primary data (2024)

Based on the transformational leadership variable table above, it was obtained that most respondents gave answers that were indicated with a mean score of 3.80. In the statement item X1.4, it has the highest mean value, namely 3.85 with the statementthe head of the health center provides personal attention to employees who are constrained by work. While the lowest mean of 3.75 in question item X1.3 is a statement that the head of the health center provides learning enthusiasm to improve the quality of employees.

2. Achievement Motivation (X2)

The results of the descriptive analysis regarding the matters of the achievement motivation variable based on the answers from 65 respondents can be seen in the following table:

Description Table of Achievement Motivation Variables (X2)

No	Indicator		Descriptive Statistics		
			mean	*median*	*mode*
1	X2.1	I have a responsibility to work according to my job description	3.89	4.00	4
2	X2.2	I dare to take work risks to achieve success	3.92	4.00	4
3	X2.3	I have clear and measurable goals in my work.	3.83	4.00	4
4	X2.4	I do planning before working according to procedures	3.91	4.00	4
5	X2.5	I use feedback as a basis for moving forward better.	3.45	4.00	4
6	X2.6	I am looking for an opportunity that will improve my performance.	3.49	4.00	4
Motivation to Achieve			**3.75**	**4.00**	**4**

Source: Processed primary data (2024)

Based on the table of achievement motivation variables above, it was obtained that most respondents gave answers that were indicated with a mean score of 3.75. In the statement

item X2.2, it has the highest mean value, namely 3.92 with the statementI dare to take job risks to achieve success. While the lowest mean of 3.45 on question item X2.5 in the form of a statement I use feedback as a basis for moving forward better.

3. Innovation Capability (Z)

The results of the descriptive analysis regarding the innovation capability variable (Z) based on the answers from 65 respondents can be seen in the following table:

Innovation Capability Variable Description Table (Z)

No	Indicator		Descriptive Statistics		
			mean	*median*	*mode*
1	Z.1	In my work I always make improvements for the better.	3.63	4.00	4
2	Z.2	I always appear different from others in seeking work effectiveness.	3.40	3.00	3
3	Z.3	I modify existing work rules with practice in the field	3.46	4.00	4
4	Z.4	I look for new things to maximize work results.	3.28	3.00	3
5	Z.5	I dare to start and accelerate something new	3.34	3.00	3
Innovation Capability			3.42	3.40	3.4

Source: Processed primary data (2024)

Based on the innovation capability variable table above, it was obtained that most respondents gave answers that were indicated with a mean score of 3.42. In the statement item Z.1, it has the highest mean value, namely 3.63 with the statementI always make updates for better improvements in my work. While the lowest mean was 3.28 in question item Z.4 in the form of a statement that I look for new things to maximize work results.

4. Employee Performance (Y)

The results of the descriptive analysis regarding the employee performance variable (Y) based on the answers from 65 respondents can be seen in the following table:

Employee Performance Variable Description Table (Y)

No	**Indicator**		**Descriptive Statistics**		
			mean	*median*	*mode*
1	Y.1	I can work according to the specified target	3.71	4.00	3
2	Y.2	I complete my work neatly, correctly and according to the mechanism.	3.49	3.00	3
3	Y.3	The work was completed on time as determined by the health center.	3.34	3.00	2
4	Y.4	In my work I can minimize operational costs but remain productive	3.48	4.00	4
5	Y.5	The work I do is justified by internal oversight	3.34	3.00	4
6	Y.6	I have a harmonious and synergistic working relationship between employees.	3.91	4.00	4
Employee Performance			**3.54**	**3.50**	**3.3**

Source: Processed primary data (2024)

Based on the table of employee performance variables above, it was obtained that most respondents gave answers that were indicated with a mean score of 3.54. In the statement item Y.6, it has the highest mean value, namely 3.91 with the statementI have a harmonious and synergistic working relationship between employees. While the lowest meanas big as3.34 in question item Y.3 is a statement that the work was completed on time as determined by the health center and Y.5 is a statement that the work I did can be justified by internal supervision.

Research Result Data Analysis

The research data were processed using the Partial Least Square (PLS) approach used to continue the data analysis for this investigation. PLS-based Structural Equation Modeling (SEM) is an alternative analytical technique. The SmartPLS version 4 application is the tool used, and is specifically designed to calculate structural equations based on variance.

1. *Evaluation of Measurement Models*(Outer model)

The outer model is a measurement model to see each indicator that has a relationship with other variables. Analyzing the correlation between item values / component scores calculated using SmartPLS software, the validity of the assessment model convergence using dimensional reflection is evaluated. According to Ghozali & Latan (2017). A single reflective measure is considered high after correlating with a minimum of 0.7 components being tested. The outer model is used to test validity and reliability. Below is a path diagram in this research model:

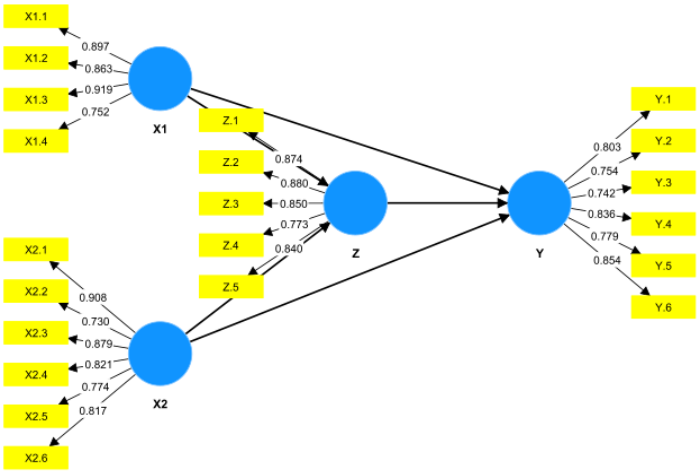

Figure Outer Model Data Processing Results

According to Hair et al. (2016), the tests carried out on the outer model are as follows:

a. *Convergent Validity*

*Convergent validity*is a measure that is positively correlated with alternative measures of the same construct. Each item must be able to achieve a valid construct. To evaluate convergent validity, researchers consider the outer loadings and Average Variance Extracted (AVE) values.

JRBI
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MAGISTER MANAJEMEN-UNISSULA
Vol. 21 No. 1 January (2024)

Below are the outer loadings for the variables Transformational Leadership, Achievement Motivation, Innovation Capability and Employee Performance.

Loading Factor Table

Variables	Indicator	Outer loading	Rule of Thumb	Conclusion
Transformational Leadership	X1.1	0.897	0.700	Valid
	X1.2	0.963	0.700	Valid
	X1.3	0.919	0.700	Valid
	X1.4	0.752	0.700	Valid
Motivation to Achieve	X2.1	0.908	0.700	Valid
	X2.2	0.730	0.700	Valid
	X2.3	0.879	0.700	Valid
	X2.4	0.821	0.700	Valid
	X2.5	0.774	0.700	Valid
	X2.6	0.817	0.700	Valid
Employee Performance	Y.1	0.803	0.700	Valid
	Y.2	0.754	0.700	Valid
	Y.3	0.742	0.700	Valid
	Y.4	0.836	0.700	Valid
	Y.5	0.779	0.700	Valid
	Y.6	0.854	0.700	Valid
Innovation Capability	Z.1	0.874	0.700	Valid
	Z.2	0.880	0.700	Valid
	Z.3	0.850	0.700	Valid
	Z.4	0.773	0.700	Valid
	Z.5	0.840	0.700	Valid

Source: Processed primary data (2024)

*Convergent validity*from the measurement model can be from the correlation between the item/instrument score with the construct score (loading factor) with the criteria of the loading factor value of each instrument> 0.7. Based on data processing, the values of the instruments above on the variables of transformational leadership, achievement motivation, innovation capability and employee performance have met the criteria, namely more than 0.700 so that they are declared valid.

b. *Discriminant Validity*

Discriminant validity assessment has become a generally accepted prerequisite for analyzing relationships between latent variables. For variance-based structural equation modeling, such as partial least squares, the Fornell Larcker criterion and cross-loading examination are the dominant approaches to evaluate discriminant validity. Discriminant validity is the level of differentiation of an indicator in measuring the construct of the instrument. To test discriminant validity, it can be done by examining the Cross Loading, namely the correlation coefficient of the indicator to its association construct (cross loading) compared to the correlation coefficient with other constructs (cross loading). The value of the indicator correlation construct must be greater to its association construct than to other constructs.

The greater value indicates the suitability of an indicator to explain its association construct compared to explaining other constructs. (Jorg Henseler et al., 2014).

Cross Loading Criterion Discriminant Validity Table

Variables	X1	X2	Y	Z
X1.1	0.897	0.822	0.812	0.705
X1.2	0.863	0.745	0.711	0.693
X1.3	0.919	0.873	0.830	0.820
X1.4	0.752	0.654	0.683	0.626
X2.1	0.832	0.908	0.815	0.779
X2.2	0.615	0.730	0.653	0.733
X2.3	0.770	0.879	0.855	0.772
X2.4	0.770	0.821	0.730	0.694
X2.5	0.645	0.774	0.636	0.616
X2.6	0.825	0.817	0.746	0.599
Y.1	0.660	0.659	0.803	0.788
Y.2	0.646	0.644	0.754	0.678
Y.3	0.699	0.690	0.742	0.672
Y.4	0.712	0.751	0.836	0.702
Y.5	0.755	0.759	0.779	0.591
Y.6	0.752	0.798	0.854	0.677
Z.1	0.756	0.751	0.719	0.874
Z.2	0.730	0.739	0.747	0.880
Z.3	0.791	0.794	0.697	0.850
Z.4	0.623	0.630	0.756	0.773
Z.5	0.594	0.677	0.710	0.840

Source: Processed primary data (2024)

From the results of the table above, it shows that the cross-loading value shows that all outer loadings values of the indicators on the related constructs are greater than the cross-loading values on other constructs. It can be concluded that all constructs have good discriminant validity.

c. *Composite Reliability*and Cronbach Alpha

Reliability testing is conducted to prove accuracy and precision in measuring all constructs. Composite reliability and Cronbach alpha values are said to be reliable if > 0.7. Below are the composite reliability and Cronbach alpha values of each variable.

Composite Reability and Cronbach Alpha Table

Variables	*Cronbach's Alpha*	*Composite Reliability*
Transformational Leadership	0.881	0.891
Motivation to Achieve	0.904	0.911
Employee Performance	0.883	0.885
Innovation Capability	0.889	0.900

Source: Processed primary data (2024)

Based on the results of the composite reliability and Cronbach alpha tests, it shows that all constructs in this study meet the minimum value requirement limit> 0.7. The results of the composite reliability test show that all variables have adequate internal consistency in measuring a construct. In addition, the reliability test in this study is also strengthened by the results of the Cronbach alpha so that it can be concluded that all constructs in this study are reliable and can carry out further analysis tests.

Based on the test results of the evaluation of measurement model (outer model), it can be concluded that this study has adequate convergent validity and discriminant validity test results and has been accepted. In addition, the study also has adequate internal consistency reliability in the composite reliability and cronbach alpha tests. Therefore, researchers can conduct further tests.

d. R square test

*R square*is the most common measure used to evaluate the inner model is the coefficient of determination (R2). R2 is a model predictive power calculated as the squared correlation between the actual and predicted values of a construct on a particular endogenous. R2 represents the combined effect of exogenous latent variables on endogenous latent variables. Thus, R2 represents the amount of variance in the endogenous construct explained by all the exogenous constructs associated with it. The R square values include 0.75 (strong), 0.50 (moderate), and 0.25 (weak). Below are the values of R2 as follows:

R square table

Variables	***R square***
Employee Performance	0.859
Innovation Capability	0.747

Source: Processed primary data (2024)

Based on the results of the R2 test, it shows that transformational leadership, achievement motivation and innovation capability affect employee performance with an R2 value of 0.859 (strong). This shows that 85.9% of employee performance can be influenced by transformational leadership, achievement motivation and innovation capability while 14.1% of employee performance is influenced by other variables. In addition, transformational leadership and achievement motivation also affect innovation capability with an R2 value of 0.747 (Moderate). This shows that 74.7% of innovation capability can be influenced by transformational leadership and achievement motivation while 25.3% of innovation capability is influenced by other variables.

e. F square test

Researchers will see the substantive influence of endogenous conception influenced by exogenous conception through the F2 value. The magnitude of the substantive influence is classified into 3, namely 0.02; 0.15; and 0.35 respectively fall into the categories of small, medium, and large influences (Setiaman, 2023). The F2 value data can be seen in the following table:

F square table

Connection	*F square*	The Magnitude of Influence
X1 against Y	0.103	Small
X1 against Z	0.077	Small
X2 against Y	0.181	Currently
X2 against Z	0.223	Currently
Z to Y	0.124	Small

Source: Processed primary data (2024)

A moderate substantive influence occurs on variable X2 towards Y (0.181) and variable X2 towards Z (0.223), while a small substantive influence occurs on variable X1 towards Y (0.103), variable X1 towards Z (0.077) and variable Z towards Y (0.124).

f. Goodness of Fit Model Test

The goodness of fit model test can be seen from the SRMR values of the model. The PLS model is declared to have met the criteria for goodness of fit model if the SRMR value is <0.10 and the model is declared perfect fit if the SRMR value is <0.08.

Goodness of Fit Model Test Results Table

No	Structural Model	Estimated	*Cut Off Value*	Information
1	SRMR	0.081	< 0.10	Fit
2	d_ULS	1,502	> 0.05	Fit
3	d_G	2,302	> 0.05	Fit
4	Chi-Square	590,280	> 0.05	Fit
5	NFI	0.639	Approaching 1	Fit

Source: Processed primary data (2024)

Based on the results of the goodness of fit test of the PLS model in the table above, it shows that the SRMR value of the PLS model is 0.081, which means it is lower than 0.10, thus indicating a good model. For the d_ULS output result, which is 1.502, it shows a result higher than 0.05, which means it indicates a good model. For the d_G output result, which is 2.302, it shows a result higher than 0.05, which means it indicates a good model. The Chi square result is 590.280, which means the model is good. The NFI output result shows a result of 0.639, which means the model can be accepted well.

According to Simanjuntak & Hamimi (2019), the goodness-of-fit test analysis has many criteria, if a model...shows that almost all criteria indicate that the model is already in good fit criteria, then the model can be continued for hypothesis testing. In this study, it was found that out of 5 goodness of fit model tests, 5 tests were met, so the model in this study can be continued for hypothesis testing.

2. *Evaluation of Structural Models*(Inner Model)

The inner model is interpreted as a model that tests causality between variable constructs. According to Hair et al. (2016) states that the tests carried out on the inner model are as follows:

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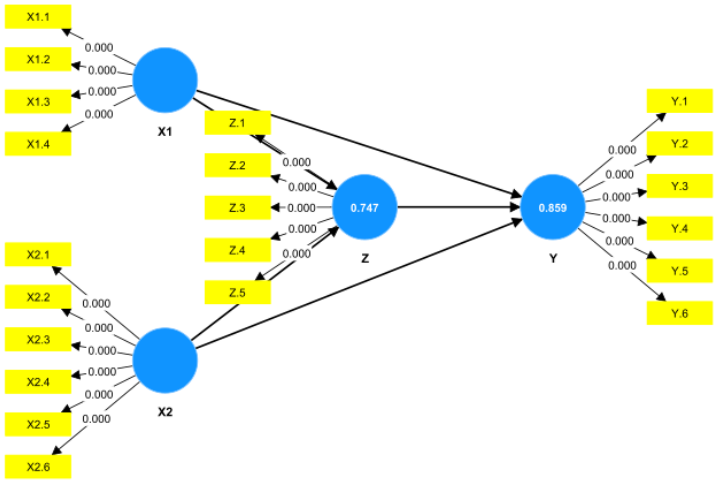

Figure Inner Model Data Processing Results

Structural model testing (inner model) is conducted to ensure the structural model built is robust and accurate. The bootstrapping method is used to assess the stability of the estimate, so hypothesis testing based on bootstrapping output can be seen as follows:

a. Path Coefficient (Direct Influence)

The PLS structural model is applied to the dependent variable and coefficient values for the independent variables, then the significance of each path is determined using the t-statistic value. We can examine the t-statistic relationship between the dependent and independent variables for the path coefficients in the SmartPLS 4 output (shown below) to determine the relevance of the model predictions to the context of the structural model (Jogiyanto & Willy, 2014).

Path Coefficient Table in Model Testing

Hypothesis	Connection	*Path coefficient*	*P-values*	Information
H1	Transformational Leadershipon Employee Performance	0.277	0.008	Influential
H2	Transformational Leadershiptowards Innovation Capability	0.332	0.002	Influential
H3	Motivation to Achieveon Employee Performance	0.429	0.004	Influential
H4	Motivation to Achievetowards Innovation Capability	0.552	0.002	Influential
H5	Innovation Capabilityon Employee Performance	0.267	0.004	Influential

Source: Processed primary data (2024)

To find out the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficients between variables by comparing the p-value with alpha (0.005) or t-statistics of (>1.96). The magnitude of the P-value and also the t-statistics are

obtained from the output on SmartPLS using the bootstrapping method. This test is intended to test the hypothesis consisting of the following 5 hypotheses:

1) Hypothesis Testing 1

The first hypothesis, this study shows that transformational leadership on employee performance where the value is determined by calculation using the SmartPLS version 4 software program. obtained pvalue 0.008 <0.05 at a significance level of 5%. This indicates that H1 can be accepted.

2) Hypothesis Testing 2

The second hypothesis, this study shows that transformational leadership on innovation capability where the value is determined by calculation using the SmartPLS version 4 software program. obtained p-value 0.002 <0.05 at a significance level of 5%. This indicates that H2 can be accepted.

3) Hypothesis Testing 3

The third hypothesis, this study shows that achievement motivation on employee performance where the value is determined by calculation using the SmartPLS version 4 software program. obtained p-value 0.004 <0.05 at a significance level of 5%. This indicates that H3 can be accepted.

4) Hypothesis Testing 4

The fourth hypothesis, this study shows that achievement motivation on innovation capability where the value is determined by calculation using the SmartPLS version 4 software program. obtained p-value 0.002 <0.05 at a significance level of 5%. This indicates that H4 can be accepted.

5) Hypothesis Testing 5

The fifth hypothesis, this study shows that innovation capability on employee performance where the value is determined by calculation using the SmartPLS version 4 software program. obtained p-value 0.004 <0.05 at a significance level of 5%. This indicates that H5 can be accepted.

b. Proof of Intervening Variables

To see the intervening, namely by comparing the value of the direct effect with the indirect effect, it can be said that the mediating variable has an indirect influence on the relationship between the two variables. The following is a table to see the mediation between variables.

Specific Indirect Effect Table

	Coefficient Value	***P values***	**Information**
Transformational Leadership → Innovation Capability → Employee Performance	0.190	0.026	Innovation Capability Able to Mediate the Influence of Transformational Leadership on Employee Performance

Achievement Motivation → Innovation Capability → Employee Performance	0.146	0.036	Innovation Capability Able to Mediate the Influence of Achievement Motivation on Employee Performance

Source: Processed primary data (2024)

Intervening variables are used to determine the indirect influence of the relationship between the two variables.

1) Hypothesis Testing 6

The sixth hypothesis, this study shows that innovation capability is able to mediate the influence between transformational leadership on employee performance, this is evidenced by the specific indirect effect with a p-value of 0.026 <0.05 at a significance level of 5%. This indicates that H6 can be accepted.

2) Hypothesis Testing 7

The seventh hypothesis, this study shows that innovation capability is able to mediate the influence between achievement motivation on employee performance, this is evidenced by the specific indirect effect with a p-value of 0.036 <0.05 at a significance level of 5%. This indicates that H7 can be accepted.

Analysis of the Influence of Transformational Leadership on Employee Performance

Based on the research results above, it can be concluded that transformational leadership has a positive and significant influence on employee performance at the Sambong Health Center with a value of*pvalue*0.008 < 0.05. The results of this study are similar to research by Deddy (2022) which shows that transformational leadership has a positive and significant effect on employee performance with a P value of 0.000 which means < 0.05.

According to Jufrizen & Lubis (2020) Transformational leadership style is a leadership style that is related to strong self-identification, the creation of a shared vision for the future and the relationship between leaders and followers based on something more than just giving rewards for compliance. Transformational leaders define the need for change, create a new vision, mobilize commitment to carry out the vision and transform followers both at the individual and organizational levels.

Analysis of the Influence of Transformational Leadership on Innovation Capability

Based on the research results above, it can be concluded that transformational leadership has a positive and significant influence on innovation capability at the Sambong Health Center with a value of*pvalue*0.002 < 0.05. The results of this study are similar to research by Farlina et al (2023) which shows that transformational leadership has a positive and significant effect on innovation capability with a P value of 0.006 which means < 0.05.

According to Arfandi et al (2022) Transformational leadership itself is a leadership style that identifies the changes needed, so this leadership style tends to involve subordinates in designing the organization's vision. Basically, transformational leadership is a leader's character who has individual attention by giving tasks according to the competence of

subordinates, applying intellectual stimulation to subordinates with the aim of building creativity that can give birth to new innovations.

4. Conclusion

This study aims to determine how transformational leadership and achievement motivation affect employee performance through innovation capability as an intervening variable. The findings of this study can be concluded: 1. There is an influence between transformational leadership and employee performance based on sig. 0.008 <0.05 at a significance level of 5%. 2. There is an influence between transformational leadership and innovation capability based on sig. 0.002 <0.05 at a significance level of 5%. 3. There is an influence between achievement motivation and employee performance based on sig. 0.004 <0.05 at a significance level of 5%. 4. There is an influence between achievement motivation and innovation capability based on sig. 0.002 <0.05 at a significance level of 5%. 6. There is an influence between innovation capability and employee performance based on sig. 0.004 <0.05 at a significance level of 5%.

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