

## The Influence of Career Development and Transformational Leadership on Employee Performance

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### Keywords:

Career Development;  
transformational leadership;  
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### Abstract

This study aims to determine the influence of career development and transformational leadership on employee performance at the Cirebon City Regional Disaster Management Agency. Employee performance is an important factor in improving work effectiveness and the quality of public services. This study uses a quantitative approach with a survey method. Data was obtained through the distribution of questionnaires to all BPBD employees with saturated sampling techniques. The data analysis method used is the Statistical Package for the Social Sciences (SPSS). The results of the study show that career development has a positive and significant effect on employee performance. Transformational leadership also has a positive and significant effect on employee performance. Simultaneously, career development and transformational leadership have a significant influence on employee performance. The results of this research are expected to be considered for agency leaders in improving employee performance through clear career management and the implementation of an effective leadership style.

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## INTRODUCTION

Employee performance is the main pillar that determines the effectiveness and success of an organization in achieving its vision and mission (Mangkunegara, 2021). In the context of the public sector, employee performance is a reflection of the quality of state services to the wider community (Angellica, 2024). Optimal performance reflects the synergy between individual competencies and conducive work environment support (Wijaya, 2025). The Cirebon City Regional Disaster Management Agency (BPBD) demands very high-performance standards because it is directly related to life safety (Sukmawati, 2025). The characteristics of work in BPBD that are full of pressure make human resource management a very crucial aspect (Liana, 2025).

However, maintaining consistent employee performance faces major challenges such as job burnout (Hadiati, 2025). Decreased productivity is often triggered by the uncertainty of career paths within the organization (Nurlaela, 2025). Career development has emerged as a strategic solution to increase employee engagement through a clear growth path (Harmen, 2024). When organizations provide transparent promotion schemes, employees have stronger intrinsic motivation (Gemilang, 2025). Career certainty is a determining factor in maintaining the loyalty and professionalism of state civil servants (Rala, 2025).

In addition to career factors, leadership style also plays a vital role in driving organizational performance (Prasetya, 2025). The transformational leadership style is considered the most effective because it is able to inspire subordinates for a greater purpose

(Tarman, 2025). Transformational leaders are able to build trust and team optimism in facing challenges (Danaya, 2025). Visionary leadership is a catalyst for the creation of an innovative work culture (Ho, 2025). Within BPBD, strong leadership is needed to coordinate complex disaster management (Laia, 2025).

Although the urgency of career development has been recognized, integration with transformational leadership still requires in-depth study (Safitri, 2025). There is a need to explore how the interaction of the two variables results in superior performance (Marlisa, 2025). This study aims to analyze the influence of career development and transformational leadership on employee performance at BPBD Cirebon City (Riasti, 2025). The results of this study are expected to make a theoretical contribution to the human resource management literature (Octavia, 2023). Practical recommendations from this study will be very useful for policy makers to optimize the potential of employees (Keysa, 2025).

The novelty of this research lies in its comprehensive examination of both partial and simultaneous effects of career development and transformational leadership on employee performance in the specific context of the Cirebon City BPBD. This study aims to analyze the influence of career development on employee performance, the influence of transformational leadership on employee performance, and the simultaneous influence of both variables on employee performance. Unlike prior studies that often focus on either career development or leadership in isolation, this research simultaneously tests the partial and combined influences of these two important factors. This approach provides a more complete understanding of the mechanisms through which organizational factors influence employee performance in the public sector.

### **Employee Performance**

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2021). Performance is the main indicator of individual effectiveness in the organization.

According to research by Safitri (2025) and Gemilang (2025), employee performance can be measured through several key dimensions and indicators as follows:

1. Quality Dimension: Indicator: The accuracy of the work results with the set standards. Indicators: The level of precision and neatness in task completion.
2. Quantity Dimension: Indicator: The volume or amount of output produced in a given period. Indicators: The ability to complete a given workload target.
3. Timeliness Dimension: Indicator: The ability to complete tasks according to deadlines. Indicators: Efficiency of using working time for productive activities.
4. Independence/Reliability Dimension: Indicator: The level of supervision required in carrying out the task. Indicators: Commitment and responsibility for work results.

### **Career Development**

Career development is the process of improving individual work abilities achieved in order to achieve the desired career plan (Handoko in Laia, 2025). Career development is not only an individual responsibility, but also an organization's commitment to facilitating the professional growth of its employees. Based on studies by Danaya (2025) and Ho (2025), the dimensions and indicators of career development include:

1. Job Performance Dimension: Indicator: Recognition of the success of the task as the basis for promotion. Indicators: Track record of positive contributions to the organization.
2. Dimension of Exposure: Indicators: Opportunities to be known by decision-makers through strategic projects. Indicators: Engagement in a forum or special assignment that increases visibility.
3. Networking Dimension: Indicators: Professional relationships with colleagues and superiors that support growth. Indicators: Participation in a professional community or related organization.
4. Self-Development Dimension: Indicators: Participation in training, workshops, or further education. Indicators: Initiatives to learn new skills relevant to the future of the career.

### **Transformational Leadership**

Transformational leadership is a leadership style that inspires followers to put aside personal interests for the good of the organization and is able to exert tremendous influence on their followers (Robbins in Pratiwi, 2025). This style places great emphasis on changing the vision and culture of the organization. Referring to the Bass & Avolio theory reinforced by the research of Harmen (2025) and Daeli (2024), the dimensions and indicators of transformational leadership consist of:

1. Idealized Influence Dimension: Indicator: Leaders become role models who have high integrity. Indicators: The ability of the leader to cultivate the respect and trust of subordinates.
2. Inspirational Motivation Dimension: Indicator: The ability to communicate the organization's vision clearly and attractively. Indicators: Giving enthusiasm and optimism to the team in facing challenges.
3. Intellectual Stimulation Dimension: Indicators: Encourage subordinates to think creatively and innovatively in solving problems. Indicators: Openness to new ideas and constructive criticism from subordinates.
4. Individualized Consideration Dimension: Indicator: Leader's attention to the development needs and well-being of each individual. Indicators: The role of the leader as a mentor or coach for the career growth of subordinates.

## **RESEARCH METHOD**

The study used an explanatory quantitative approach to test the proposed research model. The research instrument was in the form of a questionnaire consisting of 18 statement items. The measurement was carried out on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data analysis was carried out using the SPSS method because this method is suitable for small to medium sample sizes and has a high level of resistance to data that is not normally distributed (Hair et al., 2021).

## **RESULT AND DISCUSSION**

### **SPSS DATA PROCESSING**

**Table 1 Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
<b>Male</b>	26	57.8	57.8	57.8
<b>Female</b>	19	42.2	42.2	100.0

<b>Total</b>	<b>45</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
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**Source:** Data was processed by SPSS.

## CRITERIA

### GENDER

#### ANALYSIS:

Based on the data, the majority of respondents in this study were men as many as 26 people (57.8%), while women as many as 19 people (42.2%). This composition suggests that respondent participation is dominated by men, although the difference in proportion is not very extreme.

This condition indicates that perceptions of career development, transformational leadership, and employee performance in this study tend to represent a male perspective. However, the existence of a significant female respondent also provides a balance of perspectives in the analysis.

### AGE

**Table 6. Respondent Characteristics Based on Age**

Age	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
> 50 Years	3	6.7	6.7	6.7
20–29 Years	26	57.8	57.8	64.4
30–39 Years	2	4.4	4.4	68.9
40–49 Years	14	31.1	31.1	100.0
<b>Total</b>	<b>45</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Source:** Data was processed by SPSS.

#### ANALYSIS:

The age distribution of respondents showed that the majority were in the age range of 20–29 years old as many as 26 people (57.8%), followed by the age of 40–49 years as many as 14 people (31.1%). Meanwhile, 3 people aged over 50 years (6.7%) and 2 people aged 30–39 years (4.4%).

This shows that respondents are dominated by the productive age group, especially the younger generation. This age group generally has a high level of adaptation to organizational changes and has dynamic work motivation, so it can affect perceptions of career development and leadership styles in organizations.

### EDUCATION

**Table 7. Respondent Characteristics Based on Education Level**

Education	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
D3	2	4.4	4.4	4.4
S1	24	53.3	53.3	57.8
S2	1	2.2	2.2	60.0
SMA/SMK	18	40.0	40.0	100.0
<b>Total</b>	<b>45</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Source:** Data was processed by SPSS.

#### ANALYSIS:

Based on education level, the majority of respondents have S1 education as many as 24

people (53.3%), followed by high school/vocational school as many as 18 people (40.0%). Meanwhile, respondents with D3 education were 2 people (4.4%) and S2 were 1 person (2.2%).

This distribution shows that most of the respondents have a fairly high educational background. This has implications for analytical skills, understanding of tasks, and readiness to accept career development and transformational leadership, which can ultimately affect employee performance.

### WORKING TIME

**Table 8. Respondent Characteristics Based on Length of Service**

Length of Service	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
< 2 Years	20	44.4	44.4	44.4
> 15 Years	3	6.7	6.7	51.1
10–15 Years	3	6.7	6.7	57.8
3–5 Years	13	28.9	28.9	86.7
6–9 Years	6	13.3	13.3	100.0
<b>Total</b>	<b>45</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Sumber:** Data diolah menggunakan SPSS.

### ANALYSIS:

The distribution of length of work showed that the majority of respondents had a working period of less than 2 years as many as 20 people (44.4%), followed by a working period of 3-5 years as many as 13 people (28.9%). Furthermore, the 6-9 years of service were 6 people (13.3%), and 3 people (6.7%) each for the 10-15 years and more than 15 years category.

This shows that most of the respondents are still in the early stages of work experience. This condition indicates that perceptions of career development and transformational leadership are likely still in the formation stage, so these factors are becoming very relevant in influencing employee performance.

### VALIDITY

**Table 9 Validity**

variable	Indicator	R table	R count	status
<b>Career Development</b>	x1.1	0,294	0,943	VALID
	x1.2		0,804	VALID
	x1.3		0,862	VALID
	x1.4		0,804	VALID
	x1.5		0,862	VALID
<b>Transformational Leadership</b>	x2.1	0,294	0,818	VALID
	x2.2		0,760	VALID
	x2.3		0,821	VALID
	x2.4		0,713	VALID
	x2.5		0,803	VALID
<b>Employee Performance variable</b>	and.1	0,294	0,997	VALID
	and.2		0,997	VALID
	and.3		0,959	VALID
	and.4		0,997	VALID
	and.5		0,997	VALID

### ANALYSIS:

Based on the results of the validity test, all indicators in the variables of career development, transformational leadership, and employee performance had a calculated r value greater than the r of the table (0.294). Thus, all statement items are declared valid and able to

measure the variables being researched appropriately.

## RELIABILITY

**Table 10 Reliability**

variable	Cronbach's Alpha	Status
Career Development	0,946	RELIABEL
Transformational Leadership	0,910	RELIABEL
Employee Performance	0,996	RELIABEL

### ANALYSIS:

The results of the reliability test showed that all variables had a Cronbach's Alpha value above 0.7, namely:

1. Career Development = 0.946
2. Transformational Leadership = 0.910
3. Employee Performance = 0.996

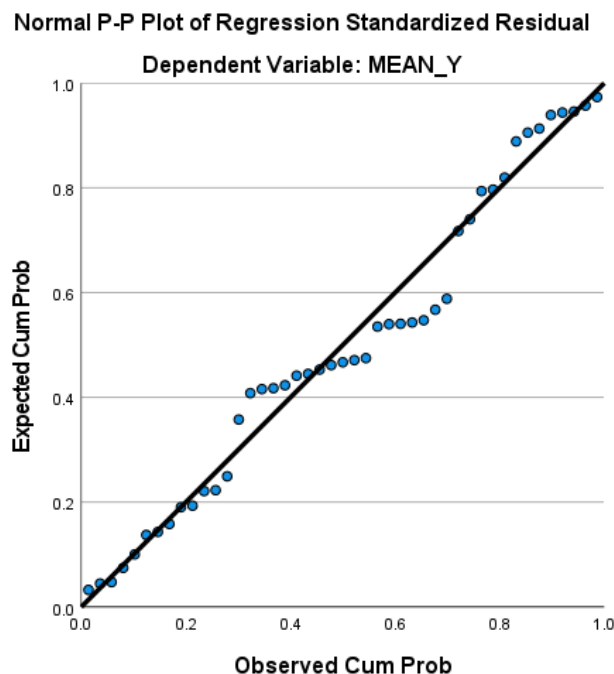
This shows that all research variables have a very good level of consistency, so that the research instruments are declared reliable.

## CLASSIC ASSUMPTIONS

### NORMALITY

**Table 9. Normality Test Results**

Variable	Kolmogorov–Smirnov Statistic	df	Sig.	Shapiro–Wilk Statistic	df	Sig.
Unstandardized Residual	0.121	45	0.098	0.966	45	0.210



### ANALYSIS:

Based on the test results (both through statistical tests and graphs), the data showed a spread that followed a normal distribution pattern, where the residual points spread around the diagonal line and did not deviate extremely. Thus, it can be concluded that the regression model

meets the assumption of normality and is therefore suitable for further analysis.

## MULTIKOLINEARITAS

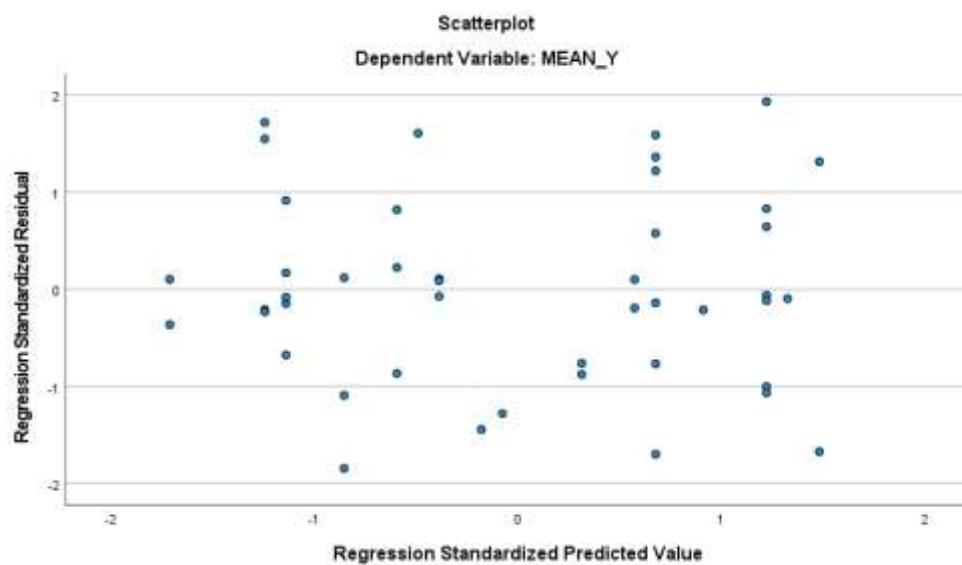
**Table 10. Multicollinearity Test Results (Coefficients)**

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
1	(Constant)	-0.001	0.060	–	-0.010	0.992	–	–
	MEAN_X1	0.553	0.036	0.603	15.320	<0.001	0.181	5.526
	MEAN_X2	0.442	0.042	0.415	10.534	<0.001	0.181	5.526

### ANALYSIS:

A tolerance value greater than 0.1 and a VIF value smaller than 10 indicate that there is no multicollinearity that interferes with the model. Although the value of VIF is quite high, it is still within acceptable limits in social research. Thus, it can be concluded that all variables do not experience significant multicollinearity and can be used together in regression models.

## HETEROSKEDASTISITAS



### ANALYSIS:

Based on the test results (through scatterplots or Glejser tests), it was seen that the residual dots spread randomly and did not form a specific pattern, such as a narrowing or widening pattern. In addition, the significance value of each variable is greater than 0.05. This shows that heteroscedasticity does not occur in the regression model, so the model meets the assumption of homoscedasticity.

## MULTIPLE LINEAR REGRESSION TEST

**Table 10. Multicollinearity Test Results**

Model	Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-0.001	0.060	–	-0.010	0.992	–	–

MEAN_X1	0.553	0.036	0.603	15.320	<0.001	0.181	5.526
MEAN_X2	0.442	0.042	0.415	10.534	<0.001	0.181	5.526

**ANALYSIS:**

$$Y = -0.001 + 0.553X_1 + 0.442X_2$$

A constant value of -0.001 indicates that if the variables of career development and transformational leadership are zero, then employee performance tends to be constant. The regression coefficient of X1 of 0.553 and X2 of 0.442 shows that both variables have a positive influence on employee performance.

**T Test**

**Table 11. Partial Test Results (t-Test)**

Model	Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-0.001	0.060	-	-0.010	0.992	-	-
	MEAN_X1	0.553	0.036	0.603	15.320	<0.001	0.181	5.526
	MEAN_X2	0.442	0.042	0.415	10.534	<0.001	0.181	5.526

**ANALYSIS:**

The career development variable (X1) has a significance value of  $0.000 < 0.05$ , so it has a significant effect on employee performance.

The transformational leadership variable (X2) has a significance value of  $0.000 < 0.05$ , so it has a significant effect on employee performance.

Thus, the two independent variables partially have a significant effect on the dependent variables.

**TEST F**

**Table 12. Simultaneous Test Results (F/ANOVA Test)**

Model	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	31.963	2	15.982	1762.139	<0.001
<b>Residual</b>	0.381	42	0.009	-	-
<b>Total</b>	32.344	44	-	-	-

**ANALYSIS:**

Based on the results of the F test, the F value was obtained at 1762.139 with a significance of  $0.000 < 0.05$ . This shows that the variables of career development and transformational leadership simultaneously have a significant effect on employee performance.

**COEFFICIENT DETERMINATION**

**Table 13. Results of the Determination Coefficient Test (Model Summary)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.994	0.988	0.988	0.09523

**ANALYSIS:**

The value of the determination coefficient indicates how much the ability of the independent variable is to explain the dependent variable. Based on the results of the analysis, the R<sup>2</sup> value was very high, which means that the variables of career development and transformational leadership were able to explain most of the variation in employee

performance, while the rest were influenced by other variables outside the study.

This discussion elaborated on research findings regarding the influence of career development (X1) and transformational leadership (X2) on employee performance (Y) at the Regional Disaster Management Agency (BPBD) of Cirebon City. The results of the regression analysis showed a significant relationship between these variables, both partially and simultaneously.

### **The Effect of Career Development (X1) on Employee Performance (Y)**

The results of the study show that career development has a positive and significant effect on employee performance at the Cirebon City BPBD with a significance value of  $0.000 < 0.05$ . This shows that the better the career development provided by the organization, the better the employee performance will be. Career development can increase employee motivation, loyalty, and work professionalism through promotion, training, and competency improvement opportunities. The results of this study are in line with Handoko's theory in Laia (2025) which states that career development is a process of increasing an individual's work ability to achieve the desired career goals. This research also supports the research of Gemilang (2025) which states that career development is able to increase employee motivation and loyalty to the organization.

### **The Influence of Transformational Leadership (X2) on Employee Performance (Y)**

The results of the study show that transformational leadership has a positive and significant effect on employee performance at the Cirebon City BPBD with a significance value of  $0.000 < 0.05$ . This shows that the application of transformational leadership is able to increase employee morale, motivation, and productivity. Transformational leaders can provide inspiration, individual attention, and encouragement to subordinates to work more optimally. The results of this study are in line with Robbins' theory in Pratiwi (2025) which states that transformational leadership is able to inspire subordinates to prioritize the interests of the organization. This research also supports the research of Tarman (2025) who states that transformational leadership is effective in increasing employee work productivity.

### **The Simultaneous Influence of Career Development (X1) and Transformational Leadership (X2) on Employee Performance (Y)**

Based on the results of the F test, a significance value of  $0.000 < 0.05$  was obtained, which shows that career development and transformational leadership simultaneously have a positive and significant effect on employee performance at the Cirebon City BPBD. Career development provides opportunities for employees to improve their work competence and professionalism, while transformational leadership provides motivation and support in the execution of work. The combination of these two variables is able to create a productive work environment and support the improvement of employee performance. The results of this study are in line with Safitri's (2025) research which states that the integration of career development and transformational leadership can produce more optimal organizational performance.

## **CONCLUSION**

Based on the results of the study, it can be concluded that career development has a

positive and significant effect on employee performance at the Cirebon City BPBD. Transformational leadership also has a positive and significant effect on employee performance. In addition, career development and transformational leadership simultaneously have a positive and significant effect on employee performance. Thus, employee performance improvement can be supported through good career development as well as the implementation of effective transformational leadership in the organization. The Cirebon City BPBD is expected to improve career development programs through training, education, and job promotions to improve employee competence and work motivation. In addition, organizational leaders are expected to be able to implement transformational leadership consistently by providing motivation, attention, and support to subordinates to create a productive work environment. Researchers are further advised to add other variables that can affect employee performance, such as work motivation, work environment, work discipline, and job satisfaction so that the results of the research become broader and more in-depth.

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