

# **Effect of Transformational Leadership, Delegation of Tasks, and Work Motivation on the Performance of the Naval Headquarters Detachment Unit with Organizational Culture as an Intervening Variable**



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**ABSTRACT:** This study aims to analyse effect of transformational leadership, delegation of tasks and work motivation on organizational performance both directly and indirectly by mediating organizational culture in the naval headquarters detachment unit. A leader or head of a part of the organization will be recognized as a leader if he can direct his subordinates towards achieving organizational goals. This study uses a quantitative approach, which is a method that uses a sampling system from a population and uses a structured questionnaire as a data collection tool. The process of distributing the questionnaires was carried out online with the help of social media considering the ongoing covid-19 situation. The results of the study show that transformational leadership, delegation of tasks and work motivation have a positive and significant effect on organizational performance by mediating organizational culture, this research provides guidelines for the naval headquarters detachment unit in an effort to improve organizational performance through the importance of rebuilding organizational culture.

**KEYWORDS:** transformational leadership, task delegation, work motivation, organizational culture and organizational performance

## **I. INTRODUCTION**

Human resources are a very important factor for the running of activities in an organization. For this reason, companies are required to improve the quality of resources so that there is an increase in employee performance and can contribute to improving company performance (Suwanto, 2011). (Robbins P. S., 2006) Bringing the organization to a different situation than before. So the role of human resources today will be one of the determinants for the success of an activity carried out in an organizational institution, both government agencies, state-owned enterprises, social institutions or private companies. Military organization is a form of bound organization that is directly subject to the government or the state. This government plays a role in limiting military tactics that should be handled by the armed forces. In a military organization, in achieving organizational goals, a professional soldier is needed.

The professionalism of a soldier must always be improved through continuous education, training, and coaching. Obedience, obedience in honoring and carrying out duties properly from the tasks set by superiors. A soldier as an element of the state apparatus, especially in running the wheels of government, is required to carry out his functions and duties as a servant of the state and a servant of the community. Because it is a manifestation of dedication, sense of responsibility and discipline that must be able to prove as the dignity and image of the staff that must be upheld in accordance with the Sapta Marga and the soldier's oath. In military life, the rights and obligations between superiors and subordinates are very strictly regulated. A subordinate has an obligation to respect his superior. Rank in the military environment is very striking and makes a difference, where a subordinate must be able to carry out any orders from superiors under any circumstances, in order to show a sense of responsibility for the tasks assigned.

Today's social life has experienced a shift in values in all aspects of life, including in the life of a soldier the creation of a life order that is not in accordance with what has been determined, including disciplinary issues. There are still unscrupulous soldiers who act and behave not in accordance with the norms that apply within the Indonesian National Army. Violation of soldier discipline is any act or action taken by a soldier, whether intentionally or unintentionally, violates the rules of soldier discipline and commits acts that are contrary to the principles of soldier's life based on the Sapta Marga and soldier's oath or violates service rules, harms the unitary organization and warrior honor. With leadership and good morale, high employee performance can be achieved, and vice versa (Hamalik, 2003). In an organization there are several factors that can cause a person to become undisciplined, as is the theory put forward by (Hasibuan, 2003).

The results of different studies also show that there is a research gap regarding the influence of transformational leadership style, delegation, motivation, organizational culture and performance. Research on leadership style on employee performance conducted

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by (Nurhuda et al. 2019) And (Razak et al. 2018), said the transformational leadership style has no significant effect on employee performance, work discipline has a significant effect on employee performance and motivation has a significant effect on employee performance. In line with the results of the study (Shabrina 2021) who argues that transformational leadership has no significant effect on performance but transformational leadership has a significant effect on organizational culture, while organizational culture has no significant effect on performance, and transformational leadership has no indirect effect on organizational culture. Research findings (Katou 2015) shows that transformational leadership behavior is responsive and supportive and has a positive impact on organizational growth. In addition, this impact is mediated by organizational procedural fairness, organizational trust integrity and dependability, and organizational commitment. While research is being done (Yesi.S 2017) argues that Leadership and Work Discipline have a strong and positive influence on performance, (Ardiyansah, Hamdan, and Adrian Radiansyah 2018) And (Bukit, Yamali, and Ananda 2019) shows that there is an effect of the variables of leadership, motivation, and discipline simultaneously on performance. There is a partial effect of the variables of leadership, motivation, and discipline on performance, both direct and indirect influences. Research result (Sobariah, Sanusi, and Yazid 2018) shows that intrinsic motivation has a positive but not significant effect, transformational leadership has a positive and significant effect on employee performance, intrinsic motivation has a positive effect on work discipline, transformational leadership has a positive and significant effect on employee discipline, and work discipline has a positive effect on employee performance. Research on task delegation on performance conducted by (Muttuqin 2018), (Pakaya 2021) And (Buulolo 2021) shows the delegation of authority partially has a positive and significant effect on performance. While research results (Hidayah and Nurbaiti 2019) regarding the delegation of authority on performance, shows that there is no significant effect between the delegation of authority as a latent variable on work productivity and there is no effect between work discipline on work productivity. Unlike the results of research (Maula 2021) shows that Leadership Style has no effect on Performance, also Motivation has a direct and significant effect.

The results of the study (Asiah, 2017) show that organizational culture influences performance motivation, so does organizational culture affect performance, motivation also has a direct effect on performance, motivation also mediates between organizational culture and performance.

## **II. LITERATURE REVIEW**

### **A. Foundation Of Theory**

This Literature Review will discuss and discuss literature and theories related to Leadership, Task Delegation, Work Motivation, Organizational Culture and Performance. From the results of the discussion and discussion, will be used to develop a research framework and formulation of hypotheses.

**I) Transformational Leadership:** (Syani, 2017) suggests that leadership is a process of giving influence from a leader to other people (or groups of people) to carry out a certain activity according to his will. (Lubis, 2019) Suggest that leadership is the process of influencing other people or groups to want to cooperate voluntarily in certain situations, so that these members are motivated to do their work and feel not forced. Kartono (Kartini, 2010) says that today's modern humans are very interested in good leadership, who have high technical skills, and superior personality traits. Thus the importance of leaders for the organization, so it should get attention for every leader in the organization.

**II) Delegation of Tasks:** (Charles, 1986) argues that the meaning of delegation is an attempt to give part of the responsibility and authority to another party. According to Hasibuan (Hasibuan, 2012), delegation of authority is the delegation of part of the work or authority by the leader (authority) to the leader (recipient of authority) to act as a member for the master. According to Stoner (Stoner, 2012), the concept of authority is the mediation of the strength, responsibility and responsibility of a leader to complete certain tasks.

**III) Work Motivation:** Work motivation is a driving force in a person to behave and work diligently in accordance with the duties and obligations that have been given to him. The definition of work motivation according to experts includes the following:

1. (Wibowo, 2014), work motivation is a psychological process that arouses, directs, and perseveres in carrying out actions directed at achieving goals.
2. (Miftahun, 2010), work motivation is an effort that can generate, direct, and maintain behavior that is appropriate to the work environment.
3. (Robbins S. P., 2013), work motivation is the willingness to expend efforts towards goals within an organization. This is of course conditioned by the ability of these efforts to meet an individual need.
4. (Pinder, 2013), work motivation is a force that comes from within and from outside a person who encourages him to start working behavior, according to the direction, intensity, and within a certain period of time.

**IV) Organizational Culture:** According to (Wibowo, Manajemen Kerja, 2010) organizational culture is the basic philosophy of the organization which includes beliefs, norms, and values that become the guideline for all human resources in the organization in carrying out their performance. Organizational culture can also be expressed as a system of shared meanings/meanings held by its members that differentiates the organization from other organizations (Robbins, 2012). Organizational culture has gained a lot of

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relevance in modern organizations where merging individual goals with organizational goals is required and employees are required to relate to organizational values (Alvesson 2012).

**V) Organizational Performance:** In the context of management, the notion of performance is a work performance or the result of a person's work based on the quantity and quality achieved in carrying out its functions in accordance with the responsibilities received. Generally, every organization is very concerned about optimizing the performance of human resources (HR). According to Mangkunegara (2006), the notion of performance is the result of work in quality and quantity achieved by a soldier in carrying out his duties in accordance with the responsibilities given to him. According to Mangkuprawira and Hubeis (2007), the notion of performance is the result of certain planned work processes at the time and place of the employee and the organization concerned.

## B. Research Framework

Leadership is the art and skill of influencing and guiding subordinates. So that from the party being led arises the will, trust, respect and obedience required in assessing the tasks assigned to him (Soepanji, 2010). Leadership that can foster employee motivation is leadership that can foster employee confidence in carrying out their respective duties. An effective leader is a leader who, apart from being task oriented (task specialist), is also oriented towards human relations (human relations specialist).

From the research conducted (Nurhuda et al. 2019) shows the results that transformational leadership style has no significant effect on motivation, transformational leadership style has no significant effect on employee performance, work discipline has no significant effect on motivation, work discipline has a significant effect on employee performance, environment work has a significant effect on work motivation, the work environment has no effect on employee performance and motivation has a significant effect on employee performance. Research (Burawat 2019) confirms the positive relationship between transformational leadership and lean manufacturing. The results of the study report that there are differences in lean practices between automotive and non-automotive companies, and between companies implementing lean programs for less than five years and more than five years. The results of the structural relationship report that transformational leadership has an effect on lean manufacturing while SL has no effect on lean manufacturing. Study (Puni, Hilton, and Korankye 2022) found that all dimensions of transformational leadership have a positive and significant direct effect on organizational performance. At the same time, the innovative climate significantly mediates the causal relationship between all dimensions of transformational leadership and organizational performance, thereby creating an indirect effect of transformational leadership on organizational performance that is larger than the direct effect. Research result (Alrowwad, Abualoush, and Masa'deh 2020) shows that transformational and transactional leadership are positively related to organizational performance.

In this study, three salient potentials attached to each individual soldier were raised, namely Transformational Leadership, Delegation of Tasks and Work Motivation. Transformational leadership is considered to have the most prominent role, especially carrying out tasks every day, with leadership a person can work according to competence, namely with the provision of mastery of certain knowledge, expertise and skills. Without leadership that is implemented, a soldier will not be able to work as expected, even unable to achieve the set goals. The leadership attitude and work motivation of each soldier is important, so that innovation policies from management can be effective, on the other hand the soldiers themselves can be more professional so that they can improve unit performance. Thus, an organizational culture that is driven by leadership in units with clear delegation of tasks and soldiers having high work motivation, and being responsible for policies and task orders from the unit, will maximize performance, and lead to the successful implementation of the unit's main tasks. From this framework, a research model was built, as follows:

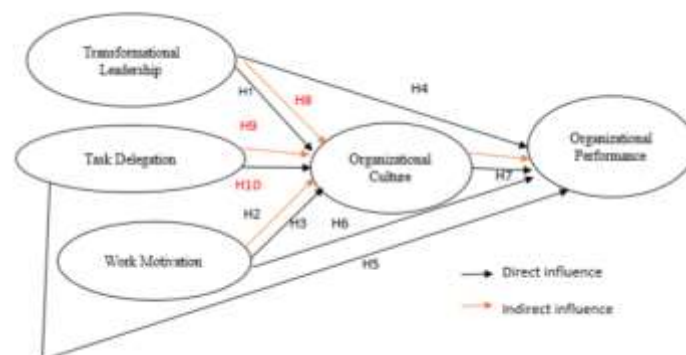


Figure 1. Research Framework

## C. Hypothesis Formulation

Before formulating the hypothesis, it is necessary to know and explain in advance the relationship and influence of Organizational Culture on the Performance of the Naval Headquarters Detachment Unit, and also the effect of the variables Transformational Leadership, Task Delegation and Work Motivation on Organizational Performance by mediating Organizational Culture.

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## **I) Effect of Transformational Leadership on Organizational Culture**

A leader has a very important role in influencing and directing his subordinates, as well as giving color to the discipline of an organization. The results of (Idris, Maryadi, and D 2022) show that the transformational leadership style has a positive and significant effect on organizational culture. Unlike the results of research (Shabrina 2021) which suggests that transformational leadership has no significant effect on performance and transformational leadership on employee performance does not have an indirect effect on organizational culture, research results (Tya Astuti 2021) proves that transformational leadership style directly has a significant positive effect on organizational culture. The results of the study (Hamidianpour, Esmaeilpour, and Mashayekh 2016) show that the dimensions of transformational leadership style (ideal influence, inspirational motivation, intellectual stimulation and individual consideration) have a significant positive effect on changes in organizational culture. While research results (Riski, Rosliana, and Muzayannah 2000) shows that there is no effect of transformational leadership on organizational culture. In accordance with the results of previous studies, the hypothesis to be tested in this study:

**Hypothesis 1:** Transformational Leadership has a positive and significant effect on organizational culture

## **II) Effect of Delegation of Tasks on Organizational Culture**

Delegation of authority is a consequence of the growing size of the organization. If a boss has a lot of work that cannot be carried out by one person, then he or she needs to delegate. Based on research by (Rosalena et al. 2022), it shows that work discipline and delegation of authority have a significant effect on employee performance. The research results of (Kurniasih, Budi, and Gagah 2019) explain that there is a jointly significant positive effect of the variable division of work allocation, delegation of authority and work discipline on employee work productivity. In accordance with the results of previous studies, the hypothesis to be tested in this study:

**Hypothesis 2:** Delegation of tasks has a positive and significant effect on organizational culture

## **III) Effect of Work Motivation on Organizational Culture**

Work motivation aims to empower all assets owned by an organization, especially human resources properly, in order to improve quality and increase the benefits of all parties. (Ariyani et al. 2016) found that organizational culture, motivation and work climate have a positive and significant effect on Organizational Citizenship Behavior (OCB) through job satisfaction, organizational commitment. The results of the study prove that work motivation, leadership, and organizational culture are significantly related to employee job satisfaction. According to research by Susanty and Baskoro (2012) it shows that if employees are motivated, they will make positive choices to do something, by complying with established procedures. In accordance with the results of previous studies, the hypothesis to be tested in this study:

**Hypothesis 3:** Work motivation has a positive and significant effect on organizational culture

## **IV) Effect of Transformational Leadership on Organizational Performance**

A leader has a very important role in influencing and directing his subordinates. When a leader is able to apply the right leadership style, he will be respected and subordinates will feel comfortable sharing and giving input without any visible distance between superiors and subordinates. The results of the analysis from (Setiawan 2017) concluded that participative leadership style has a significant effect on employee performance. Based on research by (Razak, Sarpan, and Ramlan 2018) that leadership, motivation and work discipline simultaneously have a significant effect on employee performance. In accordance with the results of previous studies, the hypothesis to be tested in this study:

**Hypothesis 4:** Transformational Leadership has a positive and significant effect on organizational performance

## **V) Effect of Delegation of Tasks on Organizational Performance**

The results of (Putra and Arwiyah 2019) research on employee performance at PT PLN (Persero) Distribution West Java and Banten conclude that delegation of authority has a significant and positive effect of 20.1% on employee performance at PT PLN (Persero) Distribution of West Java and Banten. This positive influence shows that the higher the delegation of authority given, the higher the employee's performance. The results of Syahputra's research (2019) on Employee Performance at PT. Nulab Pharmaceutical Indonesia, shows that the delegation of authority and organizational commitment have a positive and significant simultaneous effect on the performance of employees of PT. Nulab Pharmaceutical Indonesia.

**Hypothesis 5:** Delegation of task has a positive and significant effect on organizational performance

## **VI) Effect of Work Motivation on Organizational Performance**

One of the factors that influence performance is the motivation factor, where motivation is a condition that drives a person to try to achieve goals or achieve the desired results. The results of (Nurhuda et al. 2019) research show that the better the work motivation, the more it will affect performance and this means that work motivation has a significant effect on performance. The results of the study (Yusniar 2017) show that motivation has a direct effect on performance and motivation also mediates between organizational culture and performance. The results of the research analysis (Setiawan 2017) conclude that work motivation has a significant effect on the performance of employees of PT. Asri Motor. Based on this, the research hypothesis can be formulated as follows:

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**Hypothesis 6:** Work motivation has a positive and significant effect on organizational performance

### **VII) Effect of Organizational Culture on Organizational Performance**

Organizational culture has an effect on improving employee performance, meaning that if the organizational culture is getting better, performance will also increase. This means that organizational culture partially has a significant influence on employee performance. According to (Karinda et al. 2016) suggests that organizational culture on company performance is known to have a positive and significant effect. Moreover, the involvement of adaptability, consistency, and mission affect performance. The results of the study (Santosa and Sugiyono 2015) show that organizational culture has a significant effect on employee performance and work motivation simultaneously affects performance. In accordance with some of the results of previous studies, the hypothesis to be tested in this study:

**Hypothesis 7:** Organizational culture has a positive and significant effect on organizational performance

### **VIII) Effect of Transformational Leadership on organizational performance mediated by Organizational Culture**

The success of an organization is determined by the leadership developed in the organization given to its subordinates to achieve goals. Without good leadership it will be difficult to achieve organizational goals. The results of the study (Idris, Maryadi, and D 2022) show that the transformational leadership style has a positive and significant effect on organizational culture. The results of the study (Tya Astuti 2021) prove that directly the transformational leadership style has a significant positive effect on performance and indirectly significant organizational culture mediates the effect of transformational leadership style on performance. Based on this research, it will be obtained whether there is an influence of transformational leadership on performance by mediating organizational culture:

**Hypothesis 8:** Transformational leadership has a positive and significant effect on performance mediated by organizational culture

### **IX) Effect of Delegation of Tasks on Organizational Performance mediated by Organizational Culture**

Research results (Pakaya 2021) suggest that delegation of authority has the greatest influence on performance. This is because the leader has the task of delegating authority in his working area in realizing better service to the community. The results of this study are in line with those stated by Robins (2013) Delegation allows leaders to achieve better results if they handle each task perfectly. The results of this study are supported by the results of research conducted by Fahruzi, (2018) suggesting that the delegation of authority from a leader to his employees affects performance

**Hypothesis 9:** Delegation of tasks has a positive and significant effect on organizational performance mediated by organizational culture

### **X) Effect of Work Motivation on Performance mediated by Organizational Culture**

The results of research (Razak, Sarpan, and Ramlan 2018) explain that the value of the direct effect of work motivation on performance is smaller than through discipline. The results of the study (Idris, Maryadi, and D 2022) show that organizational culture has no effect on work motivation. Organizational Culture has no effect on Performance. Work motivation has a positive and significant effect on performance. The transformational leadership style may have a direct effect on performance as well as through work motivation. Based on this research, it will be obtained whether there is an influence of work motivation through soldier discipline on performance.

**Hypothesis 10:** Work motivation has a positive and significant effect on performance mediated by organizational culture

## **III. RESEARCH METHODS**

This study used a descriptive survey approach which was chosen to obtain an overview of objects and populations, as well as the phenomena underlying this research. The explanatory survey method is a research method carried out on large and small populations while the operational definition of variables explains the characteristics of objects into observable elements that cause concepts to be measured and operationalized using primary data types (SUGIYONO, 2015). This study used a computer delivery survey with Google forms and a Structural Equation Model (SEM) data processing tool (MULTIVARIATE DATA ANALYSIS, 2014). The use of SEM techniques aims to check and test the truth of a hypothesis. The design in this study used two methods of analysis, namely descriptive statistics and variant-based multivariate analysis (VBSEM).

## **IV. RESULTS AND DISCUSSION**

### **A. Description of Data/Research Object**

In this study, the background of the respondents focused on strata, gender, age, education, years of service and position. The results obtained are:

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**Table I. Characteristics of Respondents**

Respondents 390 People	Category	Amount	Percentage	Total
Level	Commissioned Officer	47	12,1 %	100 %
	NCO	132	33,8 %	
	Enlisted	124	31,8 %	
	civil servant	87	22,3 %	
Gender	Man	330	84,6 %	100 %
	Woman	60	15,4 %	
Age	20 - 30 Years Old	35	9 %	100 %
	> 31 - 40 Years Old	88	22,6 %	
	> 41 – 50 Years Old	204	52,3 %	
	≥ 51 Years Old	63	16,2 %	
Education	S3	0	0 %	100 %
	S2	8	2,1 %	
	S1	32	8,2 %	
	D3	13	3,3 %	
	Senior High School	317	81,3 %	
	Junior High School	20	5,1 %	
Years of service	< 1 Years Old	18	4,6 %	100 %
	1 – 5 Years Old	51	13,1 %	
	6 – 10 Years Old	46	11,8 %	
	≥ 11 Years Old	275	70,5 %	
Position	Kasat	11	2,8 %	100 %
	Kasubsie	14	3,6 %	
	Kasie	13	3,3 %	
	Military Member	265	68 %	
	Civil servant member	87	22,3 %	

**Source:** Research Results

In the age characteristics of the respondents ranging from 20 - 30 years as many as 9, 31 - 40 years as many as 22.6, 41 50 years as many as 52.3 and 51 years and over as many as 16.2. The age of 20 - 40 years is a premium age and the potential period to be able to develop into superior human resources with the highest number at the age of 31 - 40 years.

There are 5 variables studied namely Transformational Leadership, Task Delegation, Work Motivation, Organizational Culture and Organizational Performance.

Transformational Leadership with an average mean value of 4.3191 means the tendency to agree. This indicates that Transformational Leadership has a clear vision and mission and can carry out tasks with full responsibility. In the Delegation of Tasks variable with an average mean value of 4.2802, it means that the tendency is to agree. This indicates that every task implementation always involves subordinates. In the variable Work Motivation with an average mean value of 4.4056, it means that the tendency is to agree. This indicates that employees expect guaranteed job security and adequate salary. The Organizational Culture variable with an average mean value of 4.2575 means that the tendency is to agree. This indicates that the organization has clear objectives. The Organizational Performance variable with an average mean value of 4.1778 means that employees feel treated with respect regardless of strata and tasks are carried out optimally so as to provide satisfaction to colleagues/clients.

**B. Description of Research Variables**

Descriptive data is to display an overview of the respondents' answers to questions or statements contained in the questionnaire (closed) and respondents' responses (open). Based on the results of the responses from 390 respondents regarding the research variables, the researcher will describe in detail the respondents' answers which are grouped in descriptive statistics. The range of answers from filling out the (closed) question indicators for each variable studied is determined by the three box method (Augusty, 2006). In this study the range of answers starts from 10 to 100, the range of 90 divided by 3 will produce a range of 30 which will be used as the basis for interpreting the index value, namely:

- Index value 10 – 40.0 = Low interpretation
- Index value 40.01 – 70.0 = Moderate interpretation

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- Index value 70,01 – 100 = High interpretation

Based on the results of research that has been conducted on 390 respondents through distributing questionnaires, to get the tendency of respondents' answers to the answers of each variable will be based on the range of score answers as in the attachment.

### **I) Transformational Leadership Research Results:**

The measurement of Transformational Leadership variables is carried out using 13 question indicators. The greater the score on the Transformational Leadership scale indicates the higher the level of Transformational Leadership experienced by the respondents. The index on the Transformational Leadership variable obtained an average index of 4.32, with the largest indicator being KT13 (Leaders carry out their duties with full responsibility) which has a value of 4.53. The average score of the Transformational Leadership index, which is 4.32, is equivalent to 86.41% of the Transformational Leadership scale that occurs. So, the level of Transformational Leadership in the Naval Headquarters Detachment Unit is interpreted as high, according to the average yield of the index, which is 86.41%.

### **II) Results of Task Delegation Research**

Measurement of the Task Delegation variable is carried out using 11 question indicators. The greater the Delegation of Task scale score indicates the higher the level of Task Delegation experienced by respondents. The index on the Delegation of Tasks variable obtained an average index of 4.28, with the largest indicator being PT2 (Leaders involve subordinates in achieving more optimal tasks) which has a value of 4.41. This shows that the leadership indicator involves subordinates in achieving more optimal tasks has the greatest influence when compared to other indicators. The average score of the Task Delegation index, which is 4.28, is equivalent to 85.60% of the Task Delegation scale that occurs. So, the level of Delegation of Tasks in the Naval Headquarters Detachment Unit is interpreted as high, according to the average index result, which is 85.60%.

### **III) Work Motivation Research Results**

The measurement of the Work Motivation variable was carried out using 10 question indicators. The greater the Work Motivation scale score, the higher the respondent's Work Motivation level. The index on the Work Motivation variable obtained an average index of 4.41, with the largest indicators being MK1 (Assured job security can improve work performance) and MK6 (Providing a good salary for increased performance) which has a value of 4.49. This shows that the indicator Guaranteed job security can improve work performance and Provision of a good salary for performance improvement has the greatest influence when compared to other indicators. The average score of the Work Motivation variable index is equivalent to 88.20% of the existing Work Motivation scale. So, the level of Employee Motivation in the Naval Headquarters Detachment Unit is interpreted as high according to the average yield of the index, which is 88.20%.

### **IV) Organizational Culture Research Results**

Organizational Culture variable measurement is done by using 12 question indicators. The greater the score of the Organizational Culture scale indicates the higher the level of the respondent's Organizational Culture. The index on the Organizational Culture variable obtained an average index of 4.26, with the largest indicator being BO5 (the organization sets clear goals) which has a value of 4.34. This shows that the efficiency indicator has the greatest influence when compared to other indicators. The average score of the Organizational Culture variable index is equivalent to 85.20% of the Organizational Culture scale that occurs. So, the level of Organizational Culture in the Naval Headquarters Detachment Unit is interpreted as high according to the average index result, which is 85.20%.

### **V) Organizational Performance Research Results**

Organizational Performance variable measurement is carried out using 11 question indicators. The greater the score of the Organizational Performance scale indicates the higher the level of Organizational Performance. The index on the Organizational Performance variable obtained an average index of 4.18 with the largest indicators being KO6 (All are treated with respect in the organization regardless of status and strata) and KO11 (Very high customer satisfaction with the organization) which has a value of 4.29. This shows that the indicators. All are treated with respect in the organization regardless of status and strata and very high customer satisfaction with the organization has the greatest influence when compared to other indicators. The average score of the Organizational Performance variable index is equivalent to 83.60% of the Organizational Performance scale that occurs. So, the level of Organizational Performance the Naval Headquarters Detachment Unit is interpreted as high, according to the average index result, which is 83.60%.

### **D. Validity and Reliability Test**

**I) Validity test:** The validity test was tested with the AMOS 22 program by looking at the output estimate which shows the factor loading of each indicator. In this study, the amount of data used was 390 questionnaires, with a confidence level of 95% ( $\alpha = 5\%$ ), the r table value of 390 was 0.30. The following are the results of the validity test as follows:

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**Table ii. Validity test**

			Estimates	r-table	Information
KT1	<---	KT	.708	0,30	Valid
KT2	<---	KT	.498	0,30	Valid
KT3	<---	KT	.713	0,30	Valid
KT4	<---	KT	.762	0,30	Valid
KT5	<---	KT	.694	0,30	Valid
KT6	<---	KT	.742	0,30	Valid
KT7	<---	KT	.806	0,30	Valid
KT8	<---	KT	.772	0,30	Valid
KT9	<---	KT	.831	0,30	Valid
KT10	<---	KT	.500	0,30	Valid
KT11	<---	KT	.835	0,30	Valid
KT12	<---	KT	.637	0,30	Valid
KT13	<---	KT	.793	0,30	Valid
PT1	<---	PT	.828	0,30	Valid
PT2	<---	PT	.857	0,30	Valid
PT3	<---	PT	.730	0,30	Valid
PT4	<---	PT	.770	0,30	Valid
PT5	<---	PT	.667	0,30	Valid
PT6	<---	PT	.544	0,30	Valid
PT7	<---	PT	.856	0,30	Valid
PT8	<---	PT	.849	0,30	Valid
PT9	<---	PT	.853	0,30	Valid
PT10	<---	PT	.787	0,30	Valid
PT11	<---	PT	.829	0,30	Valid
MK1	<---	MK	.780	0,30	Valid
MK2	<---	MK	.867	0,30	Valid
MK3	<---	MK	.823	0,30	Valid
MK4	<---	MK	.839	0,30	Valid
MK5	<---	MK	.792	0,30	Valid
MK6	<---	MK	.724	0,30	Valid
MK7	<---	MK	.785	0,30	Valid
MK8	<---	MK	.772	0,30	Valid
MK9	<---	MK	.793	0,30	Valid
MK10	<---	MK	.801	0,30	Valid
BO1	<---	BO	.748	0,30	Valid
BO2	<---	BO	.782	0,30	Valid
BO3	<---	BO	.813	0,30	Valid
BO4	<---	BO	.842	0,30	Valid
BO5	<---	BO	.862	0,30	Valid
BO6	<---	BO	.834	0,30	Valid
BO7	<---	BO	.830	0,30	Valid
BO8	<---	BO	.840	0,30	Valid
BO9	<---	BO	.840	0,30	Valid
BO10	<---	BO	.764	0,30	Valid
BO11	<---	BO	.698	0,30	Valid



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			Estimates	r-table	Information
BO12	<---	BO	.877	0,30	Valid
KO1	<---	KO	.844	0,30	Valid
KO2	<---	KO	.526	0,30	Valid
KO3	<---	KO	.774	0,30	Valid
KO4	<---	KO	.838	0,30	Valid
KO5	<---	KO	.810	0,30	Valid
KO6	<---	KO	.754	0,30	Valid
KO7	<---	KO	.838	0,30	Valid
KO8	<---	KO	.758	0,30	Valid
KO9	<---	KO	.842	0,30	Valid
KO10	<---	KO	.781	0,30	Valid
KO11	<---	KO	.843	0,30	Valid

**Source:** Research Results

In the Transformational Leadership variable there are thirteen (13) indicators, so there are thirteen factor loadings which indicate an influence with the Transformational Leadership variable which can be used to explain the existence of the Transformational leadership variable because it has n factor loadings values above 0.30.

In the Task Delegation variable, there are eleven (11) indicators showing an influence with the Task Delegation variable which can be used to explain the existence of the Task Delegation variable. In the Work Motivation variable there are ten (10) indicators, and there are ten factor loadings which indicate an influence with the Task Delegation variable which can be used to explain the existence of the Task Delegation variable. In the Organizational Culture variable there are twelve (12) indicators, and there are twelve factor loadings which indicate an influence with the Organizational Culture variable which can be used to explain the existence of the Organizational Culture variable. In the Organizational Performance variable there are eleven (11) indicators, and there are eleven factor loadings which indicate an influence with the Organizational Performance variable which can be used to explain the existence of the Organizational Performance variable. Based on the results of the validation test, all questions have a factor loading value greater than the r-table, where the r-table is 0.30. Therefore it can be concluded that the questions are said to be valid and can be used as further research instruments.

**II) Reliability Test:** Reliability is a test that shows the extent to which the stability and consistency of the measuring device used, so that it gives relatively consistent results if the measurement is repeated. Reliability measurement is based on the numerical index of the coefficients. It is said reliability if the Cronbach alpha value  $\geq 0.60$ . The reliability test is presented in the following table:

**Table iii. Reliability test results**

Variable Name	Reliability Test Results / Construct Reliability	Information
Transformational leadership	.925	Reliable
Task Delegation	.938	Reliable
Work motivation	.946	Reliable
Organizational culture	.957	Reliable
Organizational Performance	.937	Reliable

**Source:** Research Results

It can be seen that the results of the reliability test for 5 variables were declared reliable with a construct reliability value of  $\geq 0.6$ . A construct or variable can be said to be reliable if it gives a Cronbach alpha value  $\geq 0.60$ .

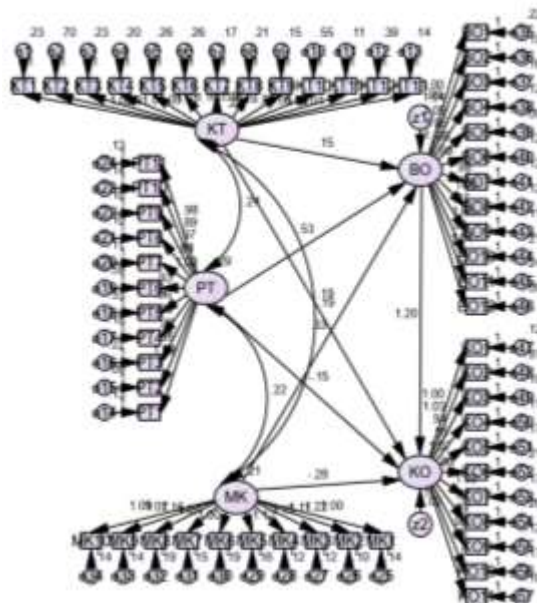
**C. Goodness of Fit test**

Assessing the goodness of fit is the main goal in SEM to find out how far the hypothesized model "fits" or matches the sample data. GoF test on the research model shows a good fit model on the RMSEA and RMR criteria.

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**D. Hypothesis test**

After the model has been estimated with maximum likelihood and declared to be normally distributed, the model is declared fit. The hypothesis model of the output is shown in the following figure:



**Figure 2. Hypothesis models**  
Source: Research Results

The results of hypothesis testing the influence between variables can be seen in the following table:

**Table iv. Results of the direct effect hypothesis test**

No	Hypothesis	Estimate	C.R.	P Value	Decision
1	H1, Effect of Transformational Leadership on Organizational Culture	.147	1.900	0,057	H1 is not supported
2	H2, Effect of Delegation of Tasks on Organizational Culture	.530	5.949	0,000	H2 is supported
3	H3, Effect of Work Motivation on Organizational Culture	.329	4.657	0,000	H3 is supported
4	H4, Effect of Transformational Leadership on Organizational Performance	.189	2.299	0,021	H4 is supported
5	H5, Effect of Delegation of Tasks on Organizational Performance	-.149	-1.436	0,151	H5 is not supported
6	H6, Effect of Work Motivation on Organizational Performance	-.284	-3.617	0,000	H6 is not supported
7	H7, Effect of Organizational Culture on Organizational Performance	1.195	11.149	0,000	H7 is supported

Source: Research Results

**Table v. Indirect influence hypothesis test results**

No	Hypothesis	Estimate	S.E	Sobel Test	P Value	Decision
1	H8, Effect of Transformational Leadership on Organizational Performance Mediated by Organizational Culture	.147 (1.195)	.078 (.107)	1,858	0,031	H8 is supported
2	H9, Effect of Delegation of Tasks on Organizational Performance mediated by Organizational Culture	.530 (1.195)	.530 (.107)	5,254	0,000	H9 is supported

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3	H10, Effect of Work Motivation on Organizational Performance mediated by Organizational Culture	.329 (1.195)	.071 (.107)	4,280	0,000	H10 is supported
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Source: Research Results

**E. Discussion of Research Results**

Respondents represent all employees, in addition to describing demographic characteristics, the answers given to the questionnaire also reflect employee perceptions of variable indicators. This perception is reflected in the Mean value of the answers to the statements given, by choosing the answers: Strongly Agree, Agree, Fairly Agree, Disagree, or Strongly Disagree. Demographic character data of gender, age, educational background, position and years of service in the current unit are interrelated data. The combination of characteristics and perceptions of variable indicators is a material for analysis that is very comprehensive and has empirical value, useful for solving problems. The entire process of calculating and statistical analysis after completion, produces evidence that Transformational Leadership, Delegation of Tasks and Work Motivation have an effect on Organizational Performance, either directly or through the mediation of Organizational Culture.

**I) Effect of Transformational Leadership on Organizational Culture**

The results of the hypothesis test show that Transformational Leadership has a positive effect on Organizational Culture. But Transformational Leadership has no significant effect on Organizational Culture. From the results of the hypothesis test it can be concluded that Transformational Leadership has a positive but not significant effect on Organizational Culture. These results are in line with the results of research by (Idris, Maryadi, and D 2022), (Hamidianpour, Esmaeilpour, and Mashayekh 2016) and (Tya Astuti 2021), that Transformational Leadership has a positive and significant effect on Organizational Culture. Based on the results of the analysis above, it can be explained that Transformational Leadership in the Naval Headquarters Detachment Unit does not affect the existing organizational culture, where the main tasks and organizational goals are still being achieved. The organization runs an existing program of activities. Although it is known that the term of office of the leadership, in this case Commander of the Naval Headquarters Detachment Unit, during a certain period of time there is a change of leadership, but the main tasks do not change. The policies in each program are based on the directives and instructions of the highest leadership of the Navy, in this case, the Chief of Staff of the Navy. Commander of the Naval Headquarters Detachment Unit carries out his duties and is directly responsible to the Chief of Naval Staff in his implementation. In this case the Naval Headquarters Detachment Unit is an organization that does not stand alone. The organization runs to support the activities of the larger Organization, namely the Indonesian Navy based on the instructions and policies of the Chief of Staff of the Navy. Commander of the Naval Headquarters Detachment Unit is obliged to submit suggestions and opinions to the Chief of Staff and follow up if the suggestions and opinions are received. Commander of the Naval Headquarters Detachment Unit can develop the organization into a larger one based on the decision of the Chief of Naval Staff. The Vision and Mission of a Denma Commander must be in line with and support the Vision and Mission of the Chief of Naval Staff. Commander of the Naval Headquarters Detachment Unit has the obligation to maintain, maintain and maintain organizational preparedness in order to carry out the main tasks of supporting the Navy's program of activities.

**II) Effect of Delegation of Tasks on Organizational Culture**

The results of hypothesis testing show that Delegation of Tasks has a significant positive effect on Organizational Culture. These results support the research of (Rosaleña et al. 2022) which shows that the delegation of authority has a significant effect on employee performance and the research of (Kurniasih, Budi, and Gagah 2019) which explains that there is a significant positive effect of delegation of authority on employee work productivity. Based on the results of the analysis above, it can be explained that the organization is running and can achieve its goals because the organization in every task implementation always involves subordinates according to their respective fields of work. There is good cooperation between leaders and subordinates, as well as good cooperation between employees. For example in terms of protocol, the Commander assigns his duties and responsibilities to the Protocol Unit. Likewise, if there is a building repair and maintenance task, the duties and responsibilities are given to the Head of the Public Works Unit. Every personnel when given a task must understand exactly what must be done, according to the direction and instructions of the task leader carried out with full responsibility. A Commander of the Naval Headquarters Detachment Unit cannot work alone, meaning a Commander must be able to interact and coordinate as well as possible with the highest leadership of the Navy, namely the Chief of Naval Staff and with the ranks of the Naval Headquarters Detachment Unit below him. Commander of the Naval Headquarters Detachment Unit has staff who are able to assist in terms of planning and operational program activities, as well as ranks who are ready to implement activities in the field. Therefore, the Naval Headquarters Detachment Unit can be successful if organizational management can be carried out properly and responsibly, in this case the delegation of tasks should not be misdirected because it can have fatal consequences. Likewise, Units or personnel assigned tasks and responsibilities by the leadership.

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### **III) Effect of Work Motivation on Organizational Culture**

The results of testing the hypothesis prove that work motivation has a significant positive effect on organizational culture. These results are in line with the results of research by Susanty and Baskoro (2012) that if employees are motivated, they will make positive choices to do something in compliance with the procedures set by the organization. The Naval Headquarters Detachment Unit have very complex tasks, consisting of units that have duties and responsibilities according to their respective fields. To maintain, maintain and improve the ability of each personnel required training and education that can support the tasks in their fields. In addition, the Organization must prepare good facilities and infrastructure to be able to assist the smooth implementation of each of the tasks of its staff according to their respective fields.

### **IV) Effect of Transformational Leadership on Organizational Performance**

The results of hypothesis testing show that Transformational Leadership has a positive and significant effect on Organizational Performance. This result is in line with the research results of (Burawat 2019), (Puni, Hilton, and Korankye 2022), (Alrowwad, Abualoush, and Masa'deh 2020), (Idris, Maryadi, and D 2022), (Tya Astuti 2021), that Transformational Leadership has a significant positive effect on Organizational Performance

These results explain that organizational goals can be achieved because of the Transformational Leadership that is applied in running the organization. The role of a Commander is very important to realize the goals of the Unit, what vision and mission are the guidelines in realizing the goals of the Naval Headquarters Detachment Unit. A Commander has a heavy workload and is responsible for the success of the tasks of his staff. Therefore, the Commander does not only give assignments to his staff, but must be able to provide control or supervision directly or indirectly until the task can be carried out properly. The Commander must understand as well as possible what tasks are the priority and the infrastructure needed to support the smooth and successful task. A commander must be open about the wishes of his subordinates and be willing to listen to suggestions from his subordinates, of course, all for the success of the tasks carried out.

### **V) Effect of Delegation of Tasks on Organizational Performance**

Based on the results of hypothesis testing, it shows that Delegation of Tasks has no significant positive effect on Organizational Performance. Research by (Teryima Sev 2017) which found that proper adoption of the principles of delegation will increase high performance output, research by Syahputra (2019) which shows that delegation of authority has a positive and significant simultaneous effect on performance, as well as research by (Buehler and Maas 2018) which suggests a positive effect of preference for decision delegation on performance risk. The results of this study explain that the delegation of tasks implemented in the Naval Headquarters Detachment Unit does not affect the performance of the Unit. This shows that every task implementation within the Naval Headquarters Detachment Unit organization always involves its subordinates. As previously explained that a Commander cannot work alone, every task implementation must involve the ranks below him in accordance with their respective fields. However, the implementation of tasks is not just an order to be carried out, without regard to the readiness of personnel and the necessary infrastructure, including the required budget. Implementation of tasks is not always carried out in accordance with the expected goals. Deficiencies or errors in a job may occur, but of course that does not mean the fault lies with the subordinates, it could be that the instructions and directions from the leadership received by the subordinates are not understood by the subordinates. This is common, but the blame is always on the subordinates on duty in the field.

### **VI) Effect of Work Motivation on Organizational Performance**

The results of hypothesis testing prove that work motivation has no significant effect on organizational performance. This result is in line with the results of (Ariyani et al. 2016) which stated that work motivation has a negative and insignificant effect on performance. However, these results are different from the results of the study (Nurhuda et al. 2019), (Yusniar 2017), (Setiawan 2017), (Santosa and Sugiyono 2015), (Idris, Maryadi, and D 2022) and the results of (Tya Astuti 2021) that work motivation has a positive and significant effect on organizational performance. The results of the study explain that each personnel in carrying out their duties expects security guarantees at work and hopes that the rewards received are in accordance with their duties. Every personnel will be enthusiastic in working if the leader of the organization guarantees a welfare that will be received from the results of his work. Unit performance will increase if the performance of personnel is good and increases. Therefore the motivation given must be able to improve the performance of each personnel, both in terms of job security and commensurate salary or wages. The motivation given is not only in the form of material, but also interactions that are built by leaders towards subordinates and between personnel.

### **VII) Effect of Organizational Culture on Organizational Performance**

The results of hypothesis testing show that Organizational Culture has a positive and significant effect on Organizational Performance. This result is in line with the research results of (Karinda et al. 2016), (Ariyani et al. 2016), (Yusniar 2017) and (Santosa and Sugiyono 2015), indicating that organizational culture has a positive and significant effect on organizational performance. These results explain that the Naval Headquarters Detachment Unit is a military organization that is located under the

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Indonesian Navy and has clear organizational tasks and objectives. This unit is manned by personnel who have the ability and skills according to their fields, who work in a coordinated and planned manner. The personnel manning the Naval Headquarters Detachment Unit consist of all strata in the military, starting from officers, non-commissioned officers, enlisted men and also civil servants. Each Strata has different positions, duties and responsibilities, starting from the Head of the Work Unit to the lowest members, starting from those working as staff and personnel working in the field. Each task or job is carried out according to their respective fields through a planned task procedure. A Commander makes an analysis of the tasks given by the highest leadership of the Navy, then the staff makes a work plan that must be carried out. In making work plans, staff involve related field units to ask for suggestions and opinions that can support the work plans made. After the planning is completed, it will be reported by Commander to the High Command of the Navy for approval. When approved by the Marine Leadership, Commander of the Naval Headquarters Detachment Unit gives a task order to the Head of the Work Unit under him to follow up on the work. The progress of work implementation is reported at any time, requested or not requested by the Leader, until the work is completed in accordance with a predetermined target time. The task is declared complete and successful if the results give satisfaction to the Unit and also the Leader.

### **VIII) Effect of Transformational Leadership on Organizational Performance mediated by Organizational Culture**

The results of testing the hypothesis explain that Transformational Leadership has a significant positive effect on Organizational Performance by mediating Organizational Culture. This result is different from the results of research (Shabrina 2021) which suggests that transformational leadership on employee performance does not have an indirect effect on organizational culture, but is in line with research results (Tya Astuti 2021) which proves that organizational culture indirectly significantly mediates the influence of transformational leadership styles on performance and research results (Charoensukmongkol and Lamsam 2022) which proves that organizational culture significantly mediates the influence of transformational leadership on company performance. This shows that employees give good ratings to leaders who carry out their duties with full responsibility, who treat their employees with respect regardless of status and set clear goals, on the other hand employees give low ratings to leaders who assign tasks because of their power, organizations that reduce management costs as well as the cost of the organization's work, while the organization requires its employees to innovate

### **IX) Effect of Delegation of Tasks on Organizational Performance mediated by Organizational Culture**

Hypothesis test results explain that Delegation of Tasks has a significant positive effect on Organizational Performance by mediating Organizational Culture. These results reinforce the research of Robins (2013) and (Pakaya 2021) which argue that Delegation authority has the greatest influence on performance, Delegation allows leaders to achieve better if they handle each task perfectly and delegation of authority from a leader to his employees affects performance. This shows that employees give good ratings to leaders who carry out their duties by involving employees regardless of strata so that goals are achieved with satisfactory results, on the other hand employees give low ratings to leaders who provide tolerance for every mistake and reduce the cost of managing organizational work, while organizations demand innovation. every employee.

### **X) Effect of Work Motivation on Organizational Performance Mediated by Organizational Culture**

The results of the hypothesis test show that work motivation has a significant positive effect on performance by mediating organizational culture. These results support the research of (Razak, Sarpan, and Ramlan 2018) and (Idris, Maryadi, and D 2022) which explain that the value of the influence of work motivation can improve performance through work discipline, organizational culture does not affect work motivation, organizational culture does not influence on performance, work motivation has a positive and significant effect on performance, work motivation has a positive and significant effect on job satisfaction, work motivation has a positive and significant effect on employee performance through job satisfaction. This shows that employees give good ratings to the organization because they have clear goals by treating employees with respect regardless of strata and the organization guarantees job security and appropriate salaries, on the other hand employees give low ratings to organizations that reduce the cost of managing organizational work by demanding employees to innovate , even though the organization offers promotion as well as organizational growth.

## **IV. CONCLUSION**

Based on the results of the research analysis and discussion, it can be concluded that transformational leadership, task delegation and work motivation have a positive and significant effect on organizational performance by mediating organizational culture. While those that have a significant direct influence on organizational performance are transformational leadership variables. This means that the results of this study prove that organizational culture variables mediate the relationship between transformational leadership, task delegation and work motivation with organizational performance.

Transformational Leadership has a positive but not significant effect on Organizational Culture. Delegation of Tasks has a significant positive effect on Organizational Culture. Work motivation has a significant positive effect on organizational culture. Transformational leadership has a significant positive effect on organizational performance. Delegation of Tasks has no significant

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positive effect on Organizational Performance. Work Motivation has no significant effect on Organizational Performance. Organizational Culture has a significant positive effect on Organizational Performance. Transformational Leadership has a significant positive effect on Organizational Performance by mediating Organizational Culture. Delegation of Tasks has a significant positive effect on Organizational Performance by mediating Organizational Culture. Work Motivation has a significant positive effect on Organizational Performance by mediating Organizational Culture.

### Implications

This research is expected to increase knowledge about the influence of Transformational Leadership, Delegation of Tasks and Work Motivation on the Performance of the Naval Headquarters Detachment Unit. In this study, although not all of them have a direct influence on Unit Performance, but indirectly through the mediation of Organizational Culture, the three independent variables affect the Naval Headquarters Detachment Unit Performance. Based on the results of this study, the variable Transformational Leadership has a significant positive effect on Organizational Performance, both directly and through the mediation of Organizational Culture. While the Delegation of Tasks and Work Motivation do not have a direct effect on Organizational Performance, they have a positive and significant effect on Organizational Performance mediated by Organizational Culture

### Suggestion

Future research is expected to use a larger and wider sample in order to obtain better research results, are more generalizable and can provide a more real picture of organizational performance. Subsequent research can be carried out not limited to the internal environment of the Naval Headquarters Detachment Unit, but involving other units that have a working relationship and have a direct influence on the performance of the Naval Headquarters Detachment Unit. A qualitative approach is needed to strengthen conclusions because the research instrument is vulnerable to respondents' perceptions that do not describe the actual situation within each of them. This approach can be carried out by observation or direct observation of the object, supplemented by interviews or oral questions which are used as research locations. Adding independent variables and intervening variables that affect Organizational Performance. For example the intellectual capital variable as the independent variable and the innovation variable as the intervening variable

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