

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, TRANSACTIONAL LEADERSHIP AND LECTURERS' COMPETENCE ON THE PERFORMANCE OF NAVAL STAFF AND COMMAND SCHOOL LECTURERS MEDIATED BY MOTIVATION

Rudi Lazuardi¹, Willy Arafah², Bambang Suharjo³

^{1,2}Universitas Trisakti, ³Universitas Pertahanan Republik Indonesia

221022005024@std.trisakti.ac.id, willy.arafah@gmail.com, bambang005@yahoo.com

ABSTRACT

The purpose of this study was to analyze the performance of Seskoal lecturers by observing the influence of the aspects of Transformational Leadership, Transactional Leadership, Competence, and Motivation of the lecturers as mediating variables. The research was conducted within the scope of the Naval Staff and Command School with 105 respondents consisting of Seskoal lecturers and structural officials involved in teaching, training, and nurturing activities. The data obtained were analyzed using Structural Equation Model-Partial Least Square (SEM-PLS) software. The independent variables Transformational Leadership and Transactional Leadership were found to have no direct effect on performance. Instead, the independent variables Competence and Motivation positively and significantly affected performance. This argument is due to the fact that the performance dimension in the form of the Tridarma of Higher Education has yet to be widely understood. The working period of lecturers is generally short, so the impact of the transformation has yet to be felt. It is also very rare for transactions to occur in this performance. Variable influence. The effect of the independent variable Transformational Leadership also has no positive and significant effect on motivation as the dependent variable, whereas Transactional Leadership and Competence have a positive and significant effect on Motivation. This result shows that transactions will increase lecturers' motivation, and lecturers with high competence will automatically increase their motivation. Interestingly, the indirect effect, where motivation acts as an intervening variable, shows that there is no effect of Transformational Leadership on Performance through motivation. However, vice versa for the variables Transactional Leadership and Competence affect Performance through Motivation. This result shows that the effect of the transformation has not been felt directly or indirectly as explained otherwise, for transactions will increase motivation which indirectly increases performance and competence.

Keywords: *Transformational Leadership, Transactional Leadership, Competence, Motivation, and Employee Performance*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

In the era of globalization, changes occur quickly in all aspects, including in the military field, namely the Indonesian Navy. Globalization must be faced, addressed, and managed to produce positive outputs by improving the quality of the human resources (HR) of the Indonesian Navy through an educational process that is manifested through an educational transformation in Indonesian Navy educational institutions (Octavian, 2012). Educational Transformation, as happened in other countries such as the Canadian Forces (CF) and the United States (US) Army, which educates its officers in facing future challenges after the cold war (McCausland & Martin, 2001). The educational transformation discussed here is at the Naval Staff and Command School (Seskoal), which was initially an educational institution for the highest general development for TNI AL officers to become a postgraduate-level vocational education institution that organizes education for applied master programs in marine operations. This transformation has broad consequences, namely the Seskoal dimension which

produces the output is reliable officers who are able to carry out new forms of assignments in the future while the next dimension is the face of intellectuality like educational institutions in general. This dualism is, of course, not mutually exclusive but, on the contrary, can strengthen one another through several fundamental aspects, including (1) increasing the intellectual capacity of Seskoal by strengthening its academic base through knowledge production, publication of scientific thoughts, and dissemination of ideas. (2) Increasing lecturers' capacity to respond to global challenges and be recognized for their academic credibility. (Octavian, 2012)

Thus, the performance of lecturers becomes interesting to study with the variables that influence it, including leadership factors; in this context Seskoal as a military organization with a robust chain of command. Two leadership styles will be studied, namely transformational and transactional leadership, which are the two main streams of leadership, Yukl (2013). In the conceptual review, the two leadership styles are different but positively related to each other, not contradictory styles. Transformational leadership is a comprehensive and integrated leadership capability needed for individuals, groups, and organizations to produce transformations that are marked by changes at each stage of activity (Bass & Riggio, 2006). Transactional leadership is a leadership style in which leaders use rewards and punishments to encourage subordinate compliance (Robbins & Coulter, 2012). Competence is a relevant variable for research considering that it comes from these individuals according to research by Rahardja & Lutfiani (2017) that leadership and competence have a positive and significant effect on lecturer performance with a contribution of 75%. This competency variable is also one of the requirements for a lecturer following statutory regulations, namely personal competence, pedagogical competence, social competence, and professional competence. The factor that also needs to be considered is motivation because there are various lecturer motivations related to their placement as lecturers not of their own will but following the pattern of placement of Indonesian Navy personnel in general (Saichu, 2018).

Considering that lecturers in higher education institutions in the military environment are in structural positions, the lecturer's performance is assessed in a world dimension: the lecturer as an employee and the lecturer dimension as a teacher. The performance of lecturers, as employees, refers to individual performance, according to Robbins (1996), which is defined as the result of an evaluation of the work carried out by individuals compared to the criteria set together. Furthermore, according to Mangkunegara (2011), work performance comes from the word job performance, namely the results of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. According to Robbins & Judge (2013), employee performance indicators are measured in the following ways: quality, quantity, timeliness, effectiveness, independence, and work commitment. As for the dimensions of the lecturer's performance as a teacher as in performance appraisal in the field of education, according to Law Number 14 of 2005 concerning Teachers and Lecturers is to implement the Tridarma of Higher Education (PT), namely Teaching, Research, and Community Service. The overall implementation of the Tridarma PT can be described according to the lecturer's function in supporting the study program's performance, namely the lecturer as educator, researcher, community servant, student advisor (guidance), leader (leader), innovator, and motivator. Over the last decades, among many leadership theories, the

most prominent is the Transformational and Transactional leadership theory (Odumeru & Ogbonna, 2013).

Transformational leadership is "the process of effecting major changes in the attitudes of organizational members and building commitment to major changes in organizational goals and strategies (Yukl & Fleet, 1992)." Transformational leaders motivate followers to achieve performance beyond expectations by changing followers' attitudes, beliefs, and values instead of simply obtaining obedience (Bass, 1999; Yukl, 2013). Rafferty and Griffin (2004) have developed a theoretical model developed by Bass (1999) to identify five dimensions of transformational leadership, namely Vision: Inspirational Communication (IC), Supportive Leadership, Intellectual Stimulation, Personal Recognition). Transactional Leadership, focusing on the supervisory role, organization, and group performance; Transactional Leadership is a leadership style in which the leader promotes followers' compliance through rewards and punishments. (Hargis, 2001). James Macgregor Burns explains that transactional leaders exchange real rewards for work and follower loyalty (Yukl, 2013). As in transformational leadership, Bass (1990) suggests three characteristics of transactional leadership: Contingent Reward, Management by Exception-active, and (Management by Exception-passive). The term competency was first coined by McClelland (1973), and defined competency as a fundamental characteristic possessed by a person that directly affects or can describe excellent performance. Chouhan & Srivastava (2014) define competency as an underlying characteristic of a person that results in effective or superior performance in a job. Also, the description of competence according to Tucker and Cofsky (1994) is that there are five main components of competence: Knowledge, Skills, Self-Concepts, Traits, and finally, Motives. Furthermore, based on Law Number 14 of 2005 concerning Teachers and Lecturers states that "teacher competence includes pedagogical competence, personal competence, social competence, and professional competence and social competence. According to Tucker and Cofsky in this discussion, the five competencies from the indicators can be summarized into these four dimensions. Robbins (1996) defines motivation as a process that determines individuals' intensity, direction, and persistence to achieve goals. The most well-known theory of motivation may be the theory of the hierarchy of needs of Abraham Maslow, a psychologist who stated that in every person, there is a hierarchy of five needs: 1) Physiological needs, 2) Safety needs, 3) Social needs, 4) Esteem needs and 5) Self-Actualization needs. Maslow's opinion was further stated more concisely by McClelland (1988) that Work Motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals that come from within themselves and not at the encouragement of other parties expressed in the Need for Achievement dimension. (Need for achievement), Need for Power (Need for power and Need for Affiliation).

METHOD

A. Hypothesis Development

- 1) ***Transformational Leadership on Performance.*** The Influence of Transformational Leadership on Employee Performance, Tandayong and Setiawan (2018) examine in their paper entitled Effects of Transformational Leadership on Employee Performance Through Work Stress as an Intervening Variable at PT GDC Multi Sarana Surabaya with the results

of their research showing that transformational leadership has a positive effect on employee performance, work stress has a negative effect on employee performance and transformational leadership has an effect on employee performance. Another study by Andreani and Petrik (2016) discusses Employee Performance as an Impact of Transformational Leadership and Job Satisfaction at PT Anugerah Baru Denpasar. The results of the study show that there is a positive and significant effect of transformational leadership on employee performance. Based on the research results above, the following hypotheses can be proposed:

Hypothesis H1: There is a positive influence of Transformational Leadership on Performance.

2) **Transactional Leadership on Performance.** The relationship between leadership factors and personnel performance has been carried out by Adriansyah et al. (2020), who examined the Effect of Transaction Leadership Style and Work Culture on Work Performance Mediated by Work Motivation. The results showed that there was a significant influence between transactional leadership style and organizational culture on employee performance and work motivation directly, and transactional leadership style and organizational culture on employee performance by using work motivation as a variable. The effect of Transactional Leadership also in the banking sector by Kabiru and Bula (2020) who examined the Effect of Transactional Leadership Style on Employee Performance at Selected Commercial Banks in Nairobi City Kenya. The results showed a significant positive influence between transactional leadership styles on employee performance.

Hypothesis H2: There is a positive effect of Transactional Leadership on Performance.

3) **Competence on Performance.** Research to analyze the effect of individual competence on performance in the service industry in Turkey was conducted by Zaim and Fatih (2013) which showed a positive relationship between competence and individual performance. Furthermore, core competence appears to have the most significant influence on individual performance. Furthermore, Martini and Rahyuda (2018) research the Effect of Competence on Employee Performance Through the Dimensions of Organizational Commitment. The results of the study also found that the dimensions of organizational commitment consisting of affective commitment, normative commitment, and continuance commitment act as partial mediators of the relationship between competency and employee performance. Based on the research results above, a hypothesis can be developed as follows:

Hypothesis H3: There is a positive effect of Competence on Performance.

4) **Motivation on Performance.** The results of Dharma's research (2018) examined the Effect of Work Motivation on Employee Performance with Organization Citizenship Behavior (OCB) as an Intervening Variable at Bank Aceh Syariah, with the discovery that the Work Motivation variable directly had a significant effect on Employee Performance at Bank Aceh Syariah Lhokseumawe. Another study explaining the impact of intrinsic motivation on job performance with employee creativity as a mediator was by Jnaneswar K. and Ranjit (2022) from the School of Management, College of Engineering Trivandrum, Thiruvananthapuram, India with findings showing that intrinsic motivation has an impact on employee performance and creativity. With all these descriptions, the following hypothesis can be proposed:

Hypothesis H4: There is a positive influence of motivation on performance.

5) ***Transformational Leadership on Motivation.*** To explore how the relationship between transformational leadership on the results of employee performance which includes work performance with intrinsic motivation as a mediator, Khan et.al. (2020) obtained the result that transformational leadership has a positive and significant effect on intrinsic motivation which is basically the level of individual interest in completing tasks and how he involves himself in work. Nugroho and Asbari's research (2020) measured the influence of transformational leadership and employee performance in a factory in Indonesia, both directly and indirectly, through the mediating influence of motivation and the work environment. From all these descriptions, the following hypothesis can be proposed:

Hypothesis H5: There is a positive influence between Transformational Leadership on Motivation.

6) ***Transactional Leadership on Motivation.*** The discussion on the effect of Transactional Leadership on Motivation was carried out by Widodo, Silitonga, and Azahra (2019), who examined the effect of transactional leadership on employee motivation and satisfaction at the Jakarta Stock Exchange with the results showing that the transactional leadership style applies transactions between good performance and rewards for employees can increase job satisfaction among them especially when the leader can motivate them optimally. Lalu Chaudhry and Javed (2012) published research on the Influence of Transactional and Laissez-Faire Leadership Styles on Motivation in research conducted in the Pakistani banking sector, finding that Transactional leadership has a positive, strong and significant relationship with motivation.

Hypothesis H6: There is a positive influence between Transactional Leadership on Motivation.

7) ***Competence on Motivation.*** The influence of competence on other variables with motivation as a mediator is discussed, among others, by Parashakti, Fahlevi, Ekhsan, and Hadinata (2020) who discusses the influence of the work environment and competence on motivation and their effect on employee performance at Masmitr Hospital with the results of competence research having a positive and significant effect on Performance either directly or indirectly through Motivation. Faisal (2020) conducted another study on the effect of employee competence on employee motivation and its effect on employee satisfaction, with the results of the study showing that competency has a significant effect on employee motivation and work motivation also has a significant effect on employee job satisfaction at a beauty service company located in Jakarta South.

Hypothesis H7: There is a positive effect of competence on motivation

8) ***Transformational Leadership on Performance through Motivation.*** The relationship between Transformational Leadership on Performance through Motivation is shown by research from Saputro and Siagian (2017), which shows that the results of the analysis prove that the leadership style in PT Marifood's Head Office does not significantly affect employee performance. This result is because in influencing employee performance there must be high work motivation from within the employee, such as the level of persistence and level of effort possessed by the employee as well as the motivation given by a leader so that it has an impact on employee performance. Furthermore, research by Prayudi (2020) shows that there is an Influence of Transformational Leadership Style on Employee

Performance with Work Motivation as an Intervening Variable (Study on Employees in the Development of the City of Binjai, then the following hypothesis can be proposed:

Hypothesis H8: There is a positive influence of Transformational Leadership on Performance through Motivation.

9) Transactional Leadership on Performance through Motivation. Research on the effect of motivation as a mediating variable between transactional leadership on performance was carried out by Setiaji, Rasyidi, and Rusidah (2016) which was conducted on employees of the Regional Development Bank of South Kalimantan with the test results proving that transactional leadership style has a significant effect on employee motivation with an influence of 38, 08%, motivation has a significant effect on employee performance with an effect of 2.40%, transactional leadership style has a significant effect on employee performance with an influence of 59.96%. Based on the results of these two studies, the following hypotheses can be proposed:

Hypothesis H9: There is a positive influence of Transformational Leadership on Performance through Motivation.

10) Competence on Performance through Motivation. The Effect of Competence on Performance through Motivation as a Mediation variable is shown by the results of research by Ferial, Mattalatta, and Tamsah (2019) who examined the Effect of Competence on Performance through Motivation and Tutor Discipline in the Out-of-School Education Program at the Makassar City Community Learning Activity Center (PKBM) with the result is that the better the competence of the tutor, the higher the motivation which is expected to contribute to a quality teaching and learning process. The results of another study showing the same thing by Mardiana, Kasmir, and Mardiana et al. (2021) provide research results showing that the effect of competence on performance through motivation has the most substantial contribution to SIMPro PT employees. Multitechnic Core Solutions. Based on the results of these studies, the following hypotheses can be proposed:

Hypothesis H10: There is a positive effect of Competence on Performance through Motivation.

11) Framework Thinking. The framework is a conceptual model of how theory relates to various variables identified as important issues. This framework intends to clarify the core issues in the relationship between the dependent variable (lecturer performance), independent variables (Transformational Leadership, Transactional Leadership and Competence) and Motivation as a Mediating Variable. based on this framework, the problems in this paper can be simplified as follows:

The Influence of Transformational Leadership, Transactional Leadership and Lecturers' Competence on the Performance of Naval Staff and Command School Lecturers Mediated by Motivation

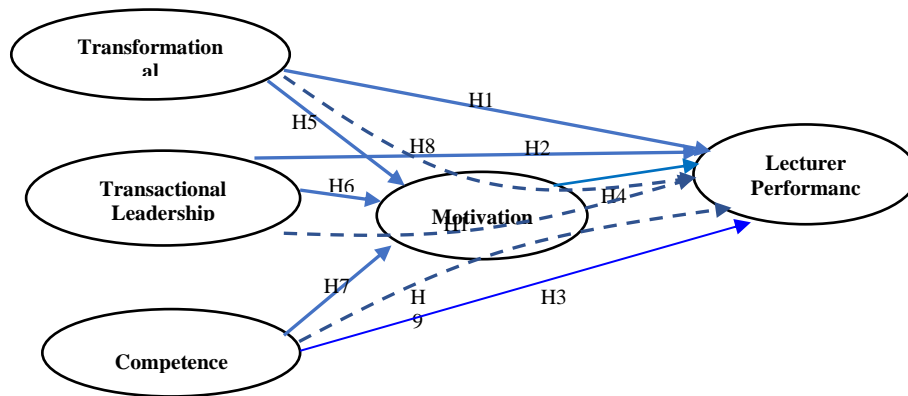


Figure 1. Framework Thinking

B. Research Methods

This research method uses survey research methods conducted on populations with a quantitative approach using path analysis techniques using a research instrument in the form of a questionnaire with a measurement scale used, the Likert scale. The analytical tool used to answer the research hypothesis is the Structural Equation Model-Partial Least Square (SEM-PLS) with the reason that apart from providing facilities to test the direct and indirect effects of the independent variables on the dependent variable and the influence of the moderating variables in the model is because the limited number of existing samples so that they do not meet the minimum sample size requirements. Using SEM-PLS, compliance with the number of samples was carried out using the bootstrapping method (doubling the number of samples) per applicable regulations. (Hair et al., 2014).

C. Object of Research

The object of research from this research is all lecturers at Seskoal and officers who are involved in training and upbringing activities. The data source in this study used a saturated sample of all research objects totaling 105 people with the following respondent profiles. Statistically, the profiles of respondents at the education level of S1, S2, S3 and the study programs/fields taken, and the length of time they have served in Seskoal. The 105 respondents in this study can be presented in the diagram in the following table.

Table 1 Profile of Respondents by the Length of Service and Latest Education

Respondent Variables	Category	Total	Percentage
Length of Service	< 1 year	24	23%
	1 – 2 years	44	42%
	2 – 4 years	17	16%
	> 4 years	20	19%
Last education	D4/S1	9	9%
	S2	79	79%

S3	17	16%
----	----	-----

Based on Table 1, it can be seen that the respondents with the longest service period were between 1 -2 years, totaling 44 people with a percentage of 42%, followed by respondents with a service period of < 1 year, 24 people or 23%, respondents with a service period of > 4 years, 19% and respondents with a service period of 2-4 years, 17 people or 16%. For the last education, respondents with master's education totaled 79 people or 79%, respondents with doctoral education were 17 people or 16%, and respondents with last degree education amounted to 9 people or 9%.

RESULTS AND DISCUSSION

The Natuna Sea politically provides high political bargaining power because the entire Natuna Sea area will provide strategic advantages. This is because the Natuna Sea is the link between the Malacca Strait and the East Asia region. Indonesia also has an interest in handling the conflict in the Natuna Sea, because if it is not handled properly it will have an impact on the security stability of Indonesia and the region.[3] Indonesia also has an interest in asserting its claim to Indonesia's ZEE in these waters which are located north of the Natuna Islands. The geographical location of the South China Sea which is adjacent to the Natuna waters and China's outward looking military posture inspire the Indonesian Navy to build a maritime defense to prevent the impact of conflicts in the Sea.[4] South China to the territorial waters of Indonesia's national jurisdiction. Increasing Human Resources (HR) and developing infrastructure to support the development of maritime defense forces in the Natuna Sea must fully support the national defense policy that has been established by the Indonesian government in accordance with applicable laws and regulations, especially towards Indonesia as a World Maritime Axis. The policy regarding the World Maritime Axis is expected to be able to improve and develop Indonesia's economy and defense to become a respected maritime power among countries in the world. Indonesia's maritime defense will seek to advance the Indonesian nation in the maritime sector through the tasks that have been assigned to the Indonesian Navy, Police and Bakamla

Research Instrument Test

Before testing the theoretical hypothesis in the structural model, the research instrument must first be tested. The processing results for validity testing for Performance variables, Transformational Leadership, Transactional Leadership, Competence, and Motivation variables produce outer-loading values > 0.5. The discriminant validity test yielded an AVE > 0.5 for all measurement dimensions. Reliability testing for Performance variables, Transformational Leadership, Transactional Leadership, Competence, and Motivation variables produces a Cronbach alpha value > 0.6 which means that the dimensions of all variables are reliable (consistent). (Hair et al., 2021)

Multicollinearity testing for the structural model with three independent variables, namely Transformational Leadership, Transactional Leadership, and Competence, obtained a VIF value of <10, which means that it is proven that there is no multicollinearity between the independent variables. Testing the fit model for the SEM-PLS model is shown by the coefficient of determination in Table 2.

Table 2 Model Fit Test

Independent Variable	Structural Model	
	Motivation	Performance
R ²	0.650	0.676
R ² Adjusted	0.639	0.646

From the table, it can be explained as follows, for the Motivation model, the Adjusted-Rsquare coefficient of determination is 0.639, which means that the variation of the independent variables, namely Transactional Leadership and Competence, is able to explain the variation of the dependent variable, namely Motivation, which is 63.9%, while the remaining 36.1% is a variation of the other independent variables. Affect the model but are not included in the model. In the Performance model, the adjusted R-square coefficient of determination is obtained with a value of 0.646, which means that the variation of the independent variables Transformational Leadership, Transactional Leadership, and Competence, Motivation, and Moderation of Compensation can explain the variation of the independent variables by 64.6%. In comparison, the remaining 35.4% is the variation of other independent variables that affect performance but are not included in the model.

Hypothesis testing

The results of hypothesis testing can be summarized in Table 2 below:

Table 2 Results of hypothesis

Hypothesis	Co-efficient	T _{statistic}	P-Value	Conclusion
H ₁ There is no positive and significant effect of Transformational Leadership on Performance.	-0.066	0.684	0.247	Unsupported Hypothesis
H ₂ There is no positive and significant effect of Transactional Leadership on Performance	-0.065	0.610	0.271	Unsupported Hypothesis
H ₃ There is a positive and significant effect of Competence on Performance	0.580	4.423	0.000	Hypothesis Supported
H ₄ There is a positive and significant effect of Motivation on Performance.	0.302	2.245	0.013	Hypothesis Supported

The Influence of Transformational Leadership, Transactional Leadership and Lecturers' Competence on the Performance of Naval Staff and Command School Lecturers Mediated by Motivation

H ₅	There is no positive and significant effect of Transformational Leadership on Motivation	0.039	0.333	0.370	Unsupported Hypothesis
H ₆	There is a positive and significant effect of Transactional Leadership on Motivation	0.301	2.729	0.003	Hypothesis Supported
H ₇	There is a positive and significant effect of Competence on Motivation	0.669	9.167	0.000	Hypothesis Supported
H ₈	There is no positive and significant effect of Transformational Leadership on Performance through Motivation,	0.012	0.287	0.774	Unsupported Hypothesis
H ₉	There is no positive and significant effect of Transactional Leadership on Performance through Motivation	0.091	0,123	1.546	Unsupported Hypothesis
H ₁₀	There is a positive and significant effect of Competence on Performance through Motivation.	0.202	0.035	2.115	Hypothesis Supported

Discussion

Testing hypothesis 1 and hypothesis 2, namely to prove the positive influence between transformational and transactional leadership on performance is not proven. Some supporting research is by Setiawan (2015), Novitasari and Asbari (2020), and Lindawati & Parwoto (2021) with the result that Transformational Leadership does not affect employee performance, each for employees at ISS, the automotive industry, and lecturers at university Catholic Widya Mandala Surabaya. Meanwhile, the results of transactional leadership on performance following research by Garnasih and Pramadewi (2009) for lecturers at the University of Riau and employees of the HVAC industry in Tangerang. First, the explanation is that the dimensions of lecturer performance in the Tridarma of Higher Education have not been widely understood, mainly research and community service aspects are not activities commonly

carried out at military colleges. The second is that educational transformation requires a short process because it involves work systems and culture, even though, in general, lecturers still have a short tenure (65% <2 years). For transactional leadership, lecturers generally already have income in the form of salaries, allowances, and facilities attached to their positions, so it is very rare for a transaction or rewards the leader promises if they perform well.

For hypotheses 3 and 4, the testing shows a positive effect between competence and motivation on lecturer performance. These results support research by Gadeng (2015), Hutasuhut (2016), and Josiah (2021), which tested the effect of Competence on Performance with the exact dimensions, namely Pedagogic Competence, Professional Competence, Personality Competence, and Social Competence on Lecturer Performance. Further research by Shahzadi et al. (2014), Faisal (2020), and Majidah et al. (2020) concerning Work Motivation has a positive effect on performance. To explain how competence has a positive effect on performance according to the opinion of Tucker and Cofsky (1994) with the existence of five competency components, namely (1) Knowledge, (2) Skills, (3) Concepts and Values, (4) Traits (nature) and (5) Motives. From these dimensions, at least from knowledge and skills alone, it is clear that high competence in a lecturer will result in high performance as well. Discussion of motivation begins with synthesis. Motivation is a psychological force that arises from within the individual that encourages a person to take action that will give birth to a strong will and perseverance to pursue achievement to get maximum grades and results and commendable grades. Lecturers with high motivation will have the passion and willingness to work voluntarily and produce work. The willingness to do a better job will increase productivity at work. Meanwhile, lecturers with low work motivation will work as they are and make no effort to get maximum work results. The lecturer's work motivation can provide energy that drives all existing potential, creates high aspirations, and increases the spirit of togetherness.

Testing hypothesis 5 gives a positive effect of Transformational Leadership on Motivation is not proven. These results support research by Muljani et al. (2012) and Nurhuda on the teaching staff at Widya Mandala Catholic University Surabaya and employees of Anwar Medika Hospital Sidoarjo. This discussion can be started from the dimensions. In this analysis, the dimensions of transformational leadership are used according to Rafferty and Griffin (2004): Vision, Inspirational Communication, Supportive Leadership, Intellectual Stimulation, and personal recognition. As seen in the proof of Hypothesis 1, where Transformational Leadership does not affect Performance, the discussion about the Influence of Transformational leadership on Motivation is not significant. One of the reasons is that most of them have a short tenure as leaders and staff officers who generally have less than two years, so the lecturers have yet to feel the impact of the transformation process. From observations of research serving for more than five years, the clarity of the Seskoal transformation process as the highest general development educational institution in the Indonesian Navy into a postgraduate-level vocational education institution is only apparent when the Accreditation Process is about to be carried out through socialization of the vision and mission after that the transformation process is no longer walk.

Verification of Hypothesis 6 to test the positive effect of Transactional Leadership on Motivation shows positive or proven results. These results support research by Angesti (2019),

Adriansyah et al. (2020), and Wen (2021) at the Malang Resort Police Office and the Mappi District Education Office, respectively. This discussion can be started from the dimensions of Transactional Leadership by Bass (1990), namely 1) Contingent Rewards, 2) MBE-Active, and 3) MBE-Passive. In military organizations, a form of appreciation, criticism, and correction is commonplace. Each will carry out tasks (especially incidental ones unrelated to the work instructions). The group head will present his activity plan to provide corrections and input. Afterward, the section head will provide an evaluation of the overall activity. In this way, MBE-Active and MBE-Passive are implemented in daily activities. Reward and punishment transactions are also carried out; for example, a ceremonial commander who performs his duties properly at a state ceremony will earn a promotion. Otherwise, failing can result in losing his position. Thus, a person's motivation to carry out their duties properly will awaken.

Hypothesis 7 to test the positive effect of competence on motivation is proven. This research supports research by Suardika (2020), Wardana & Prasetyo (2022) on employees of PT Thyssenkrupp Technologies Indonesia Surabaya and Parashakti et al. (2022) on employees at Masmitra Hospital. The discussion starts with the definition of competency synthesis, which means knowledge and skills and the ability to apply this knowledge or skills. From Suardika's research (2020), employee competency is a characteristic an individual possesses to fulfill specific criteria or positions and develop this competence. An employee must have a good attitude towards the profession. This argument is reinforced by Walgito's opinion (2003) that a professional carries out work according to the demands of his profession.

For this reason, someone competent in a field of work will have high motivation to carry out activities related to that work as a result of research. According to Siagian (2018), motivation is the desire to make high efforts to achieve organizational goals and individual satisfaction and competence. Work will create a motivational boost. For example, someone with an educational background in sea operations and experience as a warship crew who has carried out sea security and combat operations will undoubtedly be highly motivated if assigned to teach about sea security operations to juniors or students.

Hypotheses 8 and 9 regarding the effect of Transformational and Transactional Leadership on Performance through Motivation are not proven. These results are in contrast to research by Prayudi (2020) and Martha et al. (2020) which shows that Transformational Leadership Style influences Performance with Work Motivation as an intervening variable in Binjai City Employees. Likewise, this contradicts research by Setiaji et al. (2016) and Yendra et al. (2020) on South Kalimantan BPD employees and PT. Telesindo Shop Jayapura, where both of them show the positive influence of Transformational Leadership on Performance through Motivation. The discussion was as before that Transformational Leadership does not affect performance through motivation as is the performance of lecturers with dimensions of research and community service, which have not become an essential part that gets the attention of lecturers. Also, most lecturers and staff have short terms of service (less than two years), so the transformation process in Seskoal, which adopted the pattern of education in higher education, such as research and scientific publications, has yet to feel the impact. The discussion on the effect of transactional leadership on performance can be explained as before that there are no transactions in increasing lecturer performance either through contingent rewards or punishments related to whether lecturer performance is carried out or not because promotions and punishments generally occur in assignments outside of the lecturer's primary duties.

Testing Hypothesis 10 regarding the effect of Competence on Performance through motivation as a mediating variable has proven significant to support research from Sarifuddin (2016) on BPS employees in West Sulawesi Province and Ferial et al.'s research. (2019) on out-of-school education. The discussion of this hypothesis refers to the Perception of Competence, which is the strongest in the Descriptive Analysis of variables and the relationship between the influence of Competence on Performance. The logical implication is that Motivation acts as a mediation of the relationship between leadership variables on Performance, as is the direct relationship in hypotheses 3 and 4, where it is proven that there is a positive influence between competence and motivation on lecturer performance.

CONCLUSION

After testing the hypotheses proposed in this study, the following conclusions can be drawn. As for the direct effect, there is no positive and significant influence between transformational leadership and transactional leadership on the performance of Seskoal lecturers, but that is not the case with competence which has a positive and significant influence on the performance of Seskoal lecturers. Motivation as an independent variable has a direct, positive, and significant effect on the performance of Seskoal lecturers. Likewise, as an intervening variable, motivation has a positive and significant indirect effect on the relationship between competence and performance. For the indirect relationship between Transformational Leadership and Transactional Leadership on Performance, it is found that motivation as an intervening variable does not have a positive and significant effect.

REFERENCES

- Angesty. F. (2019). Pengaruh Kepemimpinan Transaksional dan Kompensasi terhadap Motivasi Kerja dan Dampaknya pada Kinerja Karyawan PT.Indo Acidatama Tbk. *Jurnal Bina Manajemen*, September 2019, Vol.8 No.1, 96 – 115.
- Adriansyah, M. A, Setiawan, M. dan Yuniarinto, A. (2020) Pengaruh Gaya Kepemimpinan Transaksi dan Budaya Kerja terhadap Kinerja Kerja yang Dimediasi oleh Motivasi Kerja, *Journal of Applied Management*, Vol. 18 No. 3. September 2020.
- Andreani, F. and Petrik, A. (2016). Employee Performance ss The Impact of Transformational Leadership and Job Satisfaction in PT Anugerah Baru Denpasar. *Jurnal Manajemen dan Kewirausahaan*, Vol.18, No. 1, Maret 2016: 25–32.
- Bass, B. M. (1990). *From transactional to transformational leadership: Learning to share the vision. Organizational Dynamics*, 18(3), 19–31.
- Bass, B.M. (1999). Current Developments in Transformational Leadership: Research and Applications, *The Psychologist-Manager Journal*. 1999, Vol. 3, No. 1, 5-21
- Bass, B. M. & Riggio, R. E. (2006). *Transformational Leadership, 2nd Edition*. Lawrence Erlbraum Associates, Publisher, London
- Chouhan, V. S. & Srivastava, S. (2016). Understanding Competencies and Competency Modeling — A Literature Survey. *IOSR Journal of Business and Management*. Volume 16, Issue 1. Ver. I (Jan. 2014), pp 14-22

- Dharma, Y. (2017). *The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Syariah*, Emerald Reach Proceedings Series Vol. 1.
- Faisal, R. (2020). Analysis of Competency to Employee Motivation and the Impact to Employee Satisfaction (Study Cases at Beauty Services Company), *Journal of Research in Business, Economics, and Education*, Volume 2 Issue 5
- Gadeng, T. (2015). Pengaruh Kompetensi Terhadap Kinerja Dosen Universitas Muhammadiyah Aceh. *ejournal.unmuh*. Vol 4, No 2 (2015)
- Garnasih, R. L dan A. Pramadewi, (2009). Kepemimpinan Transformasional dan Kepemimpinan Transaksional serta Pengaruhnya terhadap Kinerja Dosen Fakultas Ekonomi Universitas Riau. *Jurnal Ekonomi Volume 17*, No 3 December 2009
- Hair Jr, J.F., M. Sarstedt, L. Hopkins & V. G. Kuppelwieser, (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review* Vol. 26 No. 2, 2014 pp. 106-121
- Hair Jr., J.F, G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks & S. Ray, (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*, Springer
- Hargis, M. B., Watt, J. D. & Piotrowski, C. (2011). Developing Leaders: Examining the Role of Transactional and Transformational Leadership Across Business Contexts, *Organization Development Journal* Volume 29 Number 3 Fall 2011.
- Hutasuhut, J. (2016). Pengaruh Kompetensi terhadap Kinerja Karyawan (Studi Kasus Pada PT Perkebunan Nusantara IV (Persero) Kantor Pusat Medan). *Jurnal Penelitian Pendidikan Sosial Humaniora*, Vol 1, No. 1 Mei, Th 2016
- Josiah, T. (2021). Pengaruh Kompetensi, Motivasi, dan Lingkungan Kerja terhadap Kinerja Dosen Sekolah Tinggi Ekonomi Syariah (STES) Tunas Palapa Lampung Tengah. *Jurnal Ilmu Manajemen Saburai*. Vol 7, No 1 (2021)
- Kabiru, G. K., & Bula, H., (2020). Influence of Transactional Leadership Style on Employee Performance at Selected Commercial Banks in Nairobi City County, Kenya. *International Journal of Research and Innovation in Social Science (IJRISS)* |Volume IV, Issue IX, September 2020.
- Khan, H., Rehmat, M., Butt, H.T., Farooki, S., Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model, *Future Business Journal*, Springer, vol. 6(1), pages 1–13.
- Lindawati, M. & Parwoto (2021). The Impact of Transformational Leadership and Motivation on Employee Performance with Job Satisfaction as Intervening Variable in Indonesian Banking Industry During Digital Transformation, *Journal of Industrial Engineering & Management Research* Vol.2 No.4.
- Majidah, Y. , T. A. Karnawati & I. K. Rachmawati (2020). Pengaruh Gaya Kepemimpinan dan Motivasi terhadap Kinerja Guru dengan Kepuasan Kerja sebagai Variabel Moderasi, *Jurnal Ilmiah Bisnis dan Ekonomi Asia* Vol 14 Number 2 Pages 105 – 112
- Mangkunegara. (2011). *Manajemen Sumber Daya Perusahaan*. PT. Remaja Rosdakarya. Bandung
- Mardiana, I., Kasmir dan Safuan (2021). Pengaruh Kompetensi, Kompensasi terhadap Kinerja melalui Motivasi Karyawan SIMPro PT. Solusi Inti Multiteknik. *JESYA, Jurnal Ekonomi & Ekonomi Syariah* Vol 4 No 1, Januari 2021

- Martha, A.R., Rahardjo, K. & Prasetya, A. (2020). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Variabel Mediasi, *Profit: Jurnal Administrasi Bisnis Universitas Brawijaya*. Special Issue (Ekosistem Start Up)
- Martini, I. A. O., dkk. (2018). *The Influence of Competency on Employee Performance through Organizational Commitment Dimension*. IOSR Journal of Business and Management (IOSR-JBM). Volume 20, Issue 2. Ver. VIII (February. 2018), PP 29-37
- McCausland, J. D. and G. F. Martin, (2001) Transforming Strategic Leader Education for the 21st-Century Army, *The U.S. Army War College: Parameters*. Vol. 31, Parameters Autumn.
- McClelland, D. C. (1988). *Human Motivation*. Cambridge University Press.
- Muljani, B. D., Taher Alhabsji, T. dan Hamid, D. (2012). Pengaruh Kepemimpinan Transformasional dan Kualitas Kehidupan Kerja terhadap Motivasi Kerja dan Kepuasan Kerja Karyawan. *PROFIT: Jurnal Administrasi Bisnis* Vol. 6 No. 2 (2012)
- Novitasari, D. dan Asbari, M. (2020). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan: Peran Kesiapan untuk Berubah Sebagai Mediator. *Jurnal Manajemen*, Volume 10 no 2, Juli-Desember 2020.
- Nugroho, Y. A. dan Asbari, M., (2020). Transformational Leadership and Employees' Performances: The Mediating Role of Motivation and Work Environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*. Vol 3 No 2 (2021).
- Octavian, A. (2012), *Orasi Ilmiah Transformasi Seskoal dalam Rangka HUT 50 Seskoal*, Penerbit Seskoal, Cipulir.
- Octavian, A. (2013), *Transformasi Pendidikan Militer, Telaah Sosiologis Sekolah Staf dan Komando TNI AL di Era Global*, Seskoal Press, Jakarta.
- Parashakti, R. R., Fahlevi, M., Ekhsan, M., dan Hadinata, A. (2020). The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector. *Advances in Economics, Business and Management Research*, volume 135.
- Prayudi, A. (2020). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Variabel Intervening (Studi Pada Karyawan PD Pembangunan Kota Binjai). *Jurnal Manajemen* Volume 6 Nomor 2.
- Rafferty, A. E. & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions, *The Leadership Quarterly* 15 (2004) 329– 354.
- Rahardja, U. & Lutfiani, N. (2017). Leadership, Competency, Working Motivation and Performance of High Private Education Lecturer with Institution Accreditation B: Area Kopertis IV Banten Province, *Man In India*, 97 (24): 179-192
- Robbins, S. (1996). *Organizational Behavior: Concepts, Controversies, Applications*. Prentice Hall, 1996
- Robbins, S. P., and M. Coulter, (2012). *Management 11th edition*, Prentice Hall. Roberts, Shahzadi, I., A. Javed, S. S. Pirzada, S. Nasreen & F. Khanam (2014). Impact of Employee Motivation on Employee Performance, *European Journal of Business and Management*, Vol.6, No.23, 2014

- Saputro, G. B dan H. Siagian. (2017). Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan melalui Variabel Intervening Motivasi Kerja di Head Office PT Marifood, *AGORA Jurnal Bisnis Manajemen Universitas Kristen Petra*. Surabaya. Vol. 5, No. 3.
- Setiaji, N., Rasyidi, Rusidah, S. (2016). Pengaruh Gaya Kepemimpinan Transaksional Melalui Motivasi Terhadap Kinerja Karyawan Pada Bank Pembangunan Daerah Kalimantan Selatan. *Jurnal Bisnis dan Pembangunan*, Vol 5, No 2 (2016).
- Setiawan, E. Y. (2015). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional terhadap Kinerja Karyawan PT. ISS Indonesia di Rumah Sakit National Surabaya. *e-Jurnal Ilmu Manajemen MAGISTRA* Vol. 1 No.1 Februari 2015
- Siagian, M. (2018). Pengaruh disiplin kerja, budaya organisasi, kompetensi, dan motivasi kerja terhadap kinerja karyawan pada PT.Sat Nusapersada Tbk Batam. *Jurnal AKRAB JUARA*, 3(1), 1–18
- Suardika, E. (2020). The Role of Motivation in Mediating the Effect of Competence and Leadership on Employee Performance in Outpatient Poly Installation of Wing Amerta RSUP Sanglah Denpasar, *Jurnal Ekonomi dan Bisnis Jagaditha* Volume 7, Nomor 2, 2020, pp. 73-79
- Tandayong, N. dan Setiawan, R. (2018). Pengaruh Transformational Leadership terhadap Employee Performance melalui Work Stress sebagai Variabel Intervening pada PT GDC Multi Sarana Surabaya. *AGORA Universitas Kristen Petra*.Vol. 6, No. 2.
- Tucker, S. A; Cofsky, K. M. (1994). Competency-based pay on a banding platform: A compensation combination for driving performance and managing change. *ACA Journal; Scottsdale*. Vol. 3, Iss.1, Spring 1994.
- Wen, G. (2021). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Motivasi Kerja Dan Prestasi Kerja Pejabat Struktural Dinas Pendidikan Kabupaten Mappi, *Jurnal Visipena* Volume 11, Nomor 1, Juni 2020
- Wardana, R. P. & I. Prasetyo, (2022). Pengaruh Kompetensi dan Lingkungan Kerja melalui Motivasi Kerja terhadap Kinerja Karyawan PT. Thyssenkrupp Technologies Indonesia Cabang Surabaya, *Jurnal Ekonomi dan Bisnis Jagaditha* Volume 7, Nomor 2, 2020, pp. 73-79
- Walgito, B. (2003), *Pengantar Psikologi Umum*, Yogyakarta: Andi Offset.
- Widodo, D. S, Silitonga, P. E. S, & Azzahra, D. (2019), The Influence of Transactional Leadership to Employee Job Motivation and Satisfaction in Jakarta Stock Exchange, *International Journal of Governmental Studies and Humanities* (IJGH), Vol 2 No 1.
- Yendra, Irawan, A., & Faradilla, Y. (2020). Gaya Kepemimpinan Transaksional Terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Mediasi. *Human Resource Management Journal Uniyap*, Volume 2 Nomor 1 / Juni 2020.
- Yukl, G. (2013). *Leadership in Organizations* 8th Edition, Pearson Education, Inc. Zaim, H. and Fatih, M. (2013). Analyzing the Effects of Individual Competencies on Performance: A Field Study in Services Industries in Turkey, *Journal of Global Strategic Management*