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Managerial Determinants of Public Service Performance in the Rancabali Subdistrict, Bandung Regency: The Mediating Role of Innovation

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Abstract: This study investigates the direct and mediated effects of transformational leadership, human resource competence and budget efficiency on public service performance in the Rancabali Subdistrict Government, Bandung Regency. Innovation acts as a mediating mechanism connecting these managerial variables to service outcomes. Despite growing levels of citizen satisfaction, performance improvement remains limited, raising concerns about the effectiveness of managerial interventions. Applying an explanatory quantitative design, the study collected data from 30 structured questionnaires and conducted semi-structured interviews with six local government officials. Results from multiple linear regression and mediation analysis using PROCESS Macro v5.0 reveal that human resource competence is the most significant predictor of service performance ($\beta = 0.634$; $p = 0.001$), although it shows no influence on innovation ($\beta = -0.087$; $p = 0.545$). Budget efficiency does not directly affect performance ($\beta = -0.077$; $p = 0.469$) but significantly promotes innovation ($\beta = 0.199$; $p = 0.032$), which fully mediates its relationship with performance (95% CI: 0.019 to 0.332). Similarly, transformational leadership indirectly enhances performance through innovation ($\beta = 0.458$; $p = 0.004$). These findings emphasize innovation as a strategic pathway through which leadership and budgeting can be converted into measurable improvements in service delivery under constrained bureaucratic conditions.

Keyword: Budget Efficiency, Human Resource Competence, Public Service Innovation, Public Service Performance, Transformational Leadership.

INTRODUCTION

Budget efficiency and public service innovation have emerged as focal points in Indonesia's bureaucratic reform agenda. The central government has shifted its emphasis from procedural compliance to tangible societal impact in measuring public service success. The President of the Republic of Indonesia has advocated for a results-based budgeting strategy, prioritizing funding for strategic programs that demonstrably enhance collective welfare (Humas, 2025). In line with this, the Ministry of Administrative and Bureaucratic Reform has highlighted the importance of intersectoral synergy, accelerated decision-making, prudent

fiscal management and digital technology adoption to improve public service quality (PANRB K, 2025).

Responsive and outcome-oriented governance is anchored in a synergy between targeted fiscal efficiency (Mardiasmo, 2018) and the integration of innovative mechanisms within service delivery systems (Pemerintah Republik Indonesia, 2017; Rogers, 2003). National policy further reinforces these efforts by advocating for value-driven services and bureaucratic transparency (Kementerian Sekretariat Negara RI, 2025; PANRB K, 2025).

At the regional level, innovation is positioned as a catalyst for enhancing service quality, citizen engagement and regional competitiveness. This vision, as stated in the Bureaucratic Reform Roadmap 2025 to 2045, anticipates participatory, dynamic and performance-oriented local governance (Pemerintah Republik Indonesia, 2017). However, sub-districts continue to face structural and functional constraints that hinder effective policy implementation. The disparity between central directives and local capacities calls for more context-sensitive institutional and managerial approaches (Kementerian Sekretariat Negara RI, 2025).

The 2024 Government Performance Report (LKjIP) of Rancabali Subdistrict in Bandung Regency reveals significant achievements. The Community Satisfaction Index (IKM) reached 93.70, while the Government Agency Performance Accountability (SAKIP) score stood at 80.70. On average, performance indicators exceeded their targets by 122.37 percent. These outcomes reflect strengthened public asset management and notable progress in rural development, particularly through the acceleration of fast-growing villages. Nonetheless, persistent governance gaps remain evident. Service delivery effectiveness is uneven, asset oversight lacks consistency and inter-unit coordination remains fragmented, signaling the need for deeper institutional integration and policy alignment.

To address the challenge of uneven public service delivery across its wide administrative territory, the Rancabali Subdistrict Government launched the KARASA program (Kecamatan Ngantor di Wilayah Desa) in 2023. This innovation brings essential services closer to residents at the neighborhood (RW) level by fostering direct collaboration among subdistrict officers, village authorities and local communities. KARASA supports civil registration, education, infrastructure, social services, public safety, economic empowerment and MSME development. Key results include the issuance of thousands of civil documents, facilitation of divorce legalization and marriage certification, verification of more than 1,000 MSMEs, a 68 percent reduction in stunting cases and the issuance of over 2,200 business licenses. The program also enables data-driven planning through infrastructure surveys and supports the mapping of school dropouts, religious sites and cultural organizations. Public order is reinforced through KARAOS (Rancabali Asri, Kondusif, dan Siaga), which enhances disaster preparedness and promotes community-based security. By 2024, KARASA had reached all RW units in five villages, underscoring its role as a replicable model for improving subnational governance through localized innovation. However, the extent to which such decentralized service innovations structurally enhance long-term institutional performance remains an area for further empirical inquiry (Kecamatan Rancabali, 2025).

Empirical studies affirm that organizational management elements such as transformational leadership, budget efficiency and bureaucratic competence significantly influence public service quality (Azfirmawarman & Frinaldi, 2024; Hidayat, 2025; Sudiartini et al., 2023). Recent literature also supports a multidimensional approach in analyzing public service dynamics (Adekamwa et al., 2024). Specific managerial frameworks can foster collective work ethics, sound budget allocation and staff capacity in executing strategic functions, all of which contribute to service innovation aligned with public needs. However, most research addresses these factors in isolation and fails to present an integrated conceptual framework, particularly at the sub-district level.

This study aims to address the absence of an integrated perspective by jointly evaluating how transformational leadership, human resource capacity and budgetary efficiency influence

the performance of public services, with service innovation positioned as an intermediary construct. To investigate the relationships among these variables, the study employs a quantitative method using multiple linear regression as the main analytical tool (Bass & Avolio, 1990; Mardiasmo, 2018; Rogers, 2003; Spencer & Spencer, 1993).

The conceptual foundation rests on transformational leadership theory, emphasizing vision, inspiration and idealized influence in shaping follower behavior toward constructive change (Bass & Avolio, 1990). The competency model used refers to Spencer and Spencer's perspective, where knowledge, skills and personal traits determine individual performance (Spencer & Spencer, 1993). Budget efficiency is assessed in terms of optimal resource utilization in supporting service delivery effectiveness (Mardiasmo, 2018). The innovation framework is grounded in the diffusion of innovations theory, highlighting how new ideas disseminate through social systems (Rogers, 2003). Public service performance is evaluated using technical guidelines that balance procedural compliance with substantive outcomes reflecting measurable improvements in socio-economic conditions (Pemerintah Republik Indonesia, 2017).

Given this theoretical and empirical framework, the research aims to clarify the direct and indirect roles of transformational leadership, bureaucratic competence and budget efficiency in shaping public service performance, mediated by innovation. This study aspires to construct a robust conceptual model and offer practical insights to strengthen local governance effectiveness.

METHOD

A quantitative approach was adopted in this study to analyze the causal linkage between variables by applying hypothesis-driven analysis and inferential statistical techniques. The research population comprised all 34 personnel at the Rancabali Subdistrict Office, consisting of 18 civil servants (ASN) and 16 contract-based staff (non-ASN). Due to the small and accessible population, a census method was used, with all individuals included as research subjects. A total of 30 completed questionnaires were returned and deemed valid for analysis.

Data were collected using a closed-ended questionnaire developed based on a five-point Likert scale. Each item reflected established theoretical constructs relevant to transformational leadership, human resource competence, budget efficiency, service innovation and public service performance. To complement the quantitative data, semi-structured interviews were conducted with six key officials, including the subdistrict head, secretary and four section heads. This qualitative component served to triangulate and enrich the interpretation of statistical findings.

Data analysis was conducted using SPSS version 27. Before proceeding with the hypothesis testing phase, the quality of the questionnaire was assessed through construct validity and internal consistency evaluations. Diagnostic tests were then applied to examine classical assumptions, including checks for distribution normality, multicollinearity presence and variance homogeneity. To estimate the direct impact of each independent variable, the study employed a multiple linear regression model. Key indicators used in the analysis included the coefficient of determination (R^2) to assess model fit, the F-test for overall model significance and the t-test to evaluate individual variable effects.

To assess the mediating role of service innovation, two approaches were applied. First, hierarchical regression was used to observe changes in predictor coefficients across models. Subsequently, the analysis utilized Hayes's PROCESS Macro Model 4 (v5.0), applying a bootstrapping procedure with 5,000 iterations and a confidence interval set at 95 percent to estimate indirect effects with higher empirical precision. This allowed for robust estimation of indirect effects based on empirical distributions.

RESULTS AND DISCUSSION

Respondent Characteristics

A critical review of respondent characteristics is necessary, as these factors can shape how individuals assess the constructs examined in this study. Demographic factors, particularly age group, gender identity, professional rank and length of employment, tend to shape how individuals perceive leadership dynamics, institutional innovation and performance outcomes. These perspectives are often formed through personal experience and hierarchical roles within the institution. In this context, the respondent profile is not merely background information but also an analytical lens to interpret their views on transformational leadership, human resource competence, budget efficiency, innovation and public service performance.

Table 1. Respondent Characteristics

| Characteristic | Category | Frequency | Percentage (%) |
|------------------|---|-----------|----------------|
| Gender | Male | 24 | 80 |
| | Female | 6 | 20 |
| Age | Under 25 years old | 1 | 3 |
| | 25 to 34 years old | 11 | 37 |
| | 35 to 44 years old | 8 | 27 |
| | 45 to 54 years old | 7 | 23 |
| | 55 years and older | 3 | 10 |
| Job Position | Subdistrict Head or Secretary (Echelon III) | 2 | 7 |
| | Section or Subdivision Head (Echelon IV) | 5 | 17 |
| | Operational Staff (Non-Echelon) | 10 | 33 |
| | Contract Staff (Non-Echelon) | 13 | 43 |
| Years of Service | Less than 1 year | 2 | 7 |
| | 1 to 3 years | 3 | 10 |
| | 4 to 6 years | 7 | 23 |
| | More than 6 years | 18 | 60 |

Source: Questionnaire data, processed by the author (2025)

The majority of respondents were male, accounting for 80 percent. Most fell within the age range of 25 to 44 years, comprising 64 percent of the sample. Additionally, 76 percent held non-structural roles. Sixty percent had served in the subdistrict for more than six years, indicating stability in human resource composition. This tenure suggests sufficient exposure to internal dynamics, reinforcing their credibility in evaluating leadership, administrative competence and innovation efforts.

Instrument Testing Results

Validity Test

Construct validity ensures that each questionnaire item accurately represents the theoretical dimension of the variable it is intended to measure. The analysis involved correlating each indicator with the total score of its respective construct to verify conceptual alignment. An item is deemed valid if its correlation coefficient exceeds the critical value at a 5% significance level. With 30 observations, the critical r-value used to determine item validity was 0.361, derived from standard statistical tables based on 28 degrees of freedom at the 5% significance threshold.

Table 2. Summary of Construct Validity Test Results

| Variable | Number of Items | r-value Range | r-table | Validity Status |
|----------------------------------|-----------------|---------------|---------|---------------------|
| Transformational Leadership (X1) | 9 | 0.656 – 0.862 | 0.361 | All items are valid |
| Human Resource Competence (X2) | 9 | 0.647 – 0.880 | 0.361 | All items are valid |
| Budget Efficiency (X3) | 9 | 0.479 – 0.807 | 0.361 | All items are valid |
| Public Service Innovation (X4) | 9 | 0.402 – 0.767 | 0.361 | All items are valid |

| Variable | Number of Items | r-value Range | r-table | Validity Status |
|--------------------------------|-----------------|---------------|---------|---------------------|
| Public Service Performance (Y) | 9 | 0.630 – 0.848 | 0.361 | All items are valid |

Source: Processed primary data using SPSS, compiled by the author (2025).

The item-total correlation values for all indicators exceeded the minimum threshold, indicating that each item demonstrated statistically acceptable construct validity. These findings confirm the alignment between theoretical constructs and their corresponding empirical indicators.

Reliability Test

The reliability analysis was conducted to evaluate the degree of internal consistency among items under each construct, verifying that all indicators collectively reflect a singular conceptual dimension. Cronbach’s Alpha served as the statistical basis for this assessment, where a coefficient of 0.70 or higher denotes acceptable reliability for empirical application.

Table 3. Summary of Reliability Test Results

| Variable | Cronbach’s Alpha | Reliability Level |
|----------------------------------|------------------|-------------------|
| Transformational Leadership (X1) | 0.898 | High |
| Human Resource Competence (X2) | 0.896 | High |
| Budget Efficiency (X3) | 0.846 | High |
| Public Service Innovation (X4) | 0.811 | High |
| Public Service Performance (Y) | 0.905 | Very High |

Source: Processed primary data using SPSS, compiled by the author (2025).

All variables yielded Alpha coefficients above 0.80, confirming strong internal consistency across indicators. These results support the reliability of the instrument as a robust tool for evaluating constructs in this study. The high reliability levels reflect consistency in respondent interpretation and affirm the empirical credibility of the measurement design.

Classical Assumption Testing

To verify the validity of the linear regression framework, a set of assumption-based diagnostic procedures was implemented. These tests examined the statistical behavior of residuals to determine whether the data aligned with the core principles of classical regression theory. Key areas included distributional normality, homoscedasticity and potential multicollinearity.

Normality Test

Residual distribution plays a vital role in sustaining the reliability of regression inference. This study applied the Kolmogorov–Smirnov test at a 5 percent level of significance ($p > 0.05$) to evaluate whether residuals approximated a normal curve. Table 4 shows that all p-values exceeded the specified threshold, suggesting that the residuals in each regression model followed an acceptable pattern of normal distribution. This conformity supports the robustness of the regression coefficients and enhances their interpretability.

Table 4. Summary of Residual Normality Test (Kolmogorov–Smirnov Method)

| No | Regression Model | Significance Value (p) | Validity Criteria | Normality Status |
|----|--|------------------------|-------------------|----------------------|
| 1 | Public Service Innovation with predictors: Transformational Leadership, HR Competence and Budget Efficiency | 0,200 | Fulfilled | Normally Distributed |
| 2 | Public Service Performance with predictors: Transformational Leadership, HR Competence and Budget Efficiency | 0,200 | Fulfilled | Normally Distributed |

| No | Regression Model | Significance Value (p) | Validity Criteria | Normality Status |
|----|---|------------------------|-------------------|----------------------|
| 3 | Public Service Performance with predictor: Public Service Innovation | 0,181 | Fulfilled | Normally Distributed |
| 4 | Public Service Performance with predictors: Public Service Innovation, Transformational Leadership, HR Competence and Budget Efficiency | 0,200 | Fulfilled | Normally Distributed |

Source: Primary data processed using SPSS, compiled by the author (2025).

As shown in Table 4, all regression models satisfy the assumption of residual normality, evidenced by significance values greater than 0.05. This statistical compliance indicates that the residuals approximate a normal distribution, reinforcing the integrity and efficiency of the regression coefficient estimates.

Heteroscedasticity Test

The Glejser test was applied to examine heteroscedasticity by regressing the absolute residual values against each predictor variable. If the resulting p-values exceed 0.05, it suggests that the variance of the residuals is evenly distributed across the data set.

Table 5. Summary of Heteroscedasticity Test (Glejser Method)

| No | Dependent Variable and Predictors | Predictor | p-value | Criteria | Conclusion |
|----|---|----------------------------------|---------|-----------|-----------------------|
| 1 | Public Service Innovation (X4) with predictors: Transformational Leadership (X1), HR Competence (X2) and Budget Efficiency (X3) | Transformational Leadership (X1) | 0.057 | Fulfilled | No heteroscedasticity |
| | | HR Competence (X2) | 0.247 | Fulfilled | |
| | | Budget Efficiency (X3) | 0.838 | Fulfilled | |
| 2 | Public Service Performance (Y) with predictors: Transformational Leadership (X1), HR Competence (X2) and Budget Efficiency (X3) | Transformational Leadership (X1) | 0.141 | Fulfilled | No heteroscedasticity |
| | | HR Competence (X2) | 0.171 | Fulfilled | |
| | | Budget Efficiency (X3) | 0.178 | Fulfilled | |
| 3 | Public Service Performance (Y) with predictor: Public Service Innovation (X4) | Public Service Innovation (X4) | 0.279 | Fulfilled | No heteroscedasticity |
| 4 | Public Service Performance (Y) with predictors: Transformational Leadership (X1), HR Competence (X2), Budget Efficiency (X3) and Public Service Innovation (X4) | Transformational Leadership (X1) | 0.12 | Fulfilled | No heteroscedasticity |
| | | HR Competence (X2) | 0.8 | Fulfilled | |
| | | Budget Efficiency (X3) | 0.259 | Fulfilled | |
| | | Public Service Innovation (X4) | 0.058 | Fulfilled | |

Source: Primary data processed using SPSS, compiled by the author (2025).

The results in Table 5 reveal that all predictors across the four regression models yield significance levels greater than 0.05, indicating no systematic variance in residuals. These outcomes confirm that the assumption of homoscedasticity is consistently met, thereby strengthening the model’s internal validity and ensuring that standard errors remain unbiased for inferential purposes.

Multicollinearity Test

To verify that the predictors operate independently, multicollinearity was examined using both Tolerance and Variance Inflation Factor (VIF) indicators. A model is considered free from multicollinearity if Tolerance exceeds 0.10 and VIF remains below 10.

Table 6. Summary of Multicollinearity Test (Multiple Linear Regression)

| No | Dependent Variable and Predictors | Predictor | Tolerance | VIF | Conclusion |
|----|---|----------------------------------|-----------|-------|----------------------|
| 1 | Public Service Innovation (X4) with predictors: Transformational Leadership (X1), HR Competence (X2) and Budget Efficiency (X3) | Transformational Leadership (X1) | 0.630 | 1.588 | No multicollinearity |
| | | HR Competence (X2) | 0.571 | 1.752 | |
| | | Budget Efficiency (X3) | 0.751 | 1.331 | |
| 2 | Public Service Performance (Y) with predictors: Transformational Leadership (X1), HR Competence (X2) and Budget Efficiency (X3) | Transformational Leadership (X1) | 0.630 | 1.588 | No multicollinearity |
| | | HR Competence (X2) | 0.571 | 1.752 | |
| | | Budget Efficiency (X3) | 0.751 | 1.331 | |
| 3 | Public Service Performance (Y) with predictor: Public Service Innovation (X4) | Public Service Innovation (X4) | 1.000 | 1.000 | No multicollinearity |
| 4 | Public Service Performance (Y) with predictors: Transformational Leadership (X1), HR Competence (X2), Budget Efficiency (X3) and Public Service Innovation (X4) | Transformational Leadership (X1) | 0.457 | 2.186 | No multicollinearity |
| | | HR Competence (X2) | 0.563 | 1.777 | |
| | | Budget Efficiency (X3) | 0.628 | 1.593 | |
| | | Public Service Innovation (X4) | 0.508 | 1.970 | |

Source: Primary data processed using SPSS, compiled by the author (2025).

These results reinforce the absence of multicollinearity. Each predictor displays Tolerance values above the minimum threshold and VIF levels significantly under the accepted ceiling. These metrics confirm that the explanatory variables offer distinct contributions, allowing reliable interpretation of their respective effects within the model.

Hypothesis Testing

This part elaborates on the statistical validation of the hypothesized linkages between key constructs through a quantitative analytical lens. To determine how each predictor affects the outcomes, the study applied multiple linear regression modeling. The procedure integrates a set of inferential metrics, including the F-test for simultaneous significance, individual t-tests for partial effects, R-squared values to capture explanatory capacity and a mediation framework to uncover indirect influences. Each test is structured to reveal the distinct impact of each independent variable on public service performance.

Multiple Linear Regression Analysis

The multiple linear regression models were developed to examine the extent to which combinations of independent variables predict variations in dependent variables, specifically focusing on public service performance and innovation. This analytical technique offers a robust framework for testing causal relationships using empirical data.

Table 8. Summary of Multiple Linear Regression Results

| Model | Independent Variables | Dependent Variable | Significant Coefficients | R ² | Hypothesis Status |
|-------|---|----------------------------|---|----------------|--------------------------------------|
| 1 | Transformational Leadership, HR Competence, Budget Efficiency, Innovation | Public Service Performance | HR Competence (p = 0.000) | 0.611 | H2 accepted; H1, H3 and H10 rejected |
| 2 | Transformational Leadership, HR Competence, Budget Efficiency | Public Service Performance | HR Competence (p = 0.001) | 0.576 | H2 accepted; H1 and H3 rejected |
| 3 | Transformational Leadership, HR Competence, Budget Efficiency | Public Service Innovation | Leadership (p = 0.004), Budget Efficiency (p = 0.032) | 0.492 | H4 and H6 accepted; H5 rejected |
| 4 | Public Service Innovation | Public Service Performance | Innovation (p = 0.006) | 0.240 | H10 accepted |

Source: Primary data processed using SPSS, compiled by the author (2025).

The findings indicate that human resource competence is the only variable that consistently and significantly predicts public service performance. This underscores the critical role of individual capabilities in bureaucratic systems. The Head of the Program and Finance Subdivision emphasized that employees' soft skills, particularly their communication and interpersonal capabilities, form the cornerstone of effective service delivery. Psychological attributes such as cognitive orientation, emotional regulation and work attitudes are principal determinants of bureaucratic performance (Personal Interview, 2025).

While transformational leadership and budget efficiency do not exert a direct influence on performance, they are significantly associated with innovation. These variables function as enabling conditions that foster an innovative ecosystem. The Head of Development Planning Section noted that leadership support materializes not only through directives but also through the provision of space for innovation, exemplified by the KARASA program (Personal Interview, 2025). The Head of Public Order and Community Protection added that trust from the Camat (Subdistrict Head of Rancabali) has facilitated a collaborative approach to public safety, especially in high-traffic tourism areas (Personal Interview, 2025).

Budget efficiency reflects a similar dynamic. The Head of General and Personnel Subdivision emphasized that fiscal constraints, resulting from efficiency-driven policies, have impeded various service-related activities. Operational budget shortages led to the postponement of numerous programs. In more remote areas, the limited funding has constrained team mobility, creating additional barriers to effective service delivery (Personal Interview, 2025).

Public service innovation in Rancabali Subdistrict emerges as a mediating variable, bridging the indirect effects of leadership and efficiency on service performance. Despite significant challenges such as staffing shortages and the absence of reliable internet connectivity in certain zones, the Head of General and Personnel Subdivision affirmed that the team's proactive, outreach-based approach ensured continued service delivery (Personal Interview, 2025).

Collectively, these outcomes reinforce the imperative of innovation-oriented bureaucratic reform. Local governments are normatively guided to embrace innovative practices to confront evolving public service challenges (Pemerintah Republik Indonesia, 2017). Public institutions must therefore strengthen both technical and emotional competencies within the workforce, cultivate inspirational leadership and implement efficiency measures that support innovation as a core strategy for enhancing public service performance.

F-Test

The F-test serves as a critical tool for examining the collective statistical significance of regression models in explaining variations in the dependent variable through a combination of independent variables.

Table 9. Model Fit and Simultaneous Significance (F-Test) of Regression Models

| Model | Dependent Variable | Independent Variables | F-Value | F-Critical | Sig. | Description | Hypothesis Status |
|-------|--------------------------------|--|---------|------------|-------|-------------|--------------------------|
| 1 | Public Service Performance (Y) | Transformational Leadership (X1), HR Competence (X2), Budget Efficiency (X3), Public Service Innovation (X4) | 9.824 | 2.759 | 0.000 | Significant | H1, H2, H3, H10 accepted |
| 2 | Public Service Performance (Y) | Transformational Leadership (X1), HR Competence (X2), Budget Efficiency (X3) | 11.768 | 2.975 | 0.000 | Significant | H1, H2, H3 accepted |
| 3 | Public Service Innovation (X4) | Transformational Leadership (X1), HR Competence (X2), Budget Efficiency (X3) | 8.406 | 2.975 | 0.000 | Significant | H4, H5, H6 accepted |
| 4 | Public Service Performance (Y) | Public Service Innovation (X4) | 8.824 | 4.196 | 0.006 | Significant | H10 accepted |

Source: Primary data processed using SPSS, compiled by the author (2025).

The F-statistics in all four regression models exceed the established thresholds for statistical relevance, with p-values falling well below the 0.05 level. This pattern provides compelling evidence that the explanatory variables, when examined collectively, have a statistically significant effect on the variation in the dependent variables. The model structure is thus appropriate for capturing the joint impact of managerial factors on public service performance and innovation, offering empirical confirmation for the acceptance of hypotheses H1 through H6 and H10.

T-Test

The partial t-test was applied to assess the unique contribution of each predictor to public service performance, isolating the influence of individual coefficients within the regression framework.

Table 10. Summary of Partial Significance Test Results (t-test)

| Model | Independent Variables | Dependent Variable | t-Value | Sig. | Hypothesis Status |
|-------|------------------------------------|--------------------------------|---------|-------|-------------------|
| 1 | Transformational Leadership | Public Service Performance (Y) | 0.188 | 0.852 | Rejected |
| | HR Competence | | 4.073 | 0.000 | Accepted |
| | Budget Efficiency | | -0.736 | 0.469 | Rejected |
| | Public Service Innovation | | 1.506 | 0.145 | Rejected |
| 2 | Transformational Leadership | Public Service Performance (Y) | 1.119 | 0.273 | Rejected |
| | HR Competence | | 3.829 | 0.001 | Accepted |
| | Budget Efficiency | | -0.134 | 0.895 | Rejected |
| 3 | Transformational Leadership | Public Service Innovation (X4) | 3.131 | 0.004 | Accepted |
| | HR Competence | | -0.614 | 0.545 | Rejected |

| Model | Independent Variables | Dependent Variable | t-Value | Sig. | Hypothesis Status |
|-------|----------------------------------|--------------------------------|---------|-------|-------------------|
| | Budget Efficiency | | 2.263 | 0.032 | Accepted |
| 4 | Public Service Innovation | Public Service Performance (Y) | 2.971 | 0.006 | Accepted |

Source: Primary data processed using SPSS, compiled by the author (2025)

Partial regression analysis reveals that employee competence and service innovation are the only variables with statistically significant impacts on public service performance. Enhancing personnel quality thus holds strategic importance for improving service competitiveness and effectiveness. The Head of the Program and Finance Subdivision underscored the necessity of strengthening soft skills, especially interpersonal communication, to foster team synergy (Personal Interview, 2025). This view was supported by the Head of Public Order and Community Protection Section, who noted that human resource development is continuously promoted through regular training facilitated by the Bandung Regency Public Order Agency Command Center and internal district initiatives (Personal Interview, 2025). Models one and two yielded stable, statistically significant coefficients, providing empirical validation for these observations. Competency development remains a key element of long-term bureaucratic reform.

In comparison, transformational leadership does not demonstrate a statistically significant direct effect on public service performance. Yet, findings from model three underscore its considerable impact on fostering innovation. This implies that transformational leadership operates more as an enabler of organizational creativity than as a driver of immediate service improvements. The Head of the Development Planning Section noted that the Camat (Subdistrict Head of Rancabali) delegates full authority to functional units to design and implement initiatives that reflect the district's contextual needs (Personal Interview, 2025). Similarly, the Head of the Program and Finance Subdivision emphasized that while the Camat sets the strategic agenda, space for experimentation and creative problem-solving remains encouraged (Personal Interview, 2025).

Budget efficiency also lacks direct impact on service performance but significantly influences innovation. According to the Head of Public Order and Community Protection Section, cost-saving measures often reduce operational capacity, particularly in areas with challenging geography (Personal Interview, 2025). However, these constraints have prompted creative responses. The Head of Development Planning Section mentioned that some programs were restructured as participatory community initiatives (Personal Interview, 2025), while the Camat (Subdistrict Head of Rancabali) emphasized the importance of needs validation to ensure contextual relevance of cost-efficiency measures (Personal Interview, 2025).

Model four identifies public service innovation as the sole predictor exhibiting a statistically significant and direct association with performance outcomes. The Head of General and Personnel Division Subdivision highlighted that geographic isolation and limited digital infrastructure remain critical barriers. However, service continuity was maintained through mobile service strategies that bring administrative functions closer to residents, such as the KARASA initiative (Kecamatan Ngator di Wilayah Desa) (Personal Interview, 2025). The Head of the Program and Finance Subdivision affirmed the program's effectiveness in reducing transportation burdens and accelerating public service processing (Personal Interview, 2025). These outcomes align with national directives emphasizing innovation-driven bureaucratic transformation (Pemerintah Republik Indonesia, 2017).

Coefficient of Determination (R²) Test

The coefficient of determination (R²) indicates how much of the variance in the dependent variable is explained by the combined effect of independent variables within a specific regression model.

Table 7. Summary of Determination Coefficient Test Results Based on Regression Models

| No. | Regression Model | R | R ² | Adjusted R ² | Std. Error |
|-----|---|-------|----------------|-------------------------|------------|
| 1 | Transformational Leadership, HR Competence, Budget Efficiency influencing Public Service Innovation | 0.702 | 0.490 | 0.434 | 2.218 |
| 2 | Transformational Leadership, HR Competence, Budget Efficiency influencing Public Service Performance | 0.759 | 0.580 | 0.527 | 2.462 |
| 3 | Public Service Innovation influencing Public Service Performance | 0.490 | 0.240 | 0.212 | 3.176 |
| 4 | Transformational Leadership, HR Competence, Budget Efficiency, Public Service Innovation influencing Public Service Performance | 0.782 | 0.610 | 0.549 | 2.404 |

Source: Primary data processed using SPSS, compiled by the author (2025)

The first model explains 49% of the variance in public service innovation through transformational leadership, HR competence and budget efficiency. Internal managerial factors serve as critical enablers for sustaining innovation. The Head of Development Planning Section emphasized that the Camat (Subdistrict Head of Rancabali) empowers each section to independently develop and implement innovations aligned with their respective domains (Personal Interview, 2025). This decentralized leadership approach bolsters psychological motivation and supports a bottom-up dynamic in organizational creativity. Supporting this, the Head of Public Order and Community Protection Section noted that the KARASA program had enhanced direct field engagement and frontline responsiveness (Personal Interview, 2025).

The second model yields an R² of 0.58, indicating that the combined predictors account for over half of the observed variance in public service performance. The Head of the Program and Finance Subdivision highlighted the strategic importance of fostering interpersonal communication, strengthening soft skills and maintaining an open forum for employee input as drivers of performance (Personal Interview, 2025). Despite fiscal constraints, the Head of Government Affairs acknowledged that collective solidarity and shared responsibility have kept operational performance intact (Personal Interview, 2025).

The third model isolates the effect of public service innovation, which explains 24% of the performance variance. This limited contribution suggests that innovation alone, while valuable, requires supportive infrastructure to realize its full potential. The Head of General and Personnel Division Subdivision reported that blank spot areas without digital connectivity present significant implementation hurdles (Personal Interview, 2025). These constraints underscore the need for structural interventions, including policy reform, improved data governance, infrastructure expansion, strategic budget allocation and legal safeguards for innovative initiatives (Pemerintah Republik Indonesia, 2017).

The fourth model produces the highest R² value of 0.61, affirming that an integrated approach comprising transformational leadership, HR competence, budget efficiency and public service innovation is the most robust in explaining variations in public service performance. Statistically, this synergy enhances predictive accuracy. However, the Head of Public Order and Community Protection Section acknowledged that budgetary restrictions continue to affect operational readiness, especially in geographically isolated zones (Personal Interview, 2025). Still, the collective resolve instilled through the Camat’s leadership remains instrumental in sustaining public service delivery amidst ongoing challenges.

Mediation Test

This study investigates the extent to which innovation functions as an intermediary, channeling the influence of primary explanatory variables into observable changes in public service performance. The indirect effects were assessed using a hierarchical regression framework and validated through bootstrapping with the PROCESS Macro version 5.0.

Table 10. Summary of Mediation Test Results

| Model | Mediation Structure | Stepwise Regression Results | PROCESS Macro v5.0 Results | Mediation Effect | Mediation Category |
|-------|--|--|---|------------------|--------------------|
| 1 | Transformational Leadership to Public Service Innovation to Public Service Performance | Transformational leadership significantly affects performance (p = 0.000). Significantly affects innovation (p = 0.015). Innovation does not significantly affect performance (p = 0.058) when tested together. | Indirect effect = 0.097. Confidence interval [0.009, 0.219], does not include zero. | Significant | Full mediation |
| 2 | HR Competence to Public Service Innovation to Public Service Performance | HR competence significantly affects performance (p = 0.000). Significantly affects innovation (p = 0.032). Innovation does not significantly affect performance (p = 0.088). | Indirect effect = 0.086. Confidence interval [-0.017, 0.276], includes zero. | Not significant | No mediation |
| 3 | Budget Efficiency to Public Service Innovation to Public Service Performance | Budget efficiency significantly affects performance (p = 0.049). Significantly affects innovation (p = 0.003). Direct effect becomes insignificant (p = 0.463) when innovation is included. Innovation is significant (p = 0.044). | Indirect effect = 0.144. Confidence interval [0.019, 0.332], does not include zero. | Significant | Full mediation |

Source: Primary data processed using SPSS, compiled by the author (2025)

Transformational leadership demonstrated a statistically significant direct effect on public service performance and also significantly influenced public service innovation. However, when both variables were tested simultaneously, the influence of innovation on performance diminished, although the bootstrapped indirect effect remained significant. This suggests a full mediation structure. The Head of Development Planning Section, Head of Public Order and Community Protection Section and Head of General and Personnel Division Subdivision all reported that the Camat (Subdistrict Head of Rancabali) actively fosters participatory innovation. This is achieved by delegating authority, modeling proactive behavior and encouraging bottom-up initiatives such as the KARASA program (Personal Interview, 2025).

While HR competence showed significant effects on both innovation and performance, the mediating role of innovation was not supported, as the indirect effect was statistically insignificant. Several informants noted that, despite ongoing training from both district and internal sources, many employees still struggle with adopting digital tools and managing digital public services. The Head of General and Personnel Division Subdivision cited insufficient application literacy, while the Head of Public Order and Community Protection Section added that most of his personnel are non-civil servants with limited formal education (Personal Interview, 2025).

Conversely, model three demonstrates a substantial mediation effect. Although budget efficiency initially exhibited a significant impact on both performance and innovation indicators, its direct influence on performance became statistically insignificant once innovation was included as a mediating variable. This outcome highlights the pivotal role of innovation in translating resource optimization into improved service outcomes. The Head of the Public Order and Community Protection Section explained that while budget-saving policies often disrupt field operations, particularly in hard-to-reach areas, such challenges have been addressed through collaborative strategies and the use of digital reporting tools.

Supporting this view, the Head of the Program and Finance Subdivision stated that budget constraints have encouraged a shift toward outcome-focused and performance-driven service delivery models (Personal Interview, 2025).

CONCLUSION

This study assessed the key determinants of public service performance in the Rancabali Subdistrict Government by analyzing both direct and indirect effects of transformational leadership, human resource competence and budget efficiency. Public service innovation was examined as a mediating variable linking managerial capacities to service outcomes. The empirical results confirm that human resource competence is the most influential factor explaining variation in performance ($\beta = 0.634$; $p = 0.001$), reinforcing the role of bureaucratic capacity as the foundation of effective service delivery within the human capital perspective.

Service innovation made a strong contribution to performance improvement ($\beta = 0.594$; $p = 0.006$) and acted as a full mediator in the relationship between budget efficiency and performance (CI 95%: 0.019 to 0.332). Budget efficiency showed no significant direct effect on performance ($\beta = -0.077$; $p = 0.469$), yet it significantly enhanced innovation ($\beta = 0.199$; $p = 0.032$). These findings indicate that fiscal discipline produces value only when translated into adaptive mechanisms such as digitized reporting, streamlined procedures, or restructured workflows. This supports the contingency theory, which emphasizes the alignment between strategic goals and implementation mechanisms.

Transformational leadership had no significant direct effect on performance ($\beta = 0.035$; $p = 0.852$), but significantly influenced innovation ($\beta = 0.458$; $p = 0.004$) and in turn, indirectly contributed to improved service outcomes. Although the effect of human resource competence on innovation was not statistically significant ($\beta = -0.087$; $p = 0.545$), it remained a core determinant of performance quality. These findings suggest that while individual competence is essential for operational delivery, innovation depends more on systemic enablers.

A key contribution of this research lies in introducing a managerial performance lens within a public sector setting, which remains underexplored in existing literature. The study demonstrates that budget efficiency alone is not a performance driver unless supported by innovation. In the context of subnational governments facing fiscal constraints and reform demands, innovation functions as a strategic connector between limited resources and service excellence.

This study is limited by its quantitative design, which constrains the exploration of sociocultural and political dynamics within bureaucratic systems. While interviews with six local government officials offered supplementary insights, the qualitative component remains narrow in scope. The analysis focused exclusively on transformational leadership, human resource competence, budget efficiency and public service innovation. Other potentially influential variables such as organizational culture, regulatory compliance, stakeholder engagement and technological infrastructure were not addressed in this research and should be considered in future studies. A more in-depth qualitative approach is recommended to enhance the understanding of contextual factors that shape innovation and performance in subdistrict-level public institutions.

Practically, the study recommends strengthening human resource capacity through training focused on adaptability and public service orientation. Budget efficiency policies should be designed to trigger innovation rather than merely reduce costs. Innovation should be institutionalized as part of organizational culture through structured internal policies, performance-based incentives and collaborative digital systems.

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