



# Transformational Leadership Style, Self-Efficacy, Employee Engagement, and OCB on Legislator's Performance

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**Abstract.** This study was conducted with the aim of analyzing the influence of transformational leadership style, self-efficacy, employee engagement, organizational citizenship behavior on the performance of local legislative members. The research took place at the Regional People's Representative Council in Makassar City. Using a quantitative descriptive method, the study included a population of 50 legislators, with 31 selected as a sample based on proportional sampling techniques. The data, both quantitative and qualitative, were collected from primary and secondary sources through observation, questionnaires, interviews, and documentation. A statistical test was used for analysis. The results show that transformational leadership style partially has a positive and significant effect on the performance of legislative members. Self-efficacy does not have a partially significant effect to them, while employee engagement partially has a positive and significant effect. Organizational citizen behavior partially has no significant effect. Transformational style, self-efficacy, employee engagement and organizational citizen behavior simultaneously have the same effect on the performance of legislative members. The study recommends that legislative institutions, at both central and regional levels, should conduct comprehensive evaluations of their members and organizations.

**Keywords:** Performance, transformational leadership style, self-efficacy, employee engagement, organizational citizen behavior.

## 1 Introduction

Based on the paradigm and practice of Trias Politica in state and regional governance management so then they created three pillars of state and government institutions include the Legislative Institution (with the power to make laws), the Executive (the power to implement laws) and the Judicial ones (the power to supervise the implementation of laws). All of those pillar's institutions have actually play a vital and strategic role to overall implementation of a democratic government system in general and broadly in every democratic country in the world, including Indonesia. Specifically for the Legislative Institution, its existence has been manifested in terms such as the People's Consultative Assembly (PCA), the People's Representative Council (PRC) and

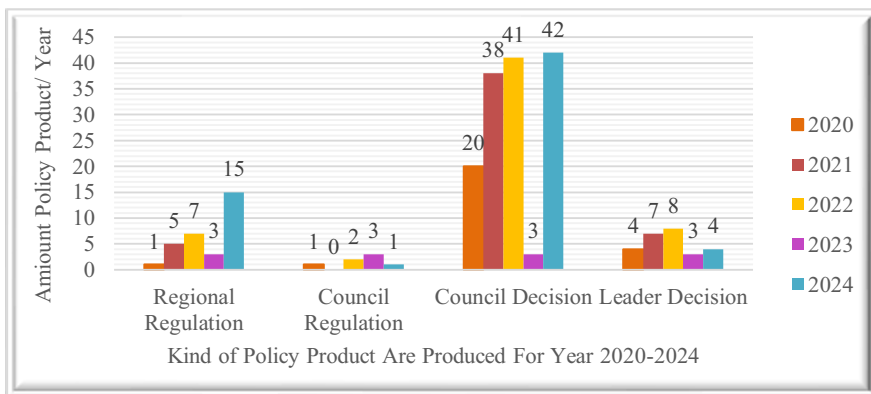
the Regional Representative Council (RRC). In general, their existence be represented a standing position, statute and role as people's representative institutions, where the people who sit in it are those who have been nominated by political parties and elected by the people or the wider community through a democratic mechanism called general elections.

Looking further, one of institutions owned by state and government that have much more units and human resources in various countries, including Indonesia is the People's Representative Council (PRC). In Indonesia, there are one-unit Central People's Representative Council/ CPRC (580 members), 38 units PRC owned by Province (2.232 members), and 514 units local's PRC (consist of 416 units owned by Regency and 98 units owned by Cities) have 17.340 members, include Regional People's Representative Council (RPRC) (50 members) owned by local government of Makassar City [1]. Thus, there are totally 20.152 members as political human resource owned by People's Representative Council at Indonesia. They are too called legislators. The existence amount or council members (legislators) as legislative human resources are philosophically and sociologically carrying the trust and mandate of the people's sovereignty, and is a potential political asset that is quite large, important and potential so it is very good to receive the touch of human resource management (HRM). In this context, Fathoni [2] put forward six approaches to HRM namely political, economic, legal, socio-cultural, administrative and technological approaches [3]. Specifically political approach, the importance of HR stems from the belief that political HR is the most important asset owned by the state. Vary countries in the world have significantly pay more attention on human resources who are educated, skilled, disciplined, diligent, hardworking, and loyal to the ideals of their nation's struggle. Without reliable human resources, the management, utilization, and use of other resources will be ineffective and ineffective. Therefore, human resources are playing a crucial and strategic role in achieving national goals [4].

In Makassar City, which geopolitically has a government area of 175.77 km<sup>2</sup> and is divided into 15 (fifteen) sub-districts and 153 villages and a population of 1,543,373 people (349,940 families) [5], there is the Regional People's Representative Council (RPRC) owned by Local Government of Makassar City as a local legislative institution that actively carries out its legislative, budgeting and supervisory functions, as well as carrying out its role as a working partner of the City Government (local executive institution). Generally, the operational management of Makassar RPRC is conducted by 50 members (legislators) which they are directly chosen every general election in five years periods. At 2024-2029 period, they are come from 11 (eleven) political parties include 8 members from Nasdem Party, each 6 members from Golkar, PKS and Gerindra parties, each 5 members from PDIP, PKB and PPP parties, each 3 members from Demokrat and PAN parties, 2 members from Hanura Party, and 1 member from Perindo Party. They are 26 (54 percents) people as new members and 24 (46 percents) as old members from the previous period [6]. Based on the Temporary Leader Decision of RPRC of Makassar City Number 4/Leader.RPRC/188.45/Year 2024 dated October 3, 2024, they (all legislators) are spread on 9 (nine) factions and 4 (four) commissions include: Commission A for Government Affairs, Commission B for Economic and Financial Affairs, Commission C for Development Affairs, and Commission D for

Public Welfare [7]. Beside that there are some institution decisions among others: First, Decree Number 18/RPRC/I88.45/Year 2024 dated October 25, 2024 on the Determination of the Composition of the Leadership and Members of the Consultative Body, which stipulate 26 people in position (1 chairman, 3 deputy chairman and 22 members); Second, Decree Number 19 / RPRC /I88.45/2024 dated October 25, 2024 on the Determination of the Composition of Leadership and Members of Commissions and the Grouping of Commissions which stipulate legislators in position namely each 11 people for A, C and D Commissions, and 13 people for B Commission. Each commission have chairman, deputy chairman and members. Third, Decree Number 20 / RPRC /I88.45/2024 dated October 25, 2024 Concerning the Determination of the Composition of Leadership and Members of the Formation of Regional Regulation, consist of 18 people (1 chairman, 3 deputy chairman and 14 members). Fourth, Decree Number 21 / RPRC /I88.45/2024 dated October 25, 2024 About the Determination of the Composition of the Leadership and Members of Budget Agency, consisting of 26 people (1 chairman, 2 deputy chairman, 23 members). Fifth, Decree Number 22 /DPRD/I88.45/ 2024 dated October 25, 2024 on the Determination of the Composition of the Leadership and Members of the Honorary Board, consisting of 5 people (1 chair, 1 deputy chair, 3 members) [7].

All council members (Legislators) are conducted various types of meeting activities such as plenary meetings, leadership meetings, faction meetings, commission meetings, consultation meetings, deliberative body meetings, meeting to form a Regional Regulation (RR), honorary council meetings, and special committee meetings. Its problematic phenomenon that the level of legislator attendance in the implementation of various meeting activities varies and does not indicate yet their full involvement of all council members. They have productivity level (performance) to produce policy products is as depicted in the histogram in Figure 1 below.[7]



**Fig 1.** Productivity Level (Legislator’s Performance) of RPRC of Makassar City to Produce any Policy Product For 2019-2024 Period. Source: RPRC Secretariate of Makassar City, 2024

Based on the data at histogram on Figure 1 above mentioned, there are some problem phenomena include: First, RPRC’s performance to produce both legal policy product (rule) and political decision are still fluctuating from year to year. Second, local regulation is relative lack produced them. Third, RPRC create more political decisions

at Year 2020-2022, 2024 but instead it decreased drastically at 2023. Thus, it can be said that the RPRC's performance in carrying out its legislative function is not yet optimal/effective. Existence RPRC both as the institution that holds the highest sovereignty of the people *de facto* and *de jure* at the local city level and as a local political superstructure, it is very different from formal organizations, both government organizations and socio-political and private organizations in general. RPRC as a formal political and governmental organization has unique and distinctive characteristics, because in its internal organizational or institutional structure there is no patron-client system of superiors and subordinates, there are no bosses and no subordinates, all are equal. All members of the RPRC, as members of the organization, have the same standing, status, rights, and obligations. Although legislators or council members may use the same or different political vehicles, or have the same or different electoral districts, they generally hold the same status as representatives of the people. Its phenomenon and problem that legislators or council members are still more dominantly to make their position as representatives of their political parties than as representatives of the people. This position is even openly demonstrated in the formation of factions, which generally use party names and/or use the names of their respective political parties. This can have broader implications for the emergence of various problems and dynamics of internal conflict within their organization. The political dynamics within the PRC are still very thick with various conflicts of interest, both personal and group or class, which lead to the struggle for power and strategic positions.

## 2 Literature Review

All description of these problematic phenomena above mentioned are clearly indicates that RPRC of Makassar City as a government organization or institution and holder of popular sovereignty at the local level, still faces various internal problems, particularly concerning organizational performance. This is difficult to separate from the suboptimal or ineffective performance of individual and group legislators. Most of legislators are still face various internal and external challenges to promoting their best work achievements or performance. They are still facing more difficulties to apply transformational leadership style (TLS), self-efficacy (SE), employee engagement (EE), and organizational citizenship behavior (OCB) or extra roles. The effect leadership application at internal PRC is in accordance with research studies conducted by Basir, Gani, Basalamah, et al., [8], Hakim, Mas' ud, Basalamah et al., [9], Sappara, Kamase, Mallongi et al., [10], Arifudin [11]), and Mansyur, Kamase, Mallongi et al., [12] that leadership style is one of the determinants of factors related to and/or influencing the performance of workers or employees or organizational elements. A good leadership style application are enables to realize a good governance implementation. Therefore, legislators are needing a transformational leadership style to promote their best work performance as qualified, competent, and professional representatives. This is in accordance with what was stated by Robbins & Judge regarding the ability of transformational leaders to inspire to go beyond their personal interests and the ability to provide a profound and extraordinary influence in achieving

the vision, mission and goals of the organization [13]. Among Council members are still face self-efficacy challenges to boosting their work performance or to achieve their best performance as representatives of the people. According to Luthans [14] that self-efficacy is playing a role to increasing self-confidence in their ability to motivate their cognitive resources and the actions necessary to successfully carry out their duties, functions, and authority as human resources [15]. They are still facing employee engagement problems, which according to Robbins & Judge concerns involvement, commitment and consistency, pleasure, pride, satisfaction and enthusiasm of legislators towards their work and profession as representatives of the people, absorbers of community aspirations, and strategic partners of the Regional Government [13].

The emergence of employee engagement problems is reflected in the behavior of certain legislator (members of the council) who are sometimes absent and skipping various meetings or trials, low levels of attendance and discipline in carrying out priority work activities and agendas, low productivity in producing policies, especially regional regulations and Council's regulations. Therefore, they are need to internalizing and actualize an employee engagement to boost their work performance or best performance as representatives of the people to carrying out legislative, budgeting and oversight functions. Among legislators are still face a problem to apply organizational citizenship behavior (OCB), which according to Organ related with the issue of their behavior freedom to carrying out extra roles which are considered necessary and important to contribute to increasing progress, development and a good image for their institution [16]. Among legislators have not yet fully taken the initiative and action to demonstrate an extra-role in carrying out things that need to be done to increase their contribution to their organization. They need to internalize and actualize OCB in all their behavior and actions in order to boost their best work performance as people's representatives to carrying out legislative, budgeting and supervisory functions. Based on the all description of these problematic phenomena above mentioned so this study aimed to analyze any influence transformational leadership style, self-efficacy, employee engagement, and Organizational Citizen Behavior to legislator's performance at RPRC of Makassar City. The results of this research are very important to carry out in order to provide practical and theoretical contributions as solutions to various problems that affect the performance of council members.

### 3 Method

This study conducted at Regional People Representative Council (RPRC) Office owned by Local Government of Makassar City (South Sulawesi Province, Indonesia). This research is using quantitative method [17], through statistical tests approach (multiple linear regression) on the influence of the independent variable (X) on the dependent variable (Y). Design of this research are analytical, exploratory, explanatory, phenomenological, comparative and evaluative [18]. The population are all legislators which amount to 50 legislators. Proportional sampling used to take sample 31 legislators as respondent. The independent variable (X) consists of: transformational leadership style (X1), self-efficacy (X2), employee engagement (X3), organizational citizenship behavior (OCB) (X4), and Performance as dependent variable (Y). A

quantitative and qualitative are type of data. Primary and secondary data are as source. Observation, questionnaires, interviews, and documentation are used to collect any data need in this research [19]. Statistical tests used to analyze data, consist of instrument tests (validity tests and reliability tests), classical assumption tests (normality tests, multicollinearity tests, heteroscedasticity tests), multiple linear regression tests, and hypothesis tests (partial t tests, simultaneous F tests, and coefficient of determination (R<sup>2</sup>) tests) [20].

### 3.1 Operational Definition of Variables

**Table 1.** Formulation of variable, operational definition and indicators

No.	Variables		Operational definition	Indicators
	1	2	3	4
1	<i>Performance</i>		The work results (achievements) both quality and quantity achieved by council members (legislators) for certain time period in the entire process of implementing policies, programs, work tasks, functions, authorities, roles and responsibilities carried out to achieve the vision, mission, goals and objectives of the RPRC organization.	1) Quantity of work results 2) Quality of work results 3) Work discipline 4) Accuracy 5) Creativity [21].
2	<i>Transformational Leadership Style</i>		The strategy of approach or method applied by the leadership of the RPRC and the leadership of supporting bodies to promoting an effectively leadership model to implementing every activity and priority agenda of the council's work to achieve the vision, mission, goals and objectives of institution and to achieve positive changes and improvements its performance.	1) Charisma 2) Inspirational motivation 3) Intellectual stimulation 4) Individual attention [13]
3	<i>Self-efficacy</i>		The belief/self-confidence owned by legislators or council members over their ability to demonstrate performance and work achievements both in carrying out work tasks and activities as well as in carrying out legislative, budgetary and	1) Ability to face any situation 2) Confidence in the ability to motivate 3) Confidence in achieving set targets 4) Confidence in the ability to overcome problems

		supervisory functions in accordance with their respective fields of duty and authority.	5) Expectations over results [22]
4	<i>Employee engagement</i>	The level of liking, enjoyment, positive attitude, love, pride, enthusiasm, responsibility, commitment, motivation and ability owned by legislators to involved in various activities, tasks, functions and roles within their institution (RPRC).	1) Persistence to completing work 2) Enthusiasm for work 3) Pride on work 4) Total commitment and enjoyment while working [23]
5	<i>Organizational Citizen Behavior</i>	Legislators or member's council have given access available, opportunity, freedom, flexibility, empowerment, power and independence to actualize their ideas, thoughts or concepts, initiatives, innovations, creativity, decisions and actions, pleasure, love and extra roles to do their best and contribute to the progress, development and effectiveness of the implementation of RPRC functions.	1) <i>Altruism</i> 2) <i>Conscientiousness</i> 3) <i>Sportsmanship</i> 4) <i>Courtesy</i> 5) <i>Civic Virtue</i> [16]

## 4 Result

### 4.1 Characteristic of Respondents

**Table 2** Characteristic of Respondent

No.	Identity of Respondent	Classification	Amount		Explanation
			N	%	
1	Age group	a. 20-30 years	5	19,0	The largest age group of respondents (legislators) is 31-50 years old, namely 68%.
		b. 31-40 years	10	36,0	
		c. 41-50 years	11	32,0	
		d. 51-60 years	3	10,0	
		e. Over 60 years	1	3,0	
2	Sex	a. Male	25	81,0	Amount male respondents (legislators) more than female.
		b. Female	6	19,0	

3	Education level	a. High school	1	3,0	The most education level of respondents is bachelor's degree (S-1), namely 74%, in addition to 23% having master's and doctoral degrees.
		b. Diploma	0	0,0	
		c. Bachelor (Strata-1)	23	74,0	
		d. Master (Strata-2)	6	20,0	
		e. Doctor (Strata-3)	1	3,0	
4	Origin of political party	a. Nasdem party	5	16,1	Generally, all respondents' legislators come from 11 political parties as general election contestant on 2024.
		b. PDI-P party	4	12,9	
		c. PKB party	4	12,9	
		d. Golkar party	3	9,7	
		e. PPP party	3	9,7	
		f. Demokrat party	3	9,7	
		g. PKS party	3	9,7	
		h. Gerindra party	2	6,4	
		i. Hanura party	2	6,4	
		j. PAN party	1	3,2	
		k. Perindo party			
5	Commission at RPRC	a. Commission A	8	26,0	Generally, all respondents' legislators are involved at four commissions: 29 percents in Commission A, each 26 percents in Commission B and D, and 19 percents in Commission C.
		b. Commission B	9	29,0	
		c. Commission C	6	19,0	
		d. Commission D	8	26,0	
	<i>Continue...</i>				
6	Position in the Commission	a. Chairman	2	6,4	Most respondents' legislators have status as commission members.
		b. Deputy chairman	2	6,4	
		c. Secretary	1	3,2	
		d. Member	26	84,0	
7	Position in the Faction	a. Chairman	6	19,0	Most respondents' legislators have status as faction members.
		b. Deputy chairman	2	6,0	
		c. Secretary	3	10,0	
		d. Member	20	65,0	

## 4.2 Description of Statistical Test Results of the Influence of Independent Variables on Dependent Variables

### Instrument test.

#### a. Validity test

**Table 3.** Formulation of Validity Test Results of Variable and Indicator  
Validity Test of Variable and Indicator

No.	Variable	Item indicator	<i>Pearson correlation</i>	Sign.	Evaluation of category
1	<i>Performance (Y)</i>				
		Y.1	0,781 > 0,30	0,000 < 0,05	Valid
		Y.2	0,772 > 0,30	0,000 < 0,05	Valid
		Y.3	0,902 > 0,30	0,000 < 0,05	Valid
		Y.4	0,849 > 0,30	0,000 < 0,05	Valid
		Y.5	0,712 > 0,30	0,000 < 0,05	Valid
2	<i>Transformational leadership style (X1)</i>				
		X1.1	0,850 > 0,30	0,000 < 0,05	Valid
		X1.2	0,841 > 0,30	0,000 < 0,05	Valid
		X1.3	0,833 > 0,30	0,000 < 0,05	Valid
		X1.4	0,815 > 0,30	0,000 < 0,05	Valid
3	<i>Self-efficacy (X2)</i>				
		X2.1	0,929 > 0,30	0,000 < 0,05	Valid
		X2.2	0,940 > 0,30	0,000 < 0,05	Valid
		X2.3	0,948 > 0,30	0,000 < 0,05	Valid
		X2.4	0,903 > 0,30	0,000 < 0,05	Valid
		X2.5	0,940 > 0,30	0,000 < 0,05	Valid
4	<i>Employee engagement (X3)</i>				
		X3.1	0,753 > 0,30	0,000 < 0,05	Valid
		X3.2	-0,264 > 0,30	0,152 > 0,05	Not valid
		X3.3	0,832 > 0,30	0,000 < 0,05	Valid
		X3.4	0,870 > 0,30	0,000 < 0,05	Valid
5	<i>Organizational citizenship behavior (X4)</i>				
		X4.1	0,753 > 0,30	0,000 < 0,05	Valid

X4.2	-0,264 > 0,30	0,152 > 0,05	Not valid
X4.3	0,832 > 0,30	0,000 < 0,05	Valid
X4.4	0,870 > 0,30	0,000 < 0,05	Valid

Source: SPSS data processing results

Overall, the data in Table 3 above mentioned shows that at results of the validity test all indicators used to measure the variables used in this study have a regression coefficient greater than  $r$  table (95%) ( $r$  count >  $r$  table) so that all indicators and variables in this study are declared valid. Each variable (Y, X1, X2, X3, X4) and its indicators have a significance level of the Pearson correlation coefficient of 0.000. This value is smaller than 0.05, so the items of the five variables used in this study are declared valid. Except for indicators X3.2 and X4.2, the calculated  $r$  value is smaller than the  $r$  table value and the significance value is greater than 0.05 so it is declared invalid. Thus, generally the variables and indicators have validity to be used as a measuring tool for all statements listed in the questionnaire.

## b. Reliability Test

**Table 4.** Formulation of Reliability Test of Research Variable

No.	Variables	Reliability Test	
		<i>Cronbach's Alpha</i>	Category in Evaluation
1	Performance (Y)	0,864	Reliable
2	<i>Transformational leadership style (X1)</i>	0,945	Reliable
3	<i>Self-efficacy (X2)</i>	0,962	Reliable
4	<i>Employee engagement (X3)</i>	0,911	Reliable
5	<i>Organizational citizenship behavior (X4)</i>	0,911	Reliable

Source: SPSS data processing results

Table 4 shows that overall, the Cronbach's Alpha value of each variable Performance (Y), Transformational leadership style (X1), Self-efficacy (X2), Employee engagement (X3), and Organizational citizenship behavior (X4) are generally greater than 70% (Cronbach's Alpha > 0.70) so that all constructs or variables used are declared reliable.

**4.3 Classical assumption test**

**a. Normality test**

**Table 5.** Formulation of Normality Test of Variable One-Sample Kolmogorov-Smirnov Test

		<b>Variable</b>				
		<i>Transformational leadership style (X1),</i>	<i>Self-efficacy (X2),</i>	<i>Employee engagement (X3),</i>	<i>Organizational citizenship behavior (X4)</i>	<i>Kinerja (Y)</i>
<b>N</b>		31	31	31	31	31
<b>Normal Parameters<sup>a,b</sup></b>	Mean	3.8298	3.7355	3.8098	3.7214	3.9497
	Std. deviation	.57541	.44156	.45097	.45351	.53692

**Test Statistic**

Explanation: a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance. Source: SPSS data processing results

Based on the results of the Kolmogorov normality test, indicate that the five variables, Performance (Y), Transformational leadership style (X1), Self-efficacy (X2), Employee engagement (X3), and Organizational citizenship behavior (X4) have a significance value > 0.05 so it can be concluded that the variable data is normally distribution.

**b. Multicollinearity Test**

**Table 6.** Formulation of Multicollinearity Test Coefficients<sup>a</sup>

	Unstandardized Coefficients $\beta$	Std. Error	Standardized Coefficients $\beta$	T	Sig.	Collinearity Statistics	
						Tolerance	VIF
<b>Model 1</b>							
<b>Constant</b>	.313	.201		1.554	.132		
<b>X1</b>	.319	.067	.406	4.781	.000	.334	2.994
<b>X2</b>	.029	.113	.029	.260	.797	.197	5.065
<b>X3</b>	.459	.130	.458	3.536	.002	.143	6.973
<b>X4</b>	.149	.088	.150	1.692	.103	.308	3.252

a. Dependent Variable: Y1; Source: SPSS data processing results

Table 6 shows that the independent variables Transformational leadership style (X1), Self-efficacy (X2), Employee engagement (X3), and Organizational citizenship behavior (X4) have VIF values of less than 10 and tolerance values of more than 0.01, so it can be said that there is no multicollinearity problem between these independent variables.

### c. Homoscedasticity Test

**Table 7.** Formulation of Homoscedasticity Test of Independent Variable (X1-X4) To Performance (Y)

	Coefficients <sup>a</sup>				
	Unstandardized Coefficients $\beta$	Std. Error	Standardized Coefficients $\beta$	T	Sig.
<b>Model 1</b>					
<b>Constant</b>	.313	.201		1.554	.132
<b>X1</b>	.319	.067	.406	4.781	.000
<b>X2</b>	.029	.113	.029	.260	.797
<b>X3</b>	.459	.130	.458	3.536	.002
<b>X4</b>	.149	.088	.150	1.692	.103

a. Dependent Variable: Y1; Source: SPSS data processing results

Table 7 shows: First, the significance value for the Transformational leadership style variable (X1) is 0.000, which is less than 0.05, so heteroscedasticity is said to occur. Second, the significance value of the Self-efficacy variable (X2) is 0.797, which is greater than 0.05, so homoscedasticity is said to not occur. Third, the significance value of Employee engagement (X3) is 0.02, which is less than 0.05, so heteroscedasticity is said to occur. Fourth, the significance value of Organizational citizenship behavior (X4) is 0.103, which is greater than 0.05, so homoscedasticity is said to not occur. Thus, X2 and X4 do not experience a heteroscedasticity.

## 4.4 Multiple Linear Regression Analysis Test

**Table 8.** Result Formulation of Linear Regression Test of Independent Variable (X1-X4) Against Performance (Y)

	Coefficients <sup>a</sup>				
	Unstandardized Coefficients $\beta$	Std. Error	Standardized Coefficients $\beta$	T	Sig.
<b>Model 1</b>					
<b>Constant</b>	.313	.201		1.554	.132
<b>X1</b>	.319	.067	.406	4.781	.000
<b>X2</b>	.029	.113	.029	.260	.797
<b>X3</b>	.459	.130	.458	3.536	.002
<b>X4</b>	.149	.088	.150	1.692	.103

Dependent Variable: Y1; Source: SPSS data processing results

Based on the data in Table 8, the regression equation  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ , can change to:  $Y = 0.313 + 0.319 X_1 + 0.029 X_2 +$

0.459 X3 + 0.149 X4 + 0.201. This can be interpreted that: First, the constant value ( $\alpha$ ) = 0.313, meaning that if the variables X1, X2, X3 and X4 are constant or zero, then the value of the variable Y1 is 0.313. Second, the regression coefficient value ( $\beta_1$ ) = 0.319, meaning that if it is assumed that the value of the variable X1 increases by 1%, the variable Y also increases by 0.319 or 31.9%. Third, the regression coefficient value ( $\beta_2$ ) = 0.029, meaning that if it is assumed that the value of variable X2 increases by 1%, then variable Y also increases by 0.029 or 2.9%. Fourth, the regression coefficient value ( $\beta_3$ ) = 0.459, meaning that if it is assumed that the value of variable X3 increases by 1%, then variable Y also increases by 0.459 or 45.9%. Fifth, the regression coefficient value ( $\beta_4$ ) = 0.149, meaning that if it is assumed that the value of variable X4 increases by 1%, then variable Y also increases by 0.149 or 14.9%.

### 4.5 Hypothesis Testing

#### a. Partial t Test

**Table 9.** Result Formulation of T Test of Independent Variable (X1-X4) Against Performance (Y)

Coefficients<sup>a</sup>

	Unstandardized Coefficients $\beta$	Std. Error	Standardized Coefficients $\beta$	T	Sig.
<b>Model 1</b>					
<b>Constant</b>	.313	.201		1.554	.132
<b>X1</b>	.319	.067	.406	4.781	.000
<b>X2</b>	.029	.113	.029	.260	.797
<b>X3</b>	.459	.130	.458	3.536	.002
<b>X4</b>	.149	.088	.150	1.692	.103

Dependent Variable: Y1; Source: SPSS data processing results

The data in Table 9 shows that first, for the independent variable Transformational leadership style (X1), the calculated t value is 4.781 with a significance value of  $p = 0.000 < \alpha = 0.05$ . This means that Transformational leadership style partially has a positive and significant effect on the performance of RPRC members. Second, for the independent variable Self-efficacy (X2), the calculated t value is 0.260 with a significance value of  $p = 0.797 > \alpha = 0.05$ . This means that Self-efficacy partially does not have a significant effect on the performance of RPRC members. Third, for the independent variable Employee engagement (X3), the calculated t value is 3.536 with a significance value of  $p = 0.02 < \alpha = 0.05$ . This means that Employee engagement partially has a positive and significant effect on the performance of RPRC members. Fourth, for the independent variable Organizational citizenship behavior (X4), the calculated t value is 1.692 with a significance value of  $p = 0.103 > \alpha = 0.05$ . This means that Organizational citizenship behavior partially does not have a significant effect on the performance of RPRC members.

## b. Simulants F Test

**Table 10.** Result Formulation of F Test of Independent Variable (X1-X4) Against Performance (Y)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.762	4	1.441	97.553	.000 <sup>b</sup>
	Residual	.384	26	.015		
	Total	6.146	30			

a. Dependent Variable: Y1

b. Predictors: (Constant), X4, X1, X2, X3

Source: SPSS data processing results

The data in Table 10 shows that the calculated F value is 97.553, with a significance value of  $p = 0.000 < \alpha = 0.05$ . Thus, it can be concluded that simultaneously, the variables Transformational leadership style (X1), Self-efficacy (X2), Employee engagement (X3), and Organizational citizenship behavior (X4) have a real, positive and significant effect on the performance of RPRC members. Based on the SPSS output, it is obtained  $p - value = 0.000 < \alpha = 0.05$  so that H1, H2, H3, H4 are accepted. Thus, transformational leadership style, Self-efficacy, Employee engagement, and Organizational citizenship behavior simultaneously or together influence the performance of RPRC members.

## 4.6 Coefficient of Determination Test

**Table 11.** Result Formulation of Coefficient of Determination Test Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 <sup>a</sup>	.938	.928	.12152

a. Predictors: (Constant), X4, X1, X2, X3

b. Dependent Variable: Y1

Source: SPSS data processing results

The SPSS output results show a coefficient of determination of 0.968. This value indicates that 96.8% of the variability in DPRD member performance can be explained (influenced) by transformational leadership style, self-efficacy, employee engagement, and organizational citizenship behavior. The remaining 3.2% is influenced and explained by factors outside the model.

## 5 Discussion

### 5.1 The partially influence of transformational leadership style on the legislator's performance of RPRC

The findings of the research results show that the transformational leadership style variable (X1) has a partial positive and significant effect on the performance of members of the Makassar City Regional People's Representative Council (RPRC). This means that transformational leadership style factors in legislative institutions are really needed by council members to improve their performance. This finding is in accordance with a number of previous studies, such as research by Hasyim et al., that partially, leadership style has a positive and significant effect on employee performance [24]; research by Basyir & Farida that leadership style has an effect on employee performance [25], research by Fitria et al., that leadership style has a positive and significant effect on teacher performance [26]; research by Burhanudin and Saputri that transformational leadership style has an influence on employee performance [27]; research by Dems de Haan et al., that leadership style has an impact on employee performance [28]; research by Sappara, Kamase, Mallongi et al., that leadership style has an indirect positive and significant effect on state civil servants (SCS) performance [10]; research by Arifuddin that perceptions of transformational leadership style have a significant and positive relationship with job satisfaction and performance (11); research Achmad et al., that leadership factors influence the performance of the Regional People's Representative Council [29]; research Hasbiyadi, Thenelsia, Syahrudin et al., that leadership style has a direct positive but insignificant effect on employee performance. The direct effect of leadership style on performance is greater than the effect of leadership style through job satisfaction on performance [30]; research Rahmi et al., that transformational leadership has a positive and significant effect on employee performance [31], and research Mattayang et al., that talent management and leadership have a positive and significant effect both partially and simultaneously on the performance of Secretariat employees of RPRC owned Makassar City [32]. But the finding of this study has different with research of Basir, Gani, Basalamah et al., which they found that leadership style does not significantly influence employee performance. Leadership style is a form of a leader's ability to place the right person in their leadership development (8). Similarly, Rais et al., found that leadership style has little effect on the performance of employees at the Makassar BBPKS Office [33].

The role both institutional leaders and commission and faction leaders to apply a good transformational leadership style at RPRC of Makassar City as stated by Robbins & Judge is the ability to influence council members in achieving the vision or goals of the institution, commission and faction that have been determined [13]. And that effective leadership can be achieved if institutional leaders and commission and faction leaders are able to carry out their leadership functions and roles in influencing, motivating and leading council members in the RPRC Institution and those in the commissions (A, B, C, D) and existing factions to realize the vision. The problematic phenomenon is that the RPRC does not yet have a clear

institutional vision, likewise the vision of institutional, commission and faction leadership is also unclear. This situation and condition can have implications for the emergence of individual/personal and group interests such as party interests within the legislative institution. The tendency for the emergence of practical political interests is quite large considering that council members are come from various political parties that carry the political interests of their supporting parties in addition to personal interests. Even personal interests are also difficult to deny considering the political costs in various general election processes such as political dowries and contributions to parties, political campaign costs, and various other costs are a significant financial burden for almost every elected council member. The unclear vision and mission of the RPRC as a public institution can affect the ineffectiveness of its internal and external leadership. Therefore, Robbins & Judge [13] are right in their argument regarding the importance of a clear vision in realizing effective leadership within the RPRC. This leadership must be inspiring and empowering. This means that institutional leaders, as well as commission and faction leaders, need to possess leadership competencies capable of inspiring and motivating, guiding and educating, enlightening, and guiding council members toward achieving better performance and accomplishments in carrying out their duties and the tri-functions of legislation, budgeting, and oversight, including the aspiration function.

Based on the statement, Robbins & Judge suggest that effective leadership, in addition to providing a clear vision, also encompasses aspects such as building strong relationships with team members and encouraging innovation and creativity in achieving organizational goals [13]. This means that leaders of institutions, commissions, and factions in the RPRC need to have adequate human resource (HR) competencies, including technical, strategic, and social and spiritual competencies. Technical competence in this case is the ability to have theoretical and practical knowledge in influencing council members, strategic competence is the ability to carry out an organizational approach in achieving common goals, social and spiritual competence concerns the ability to carry out personal-humanist approaches, friendship and family relationships, social support, providing advice, and others. The leadership style applied by the heads of institutions and heads of commissions and factions in the RPRC as stated by Kamal et al., from the results of their research is an approach method used to influence the behavior of organizational members [34], in this case council members, commission members and faction members to be willing and willing to cooperate and work productively to achieve the goals and priority targets of the work agenda, including targets for discussing regulations (Local Regulation and internal regulations), budgets and supervision. Referring to the theory of transformational leadership style which focuses on a leader's ability to inspire and motivate his followers to achieve positive changes and improved performance, then the leaders of institutions, commissions and factions in the RPRC are need to have technical, strategic, social and spiritual abilities or competencies to inspiring and motivate any council, commission and faction members to achieve positive changes and improved performance, both institutional, commission, faction performance and the individual-personal performance of each council member themselves.

The role of leaders both institutional, commission and faction leaders at RPRC must meet the requirements and characteristics of transformational leaders as stated by Robbins & Judge [13], include: First, having the ability to inspire council, commission, and faction members that go beyond the personal interests of the leader himself. This means that leaders in the RPRC must be able to inspire their members, and always be oriented towards the interests of the institution. Second, having the ability to provide a profound and extraordinary influence on council members. In the RPRC, a transformational leadership style is more appropriate and increasingly urgent, important, and strategic to applied than a transactional leadership style. Transformational leadership as stated by Arifuddin [11] and Mansyur, Kamase, Mallongi et al., [12] are emphasizes the ability of leaders to combine creative insights, perseverance, energy, intuition, and sensitivity of council members (legislators) to achieve organizational goals or desires, and has a very significant impact on legislators. Transactional leadership style is less relevant to be applied to legislative institutions because the relationship between institution, commission and faction leaders with each member (legislators) is not a patron-client relationship, not a relationship between superiors and subordinates, but rather a relationship of equal partnership, a relationship of division of tasks, roles and responsibilities. Leaders at RPRC do not have the authority to award rewards to members who perform well and achieve good work. The community, particularly constituents in their respective electoral districts, evaluates and awards them. Similarly, if a member of the council fails to perform well, the institution's leaders do not have the authority to impose sanctions. Another reason is that the relationship between leaders and members (legislators) is not one of exchange or transactional interests, but rather one of democratic openness, partnership, and division of tasks and roles. Furthermore, the position and status of leaders within the RPRC are not transactional, meaning they are not overly focused on achieving clear goals through specific tasks, strict oversight, and results-oriented management.

Based on the description, it can be concluded that the transformational leadership style is a strategic choice that is necessary and important to be implemented or carried out by the RPRC leadership and the leaders of supporting bodies in promoting effective leadership models or methods, demonstrating charisma and exemplary influence, trust, convincing, providing motivation and instructions, inspiration, raising spirits, encouraging teamwork, innovation and creativity, and increasing the productivity and discipline of legislators to achieve its vision, mission, goals and objectives as well as to achieve positive changes and improve RPRC's performance.

## **5.2 The partially influence of *self-efficacy* on the legislator's performance of RPRC**

The research findings indicate that partial self-efficacy has no positive and significant effect on the members performance of the RPRC of Makassar City. This indicates that self-efficacy in the legislative body does not support improved performance of council members. This finding is in line with research by Aisyiyah et al., that self-efficacy did not significantly affect employee performance.

However, self-efficacy and work motivation simultaneously influenced employee performance [35]. The findings do not align with those proposed by Luthan regarding self-efficacy or self-confidence as the ability to motivate cognitive resources and actions necessary to successfully carry out work tasks [14]. Similarly, Mehmood stated that it is an individual's belief in their ability to carry out tasks at a certain level of performance [36]. The self-efficacy owned by council members in legislative institutions (RPRC) has not contributed yet to improving their work performance and achievements in carrying out work tasks and activities both legislative, budgetary, and supervisory functions according to their respective fields of duty and authority.

Referring to Bandura's opinion about several self-efficacy functions [37], so council members in the RPRC need to demonstrate several self-efficacy functions, include cognitive, motivational, affective, and selective function. First, the cognitive function requires each member to have strong self-efficacy to achieving goals and successful their performance to carry out the legislative, budgeting, oversight, and aspiration functions. Second, the motivational function is required each member to be able to demonstrate self-awareness and motivation to achieve successful their performance. Third, the affective function requires each member to have the ability to overcome difficulties, anxiety problems, and stress due to the burden of the tasks, and to have the courage to face pressure and threats. Fifth, the selective function requires to enjoy challenges and not to select activities and work tasks. Further referring to Feist's opinion [38], the development of self-efficacy in each member of RPRC can be influenced by four factors: mastery experience, social modeling, social persuasion, and physical and emotional conditions. These four factors are interrelated and can influence the self-efficacy level for legislator.

### **5.3 The partially influence of *employee engagement* on the legislator's performance of RPRC**

The findings of this research shown that employee engagement has a partial positive and significant effect on the legislator's performance at RPRC of Makassar City. This indicates that employee engagement is quite supportive of improving the performance of council members in the legislative institution body. This finding aligns with research by Hadarmawan et al., that employee engagement has a positive and significant effect on employee performance, especially when mediated by job satisfaction [39]. Similarly, research by Yusuf et al., that employee engagement influences employee performance [40], and research by Noviardy and Aliya found that employee engagement influences employee's performance [41].

The findings are in accordance with those proposed by Anitha about the factors that influence employee engagement [42], namely: First, the work environment, in this case the work environment at RPRC, including infrastructure, facilities, and technology, is quite good and supports the performance of council members. Second, leadership style, in this case the leaders, both institutional, commission and faction leaders in the RPRC, are open, humanistic, and able to apply a transformational leadership style. Third, team and co-worker relationships,

in this case the council members are able to demonstrate their involvement in teamwork relationships through existing commissions and factions. Fourth, training and career development, in this case the council members are already enough experienced to participating into various educational activities, training and human resource development both formal and informal. Fifth, compensation, in this case each legislator is given financial and non-financial compensation. Sixth, policies, procedures, structures, and organizational systems, in this case have been regulated in statutory policies and internal regulations that are made/agreed upon together, likewise the organizational systems and structures in the RPRC are open and flexible. Seventh, welfare in the workplace, in this case legislator can enjoy various administrative and operational work facilities that have been provided by the State/Government to support their performance.

#### **5.4 The partially influence of *organizational citizen behavior* on the legislator's performance of RPRC**

The findings of this research shown that organizational citizenship behavior (OCB) partially does not have a positive and significant effect on the member's performance of RPRC Makassar City. This indicates that OCB in the legislative does not support improved member's performance. This finding aligns with Anwar's research, which found that organizational citizenship behavior (OCB) influences employee job satisfaction and performance [43]. Similarly, Zalzela's research found that organizational citizenship behavior and work-life balance each influence employee performance [44]. The situation and condition OCB owned by member of RPRC are influenced by several factors, both internal and external. This is consistent with Organ's findings on the effectiveness of implementing organizational citizenship behavior (OCB), including personality, job satisfaction, organizational commitment, organizational justice, perceived organizational support (POS), leadership behavior, organizational climate, and rewards and recognition [16].

Referring to the OCB theory proposed by Organ (16), so a legislator at RPRC can be said to have organizational citizenship behavior (OCB) if he is able to demonstrate an extra role to contribute to their institution, especially for their constituent community. Similarly, Podsakoff and MacKenzie stated that the implementation of OCB can provide a number of benefits, including: to increasing any work productivity, to creating efficiency in the use of organizational or institutional resources [45] include the RPRC, streamlining the use of energy, thoughts, budgets and time, increasing the stability of RPRC's performance, and to increasing the RPRC's ability as a government institution to adapt against any changes in the internal and external environment.

### **5.5 Simulant Influence of transformational leadership style, self-efficacy, employee engagement, dan organizational citizen behavior against legislator's performance of RPRC**

The findings showed that transformational leadership style, self-efficacy, employee engagement, and organizational citizenship behavior are simultaneously or jointly influencing the council's member or legislator's performance of RPRC owned Makassar City Government. This means that council members are require transformational leadership, self-confidence, enjoyment of their work, and extra-role behavior to improve their performance. Its phenomenon and problem that members of RPRC are not fully supported by strong and adequate self-efficacy and organizational citizenship behavior, thus not supporting their performance improvement. Although transformational leadership style and employee engagement can support members' performance, but their implementation has not been integrated with self-efficacy and organizational citizenship behavior, resulting in less than optimal and effective overall legislator (council member) performance.

Based on the overall description of research findings, analyses and discussion can be said that this study is provide both theoretical and practical contributions. First, the theoretical contribution strengthens human resource management (HRM) theories, particularly in relation to the influence of transformational leadership style, self-efficacy, employee engagement, and organizational citizenship behavior on the member's performance of RPRC. Second, the practical contribution emphasizes the importance of implementing these four influencing factors in an integrated manner to maximize the legislator's performance of RPRC's and their institution.

## **6 Conclusion**

The independent variables transformational leadership style (TLS) (X1) and Employee engagement (EE) (X3) partially have a positive and significant effect on the member's performance of RPRC of Makassar City. While the variables Self-efficacy (SE) (X2) and Organizational citizen behavior (OCB) (X4) do not have a significant effect partially on the dependent variable performance (Y). But four independent variables are simultaneously or together influencing member's performance. Recommendation: First, the leaders (institutions, commissions, factions) and legislators in legislative institutions both at the Central and regional levels, include in the RPRC of Makassar City are need to conduct an integrate and comprehensive evaluation, especially to synergizing transformational leadership style, self-efficacy, employee engagement, and organizational citizen behavior application to optimizing or making the performance of legislators' human resources and their institutions more effective. Second, they are satisfying need a specific policy on performance assessment standards for members and legislative institutions. Third, a special monitoring body is need to be established for the performance and accountability reports of legislative institutions and members. Fourth, they need to a dedicated information center and real-time online publications on various work agendas, programs, and activities of legislative members and

institutions. Fifth, the Public Relations of the RPRC's Secretariat needs to play a maximum role to publicizing their work results both leadership and legislators (members of council) so that the public can understand and monitor the performance developments all members and legislative institutions.

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