

The Effect of Competence, Transformational Leadership, Rewards, and Punishments on Sustainability Employee Performance, Moderated By Work Facilities in 4PL Companies

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Keywords:	Abstrak
Employee Competence; Transformational Leadership; Reward and Punishment; Workplace Facilities; Sustainable Employee Performance	Sustainable employee performance is increasingly important for logistics companies operating in dynamic and highly competitive business environments. PT CAS, a Fourth-Party Logistics (4PL) company, has experienced declining employee performance, highlighting the need to identify organizational and human resource factors that support long-term performance sustainability. This study aims to examine the effects of employee competence, transformational leadership, and reward and punishment on sustainable employee performance and to investigate the moderating role of workplace facilities. A quantitative explanatory research design was employed involving all 159 employees of PT CAS through census sampling. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results demonstrate that employee competence ($\beta = 0.331$; $p < 0.001$), transformational leadership ($\beta = 0.201$; $p = 0.002$), and reward and punishment ($\beta = 0.155$; $p = 0.015$) positively and significantly affect sustainable employee performance. Employee competence emerged as the strongest predictor. Workplace facilities did not significantly moderate these relationships; however, they had a positive direct effect on sustainable employee performance ($\beta = 0.148$; $p = 0.022$). The study concludes that sustainable employee performance in 4PL companies is primarily strengthened through employee competence, transformational leadership, and consistent reward and punishment practices, while adequate workplace facilities provide direct performance support.

INTRODUCTION

The increasingly dynamic, competitive, and uncertain business environment requires companies to focus not only on short-term achievements but also on building sustainable performance (Alzoraiki et al., 2024; Bari et al., 2022). From a human resource management perspective, human capital is a strategic asset that plays an important role in creating organizational competitive advantage through improved employee performance (Wright & McMahan, 1992). This is also in line with the global Sustainable Development Goals (SDGs) agenda, particularly Goal 8, Decent Work and Economic Growth, which emphasizes the importance of increasing labor productivity and creating decent work to support sustainable economic growth.

Ideally, companies expect employees to possess adequate competence, supported by effective leadership and a management system that continuously drives sustainable

performance improvement. In practice, however, a gap frequently exists between expected conditions (das sollen) and actual field conditions (das sein), reflected in performance instability, disparities in employee capability, and human resource management systems that have not yet optimally supported organizational goals.

PT CAS, a company operating in Fourth-Party Logistics (4PL), continues to face several obstacles in supporting sustainable employee performance. Based on preliminary observation and interviews with management, employee competence was found to be uneven, leadership had not fully reflected a transformational style, and the reward and punishment system had not been implemented optimally and consistently. These conditions have contributed to variation in employee performance in terms of work quality, productivity, and target achievement.

Internal performance data for the 2022–2024 period reinforces this concern, as presented in Table 1.

Table 1. Average Employee Performance Achievement Score, 2022–2024

Year	Average Score	Decline (%)
2022	3.65	-
2023	3.45	5.48%
2024	3.33	3.48%

Source: PT CAS Employee Performance Report, processed data, 2025.

The average employee performance score declined from 3.65 in 2022 to 3.45 in 2023 (a decrease of 5.48%), and further declined to 3.33 in 2024 (a decrease of 3.48%). This downward trend indicates that employee performance has not been maintained stably and sustainably, potentially hindering the achievement of organizational goals.

To further understand this issue, a pre-survey was conducted on 34 permanent employees with at least one year of tenure, focusing on perceptions of competence, transformational leadership, the reward and punishment system, and workplace facilities. A summary of the pre-survey results is presented in Table 2.

Table 2. Summary of Pre-Survey Results on Research Variables

No.	Statement	Agree (%)	Disagree (%)
1	The reward and punishment system applied by the company is appropriate	53%	47%
2	Leaders convey work vision and goals clearly and inspiringly	47%	53%
3	The work environment supports good cooperation and communication	76%	24%
4	My work performance already meets job demands	82%	18%
5	The organization is able to sustainably improve productivity and business development through employee performance	59%	41%
6	Workplace facilities are already suitable for my daily job needs	56%	44%

Source: Authors' pre-survey results, 2025.

The pre-survey results reveal that respondents' agreement was relatively low regarding the fairness of the reward and punishment system (53%) and the clarity of leaders' vision communication (47%), indicating that these two aspects require particular managerial attention. Meanwhile, perceptions of the work environment and employee performance were comparatively more favorable, although a substantial minority still expressed dissatisfaction.

Prior empirical studies also show inconsistent findings regarding the influence of competence, transformational leadership, and reward and punishment on employee performance. Studies on competence report mixed results, ranging from significant positive effects to non-significant effects depending on organizational context and supporting infrastructure (Rusilowati & Maulida, 2020; Kurniawan, 2024). Similarly, research on transformational leadership indicates that its effectiveness on performance is not always optimal when it is not supported by an adequate management system and work environment (Dewiana & Masduki, 2020; Chi, Vu, Nguyen, & Truong, 2023). Studies on reward and punishment likewise show varied outcomes, with some finding a positive effect on performance (Meirinhos, Cardoso, Neves, Silva, & Rêgo, 2023; Susiyami & Widarta, 2025) while others emphasize the importance of fairness and consistency in their implementation (Jajang Jamiat & Supiyadi, 2025). Furthermore, the role of workplace facilities as a moderating variable strengthening the relationship between human resource management practices and performance remains relatively underexplored (Rahman & Lestari, 2022; Hidayat & Putri, 2023; Nugroho, 2024).

These inconsistencies indicate the existence of both empirical and theoretical research gaps regarding the relationship between employee competence, transformational leadership, reward and punishment, and sustainable employee performance. The novelty of this study lies in its integrated model, which simultaneously examines the effects of the three independent variables on sustainable employee performance—a concept that emphasizes long-term consistency, adaptability, and continuity of contribution rather than short-term output alone—while positioning workplace facilities as a moderating variable within the context of a 4PL logistics company, a setting characterized by dynamic operations and high efficiency demands.

Based on the background described above, this study aims to: (1) analyze the effect of employee competence on sustainable employee performance; (2) analyze the effect of transformational leadership on sustainable employee performance; (3) analyze the effect of reward and punishment on sustainable employee performance; (4) analyze the moderating role of workplace facilities on the effect of employee competence on sustainable employee performance; (5) analyze the moderating role of workplace facilities on the effect of transformational leadership on sustainable employee performance; and (6) analyze the moderating role of workplace facilities on the effect of reward and punishment on sustainable employee performance.

METHOD

Research Design

This study employed a quantitative approach with an explanatory research design, aimed at testing causal relationships among variables through hypothesis testing based on numerical measurement and statistical analysis (Creswell & Creswell, 2023). The independent variables

consist of employee competence (X1), transformational leadership (X2), and reward and punishment (X3); the dependent variable is sustainable employee performance (Y); and workplace facilities (M) serves as the moderating variable.

Population and Sample

The population of this study consists of all 159 employees of PT CAS. Sampling was conducted using a census (saturated sampling) technique, in which the entire population was used as respondents, in order to obtain a comprehensive representation of the relationships among the studied variables and to minimize selection bias (Creswell & Creswell, 2023).

Data Collection and Measurement

Primary data were collected through a structured online questionnaire distributed to all respondents. Each construct was measured using a five-point Likert scale, as shown in Table 3.

Table 3. Likert Scale

Scale	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

The research instrument comprises 16 dimensions and 42 behavioral indicators, summarized in Table 4.

Table 4. Summary of Variable Operationalization

Variable	Dimensions	Number of Indicators
Employee Competence (X1)	Knowledge; Skills; Work Attitude	9
Transformational Leadership (X2)	Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration	12
Reward and Punishment (X3)	Fairness; Transparency; Consistency	6
Workplace Facilities (M)	Availability; Feasibility and Quality; Environmental Support	6
Sustainable Employee Performance (Y)	Long-term Consistency; Adaptability to Change; Work Balance and Resilience	9

Source: Authors, adapted from Spencer & Spencer (1993), Bass & Riggio (2019), Aguinis (2019), Sedarmayanti (2017), and Armstrong (2021).

Data Analysis Technique

Data were analyzed descriptively and subsequently using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, following the procedures recommended by Hair, Hult, Ringle, and Sarstedt (2022). The outer (measurement) model was evaluated through indicator reliability (outer loading ≥ 0.708 , with items between 0.40–0.70 retained if they did not reduce Average Variance Extracted (AVE) and Composite Reliability), convergent validity (AVE ≥ 0.50), and discriminant validity (Fornell-Larcker criterion and Heterotrait-Monotrait Ratio, HTMT < 0.90). The inner (structural) model was evaluated through collinearity

assessment ($VIF < 5$), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and Standardized Root Mean Square Residual ($SRMR < 0.08$). Hypothesis testing was conducted via bootstrapping with 5,000 resamples at a 5% significance level (one-tailed), where a relationship is considered significant if the t-statistic exceeds 1.645 and the p-value is below 0.05. The moderating effect of workplace facilities was tested using the product indicator approach, in which interaction terms (Facilities $\times$ Competence, Facilities $\times$ Leadership, and Facilities $\times$ Reward and Punishment) were formed by multiplying the indicators of the independent and moderating variables.

RESULTS AND DISCUSSION

Overview of the Research Object

PT CAS is a company engaged in integrated logistics services (Fourth-Party Logistics), offering end-to-end supply chain management ranging from warehousing and distribution to warehouse management systems. The company relies on several strategic resources to support its operations, including human resources with competence in warehousing, distribution, and supply chain management; information technology systems such as a Warehouse Management System (WMS) and a Transportation Management System (TMS); physical resources such as warehouse space and material-handling equipment; and financial resources to support technology investment and service quality improvement. In carrying out its business processes covering planning, procurement, warehouse management, distribution and transportation, monitoring and control, and continuous improvement PT CAS faces several business challenges typical of the logistics industry, including intense competition, pressure to control operational costs, dependence on third-party vendors, rapid technological change, supply chain complexity, and fluctuating demand driven by economic conditions. These operational characteristics underscore the strategic importance of human resource management practices in sustaining employee performance within a dynamic and efficiency-driven business environment.

Respondent Characteristics

The characteristics of the 159 respondents based on gender, employment status, position level, and tenure are summarized in Table 5.

Table 5. Respondent Characteristics

Category	Group	Frequency	Percentage
Gender	Male	150	94.34%
	Female	9	5.66%
Employment Status	Contract	113	71.07%
	Permanent	46	28.93%
Position Level	Operator	96	60.38%
	Staff	51	32.08%
	Supervisor	9	5.66%

Category	Group	Frequency	Percentage
Tenure	Manager	3	1.89%
	0–2 years	73	45.91%
	2–5 years	41	25.79%
	More than 5 years	45	28.30%

Source: Data processed by the authors, 2026.

Overall, respondents are dominated by male employees, with contract employment status, positioned at the operator level, and having 0–2 years of tenure. This profile reflects the majority workforce characteristics of the operational workforce of PT CAS as the object of this study.

Descriptive Statistics of Research Variables

Using a class interval of 1.33, mean scores were categorized as low (1.00–2.33), moderate (2.34–3.67), or high (3.68–5.00). The mean score ranges for each variable are presented in Table 6.

Table 6. Descriptive Statistics of Research Variables

Variable	Mean Range	Category
Employee Competence (X1)	3.23 – 3.74	Moderate to High
Transformational Leadership (X2)	3.22 – 3.74	Moderate to High
Reward and Punishment (X3)	3.40 – 3.87	Moderate to High
Workplace Facilities (M)	3.33 – 3.71	Moderate to High
Sustainable Employee Performance (Y)	3.65 – 4.09	Moderate to High

Source: Data processed by the authors, 2026.

Employee competence received its highest score on respect for colleagues' contributions and its lowest score on openness to workplace change, indicating that a collaborative culture is well established but adaptability requires further development. Transformational leadership scored highest on leaders being respected by employees and lowest on leaders' ability to align organizational goals with employees' daily tasks. Within reward and punishment, punishment applied fairly received the highest score, while consistency of reward for target achievement received the lowest, suggesting reward consistency is an area for improvement. Workplace facilities were rated highly for meeting job needs, though their contribution to work effectiveness scored comparatively lower. Sustainable employee performance scored highest on employees' effort to keep pace with job developments and lowest on the ability to work optimally without compromising personal well-being.

Measurement Model (Outer Model) Evaluation

Convergent Validity

Indicator reliability was assessed through outer loadings. Indicators with loadings below 0.40, or loadings between 0.40–0.70 whose removal improved AVE and Composite Reliability,

were eliminated in stages. After this iterative refinement, all remaining indicators demonstrated acceptable loadings above the recommended threshold. Convergent validity and reliability results for the final measurement model are presented in Table 7.

Table 7. Convergent Validity and Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Workplace Facilities (M)	0.894	0.894	0.913	0.511
Employee Competence (X1)	0.943	0.946	0.949	0.511
Transformational Leadership (X2)	0.918	0.921	0.929	0.503
Reward and Punishment (X3)	0.898	0.904	0.915	0.520
Sustainable Employee Performance (Y)	0.938	0.939	0.945	0.536

Source: SmartPLS output, processed data, 2026.

All constructs achieved AVE values above the 0.50 threshold, confirming adequate convergent validity, and Cronbach's Alpha and Composite Reliability values between 0.894 and 0.949, well above the recommended minimum of 0.70 and below 0.95, indicating strong internal consistency without indicator redundancy (Hair et al., 2022).

Discriminant Validity

Discriminant validity was examined using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). The Fornell-Larcker results are presented in Table 8.

Table 8. Fornell-Larcker Criterion

Variable	M	X1	X2	X3	Y
M	0.715				
X1	0.427	0.715			
X2	0.401	0.425	0.709		
X3	0.330	0.463	0.286	0.721	
Y	0.457	0.571	0.444	0.435	0.732

Source: SmartPLS output, processed data, 2026.

The square root of AVE for each construct exceeded its correlations with other constructs, confirming that discriminant validity was established. This was further corroborated by the HTMT analysis, in which all values remained below the conservative 0.85 threshold (with the highest value of 0.598 observed between employee competence and sustainable employee performance), confirming that each construct measures a distinct concept.

Structural Model (Inner Model) Evaluation

Collinearity was assessed using the Variance Inflation Factor (VIF), with results presented in Table 9.

Table 9. Collinearity Statistics (VIF)

Relationship	VIF
Workplace Facilities → Performance	1.441
Facilities × Competence → Performance	1.546
Facilities × Leadership → Performance	1.186
Facilities × Reward & Punishment → Performance	1.505
Competence → Performance	1.540
Leadership → Performance	1.347
Reward & Punishment → Performance	1.342

Source: SmartPLS output, processed data, 2026.

All VIF values were well below the maximum threshold of 5.00, and even below the more conservative 3.3 threshold, indicating that the structural model is free from problematic multicollinearity. After the collinearity assessment, the coefficient of determination (R^2) was examined, with results presented in Table 10.

Table 10. R-square (R^2)

Variable	R-square	R-square adjusted
Sustainable Employee Performance (Y)	0.462	0.437

Source: SmartPLS output, processed data, 2026.

As shown in Table 10, the R^2 value for sustainable employee performance was 0.462, indicating that the independent and moderating variables jointly explain 46.2% of the variance in sustainable employee performance classified as a weak-to-moderate predictive level (Hair et al., 2022). The R^2 adjusted value of 0.437 confirms that the model retains adequate explanatory power after accounting for the number of predictors included. Effect size (f^2) and predictive relevance results are summarized in Table 11.

Table 11. Effect Size (f^2) and Predictive Relevance (Q^2)

Relationship	f^2	Category
Competence → Performance	0.132	Small
Leadership → Performance	0.056	Small
Reward & Punishment → Performance	0.033	Small
Facilities → Performance	0.028	Small
Facilities × Competence → Performance	0.010	Negligible
Facilities × Leadership → Performance	0.009	Negligible

Relationship	f ²	Category
Facilities × Reward & Punishment → Performance	0.021	Small

Source: SmartPLS output, processed data, 2026. Predictive relevance: $Q^2 = 0.383$ ($Q^2 > 0$, indicating adequate predictive relevance); SRMR = 0.059 (below the 0.08 threshold, indicating good model fit).

Employee competence provided the largest contribution to sustainable employee performance ($f^2 = 0.132$), followed by transformational leadership and reward and punishment, while all interaction (moderation) terms showed small-to-negligible effect sizes. The Q^2 value of 0.383 confirms that the model possesses adequate predictive relevance, and the SRMR value of 0.059 indicates a good overall model fit.

Hypothesis Testing

Path coefficients were tested through bootstrapping with 5,000 resamples. The results are presented in Table 12.

Table 12. Hypothesis Testing Results (Path Coefficients)

Hypothesis	Relationship	Coefficient	t-statistic	p-value	Decision
H1	Competence Performance	0.331	4.935	0.000	Supported
H2	Leadership Performance	0.201	2.947	0.002	Supported
H3	Reward & Punishment Performance	0.155	2.165	0.015	Supported
H4	Facilities Competence Performance	-0.095	1.101	0.135	Not Supported
H5	Facilities Leadership Performance	0.082	1.060	0.145	Not Supported
H6	Facilities Reward & Punishment Performance	-0.122	1.560	0.059	Not Supported
-	Facilities Performance (direct effect)	0.148	2.018	0.022	Significant

Source: SmartPLS bootstrapping output, processed data, 2026. Significance criteria: t-statistic > 1.645 and p-value < 0.05 (one-tailed test).

H1 is supported: employee competence has a positive and significant effect on sustainable employee performance ($\beta = 0.331$; $t = 4.935$; $p = 0.000$), confirming that stronger knowledge, skills, and work attitudes translate into more consistent and sustained performance. This finding is consistent with Rusilowati and Maulida (2020) and Kurniawan (2024), who found that competence contributes substantially to employee productivity, particularly when it is continuously developed through training and hands-on experience.

H2 is supported: transformational leadership has a positive and significant effect on sustainable employee performance ($\beta = 0.201$; $t = 2.947$; $p = 0.002$). Leaders who provide clear direction, inspiration, and individualized attention strengthen employee motivation and commitment, supporting findings by Bass and Riggio (2019), Cuevas-Vargas et al. (2023), and Lee et al. (2023) that transformational leadership positively shapes performance outcomes across diverse organizational settings.

H3 is supported: reward and punishment has a positive and significant effect on sustainable employee performance ($\beta = 0.155$; $t = 2.165$; $p = 0.015$), indicating that a fair and consistently applied system of rewards and sanctions strengthens discipline, motivation, and responsibility. This aligns with Meirinhos et al. (2023) and Susiyami and Widarta (2025), who emphasize that well-designed reward and punishment mechanisms are positively associated with employee performance outcomes.

H4, H5, and H6 are not supported: workplace facilities do not significantly moderate the effects of competence, transformational leadership, or reward and punishment on sustainable employee performance (all p -values above 0.05). This suggests that, within the context of PT CAS, the strength of these relationships is determined more by the quality of competence development, leadership practice, and reward and punishment implementation themselves than by the level of workplace facilities available. Nevertheless, workplace facilities were found to exert a direct positive and significant effect on sustainable employee performance ($\beta = 0.148$; $t = 2.018$; $p = 0.022$), consistent with the opportunity dimension of the AMO framework (Jiang et al., 2012) and prior findings on the direct contribution of adequate facilities to employee performance (Sedarmayanti, 2017; Hidayat & Putri, 2023).

Overall, these findings reinforce the strategic human resource management perspective, which holds that internal resources such as competence, leadership, and reward systems form the core drivers of sustainable competitive advantage (Wright & McMahan, 1992), and support the ability and motivation dimensions of the AMO framework (Jiang et al., 2012; Becker & Huselid, 2018). However, the opportunity dimension, represented by workplace facilities, was found to influence sustainable performance directly rather than through a moderating mechanism in this particular organizational context.

The non-significant moderating role of workplace facilities across all three hypotheses (H4–H6) is a notable finding that departs from studies suggesting facilities strengthen the link between human resource practices and performance in other settings (Rahman & Lestari, 2022; Hidayat & Putri, 2023). One plausible explanation is that within PT CAS, workplace facilities are already perceived as adequate by most respondents (mean scores between 3.33 and 3.71), meaning facilities function more as a baseline enabling condition than as a differentiating factor that amplifies the effect of competence, leadership, or reward and punishment. In other words, once a sufficient level of facilities is in place, further variation in facility quality does not meaningfully change how strongly competence, leadership, or reward and punishment translate into sustained performance; instead, facilities contribute an independent, direct increment to performance, consistent with the opportunity dimension of the AMO framework operating in parallel with, rather than in interaction with, the ability and motivation dimensions (Jiang et al., 2012; Becker & Huselid, 2018).

These results also carry practical implications for logistics companies operating under 4PL business models, where operational efficiency, cost control, and dependence on third-party vendors place continuous pressure on the workforce. Because employee competence emerged as the strongest predictor of sustainable performance, management should treat competence development not as an occasional training activity but as an ongoing strategic investment aligned with evolving operational and technological demands, including Warehouse Management System and Transportation Management System proficiency. Likewise, because transformational leadership and reward and punishment both significantly affect sustainable

performance, supervisory and managerial capability building should be pursued in tandem with the refinement of performance-based reward mechanisms, ensuring that both the human and systemic drivers of performance are strengthened simultaneously rather than in isolation.

CONCLUSION

This study concludes that employee competence, transformational leadership, and reward and punishment each have a positive and significant effect on sustainable employee performance at PT CAS, with employee competence providing the strongest contribution, followed by transformational leadership and reward and punishment. Workplace facilities do not significantly moderate the relationships between these three independent variables and sustainable employee performance, although facilities exert a positive and significant direct effect on performance. These findings confirm that sustainable employee performance in a Fourth-Party Logistics setting is driven primarily by the quality of human capital, leadership effectiveness, and fairness in reward and punishment practices rather than by workplace facilities acting as a reinforcing condition, supporting the Resource-Based View and providing partial support for the Ability, Motivation, Opportunity (AMO) framework, in that the ability and motivation dimensions were confirmed while the opportunity dimension, represented by workplace facilities, was not confirmed as a reinforcing (moderating) mechanism. Based on these conclusions, PT CAS is recommended to prioritize continuous competence development through structured training, cross-functional knowledge sharing, and collaborative team-building programs, since employee competence contributes the most to sustained performance; to strengthen transformational leadership among supervisors and managers through leadership training that emphasizes integrity, exemplary conduct, and effective communication; and to refine the reward and punishment system so that it becomes more objective, transparent, and consistently applied, including periodic socialization of rules and consequences. PT CAS is also advised to strengthen employees' adaptability to changes in job procedures, work systems, and technology use through regular briefings, coaching, training, and mentoring, while cross-job learning can further be applied to enhance employee flexibility so that they are better prepared to face change and sustain performance over the long term. Although workplace facilities were not found to moderate the studied relationships, the company should continue to maintain and upgrade operational equipment, technological tools, and supporting infrastructure, as facilities were shown to directly and significantly support performance. This study is also subject to several limitations. It was conducted at a single company operating in the Fourth-Party Logistics (4PL) sector, so the findings may not generalize to organizations with different industry characteristics or human resource management systems. The data are self-reported and cross-sectional, collected at a single point in time, which may be subject to common-method and perception bias and does not capture how these relationships develop over time. In addition, the study examines a limited set of predictors; other potentially relevant factors, such as organizational culture, employee engagement, and job satisfaction, were not included in the model. Future research is encouraged to extend this model to other industry sectors, incorporate additional variables such as employee engagement, job satisfaction, and organizational culture, test alternative moderating variables such as organizational support or organizational learning, and adopt a longitudinal design to capture the dynamic development of sustainable employee performance over time.

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