

From Organizational and Individual Resources to Brand Partner Performance: The Mediating Role of Work Competence in Social Selling

David Tandri¹, Nikous Soter Sihombing², Sahat Simbolon³, Elyzabeth Wijaya⁴
tandridavid@yahoo.co.id¹, sihombing_nikous@yahoo.com², sahatsimbolon18@gmail.com³,
elyzabethaugust2019@gmail.com⁴
^{1,2,3,4}Institut Bisnis Informasi Teknologi dan Bisnis, Medan, Indonesia
Corresponding Email: tandridavid@yahoo.co.id

Abstract

This study examines the effects of transformational leadership, the work environment, and motivation on Brand Partner performance, both directly and indirectly through work competence as a mediating variable, among Brand Partners of PT Orindo Alam Ayu (Oriflame) in the Medan area. A quantitative approach with a cross-sectional explanatory survey design was employed. From a population of 250 active Brand Partners, 150 respondents were selected using purposive sampling. Data were collected through a Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with 10,000 bootstrap subsamples. Based on the adjusted R^2 values, the model explained 33.0% of the variance in work competence and 44.7% of the variance in Brand Partner performance. The results revealed that transformational leadership ($\beta = 0.257$; $t = 4.369$; $p < 0.001$), the work environment ($\beta = 0.201$; $t = 3.323$; $p = 0.001$), and motivation ($\beta = 0.342$; $t = 5.012$; $p < 0.001$) had positive and significant effects on Brand Partner performance. These three predictors also had positive and significant effects on work competence, with coefficients of $\beta = 0.170$ ($t = 2.407$; $p = 0.016$), $\beta = 0.235$ ($t = 3.485$; $p < 0.001$), and $\beta = 0.402$ ($t = 6.111$; $p < 0.001$), respectively. Work competence, in turn, had a positive and significant effect on Brand Partner performance ($\beta = 0.171$; $t = 2.174$; $p < 0.001$). The mediation analysis further demonstrated that work competence significantly mediated the effects of transformational leadership ($\beta = 0.029$; $t = 2.448$; $p < 0.001$), the work environment ($\beta = 0.040$; $t = 2.811$; $p < 0.001$), and motivation ($\beta = 0.069$; $t = 2.897$; $p < 0.001$) on Brand Partner performance. As both the direct and indirect effects remained positive and significant, work competence exhibited complementary partial mediation across all three relationships. Motivation emerged as the strongest predictor of both work competence and Brand Partner performance, highlighting the importance of strengthening motivation alongside competency development to enhance Brand Partner performance.

Keywords: Transformational Leadership, Work Environment, Motivation, Work Competence, Brand Partner Performance, PLS-SEM

Introduction

Digital transformation has fundamentally reshaped how organizations build customer relationships, manage marketing activities, and enhance salesforce performance (Orero-Blat et al., 2025). This transformation has become increasingly evident in the beauty and direct-selling industries, where interactions that traditionally relied on physical catalogs and face-to-face encounters have progressively shifted toward social media, digital catalogs, mobile applications, live commerce, and various technology-enabled marketing channels (Podder & Ghosh, 2025). These developments require salespeople not only to possess strong interpersonal relationship-building skills but also to demonstrate adaptability, effectively leverage digital technologies, and integrate digital capabilities into their sales activities. Accordingly, salesforce success in the contemporary business environment is increasingly determined by the interplay between organizational support, individual characteristics, and competencies that enable salespeople to respond effectively to changes in the work environment (Jewapatarakul & Ueasangkomsate, 2024).

This context is particularly relevant to the business model of PT Orindo Alam Ayu (Oriflame), which relies on Brand Partners as an integral part of its social selling system. Unlike conventional salespeople, Brand Partners are responsible not only for sales activities but also for building and maintaining customer relationships, recruiting new members, expanding business networks, and independently sustaining their business activities. Company reports indicate that Oriflame has an extensive international presence and is supported by more than 1.5 million beauty entrepreneurs and



members, highlighting the importance of partners' capabilities in sustaining the company's sales system (Prayag et al., 2024). Given the relatively autonomous nature of their work, Brand Partner performance largely depends on their ability to manage available resources, leverage environmental support, maintain motivation, and continuously develop the competencies required to perform effectively in a dynamic business environment.

However, empirical evidence from Oriflame Brand Partners in the Medan area suggests that their performance has not yet reached an optimal and consistent level. Preliminary survey findings indicate persistent gaps in individualized coaching and the stimulation of digital innovation by regional managers, the effective utilization of digital support and facilities, sustained motivation, digital marketing capabilities, and network development. Moreover, achievements in terms of Business Points, sales volume, level progression, and network growth have not demonstrated the expected level of consistency. These conditions suggest that Brand Partner performance cannot be adequately understood solely in terms of sales target attainment. Rather, it should be examined through the factors that shape individuals' capabilities and behaviors in carrying out their business activities.

One factor that may play a critical role in determining performance is transformational leadership. Transformational leadership encourages individuals through role modeling, a compelling vision, inspirational motivation, intellectual stimulation, and individualized consideration, thereby fostering their willingness to develop their capabilities and achieve higher levels of performance (Chen et al., 2025). Recent studies have further demonstrated that transformational leadership is associated with individual performance and capability development in increasingly digitalized work environments (Ausat et al., 2024). In the context of Brand Partners, transformational leadership becomes particularly important because individuals conduct their business activities with a relatively high degree of autonomy. Therefore, guidance, role modeling, coaching, and intellectual stimulation provided by regional managers may serve as valuable organizational resources that enable Brand Partners to strengthen their competencies while simultaneously enhancing their performance.

In addition to leadership, the work environment represents an important resource that provides individuals with opportunities to learn, develop, and perform effectively. Within the context of social selling, the work environment extends beyond physical facilities to encompass social support, psychological safety, access to information, digital applications, digital catalogs, promotional materials, community support, and technical assistance. A supportive work environment can reduce work-related barriers while creating greater opportunities for individuals to utilize and further develop their capabilities. Empirical studies have demonstrated that both the work environment and competence are positively associated with improved performance (Savira et al., 2024). Therefore, physical, social, and digital environmental support has become increasingly relevant in explaining the performance of individuals operating within network-based and technology-enabled selling systems.

Another equally important individual factor is motivation. Motivation determines the direction, intensity, and persistence of individuals' efforts toward achieving their goals (Andi Antorio Ginting & Kiki Farida Ferine, 2024). For Brand Partners, motivation is essential for maintaining consistent efforts in prospecting for customers, conducting follow-ups, creating digital content, participating in training, coping with rejection, and expanding business networks. Recent empirical evidence indicates that motivation and competence are important factors in explaining variations in individual performance (Gandung, 2024). Thus, motivation not only serves as a driving force for achieving performance outcomes but also encourages individuals to engage in continuous learning and strengthen the competencies required to perform effectively.

Although transformational leadership, the work environment, and motivation have the potential to enhance performance, these factors may not automatically lead to optimal outcomes when individuals lack adequate competencies. Competence enables individuals to translate leadership guidance, environmental resources, and motivational drive into effective work behaviors. In the sales context, competence encompasses product knowledge, selling skills, communication abilities, digital technology proficiency, customer relationship-building capabilities, and network development skills. Previous studies have demonstrated that competence contributes positively to performance improvement (Younas & Hayat, 2025), while more recent research has further emphasized the importance of competence in explaining performance within increasingly digitalized work

environments (Asbari, 2024). Therefore, work competence may serve as a critical mechanism through which organizational and individual resources are translated into enhanced performance outcomes.

Nevertheless, several important research gaps remain in the existing literature. First, most previous studies have examined leadership, the work environment, motivation, competence, and performance among formal employees within conventional organizational settings. In contrast, Brand Partners operating within a social selling system possess distinctive characteristics, including greater autonomy and flexibility and a stronger reliance on business networks and digital channels. Second, previous studies have tended to examine the relationships among these variables separately or have employed different mediating mechanisms. Consequently, empirical research integrating transformational leadership, the work environment, and motivation as antecedents of performance while simultaneously positioning work competence as a mediating mechanism within a single conceptual model remains limited. Third, the rapid development of social selling and the digitalization of sales activities have created a growing need to understand how leadership resources, environmental support, and motivational drivers are translated into relevant competencies and, subsequently, enhanced performance outcomes.

Building on these research gaps, the novelty of this study lies in developing an integrated model that positions work competence as a mediating mechanism linking transformational leadership, the work environment, and motivation to Brand Partner performance within the context of social selling. This approach enables the study not only to explain the factors that directly influence performance but also to identify the underlying mechanisms through which these factors are translated into performance outcomes. Accordingly, this study aims to examine the effects of transformational leadership, the work environment, and motivation on Brand Partner performance, both directly and indirectly through work competence, among Brand Partners of PT Orindo Alam Ayu (Oriflame) in the Medan area.

Theoretical Review

Brand Partner Performance

Performance refers to individual accomplishments reflected in work-related behaviours and outcomes that contribute to organisational goals or business activities (R. A. Nasution et al., 2026). In the context of social selling, Brand Partner performance differs from conventional employee performance because Brand Partners conduct their business activities with a relatively high degree of autonomy (Lui & Nasution, 2026). These activities include acquiring and retaining customers, generating sales, recruiting new partners, and developing their business networks (B. S. Wijaya et al., 2026). Accordingly, Brand Partner performance in this study encompasses the achievement of Business Points, sales volume, customer growth, network recruitment and development, advancement in business levels, and consistency in conducting business activities (Ferna et al., 2026).

This conceptualisation enables performance to be understood as a combination of business outcomes and behaviours that support the continuity and sustainability of business activities, rather than merely as sales achievements within a specific period (Harianto, 2024). The transition towards digitally enabled selling has also made performance increasingly dependent on an individual's ability to integrate customer relationship management with the effective use of technology (Vientiany et al., 2025). Sales capabilities and customer-oriented behaviours can enhance the effectiveness of selling activities (Bhastary et al., 2026), while technology adoption is more likely to generate favourable performance outcomes when supported by appropriate skills and effective strategic implementation (Herfianti et al., 2025). Therefore, Brand Partner performance reflects not only measurable business outcomes but also the behavioural and technological capabilities required to sustain performance in an increasingly digitalised selling environment.

Work Competence

Work competence refers to the integration of knowledge, skills, abilities, and attitudes that enables individuals to perform their tasks and responsibilities effectively (Wulandari et al., 2026). Within the Ability–Motivation–Opportunity (AMO) framework, competence represents the ability

component, reflecting an individual's capacity to translate available resources and opportunities into productive behaviours. In the context of Brand Partners, work competence encompasses product and business knowledge, prospecting and selling skills, digital capabilities, interpersonal communication, network recruitment and development, and professional attitudes (Sri Andini et al., 2025). Digital transformation has further expanded these competency requirements, as contemporary selling activities increasingly involve social media engagement, content creation, online communication, the utilisation of digital platforms, and technology-enabled problem solving (Susanto, 2025). Higher levels of competence enable Brand Partners to translate business opportunities into effective and productive activities (M. N. Nasution et al., 2026). Product knowledge allows them to provide customers with accurate and relevant information, while selling skills facilitate prospecting, customer engagement, and sales closing (Fadli, 2024). Digital capabilities enable Brand Partners to extend their market reach and engage customers across digital channels, whereas interpersonal and network-development skills contribute to relationship building, partner development, and long-term business sustainability (Honkley et al., 2025). Empirical evidence also indicates that individual capabilities contribute to effective selling behaviours and improved performance outcomes (Napitupulu et al., 2026). These arguments suggest that competence constitutes an important individual resource through which Brand Partners can effectively utilise business opportunities and convert their capabilities into tangible performance outcomes (Syaifuddin, Lie, et al., 2024).

Based on the theoretical reasoning and supporting empirical evidence, the following hypothesis is proposed:

H7: Work competence has a positive and significant effect on Brand Partner performance.

Transformational Leadership

Transformational leadership refers to a leadership approach that encourages individuals to achieve higher levels of performance by articulating a compelling vision, providing inspiration, demonstrating exemplary behaviour, stimulating innovative thinking, and supporting individual development (Faris et al., 2024). This leadership approach comprises four fundamental dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Thamrin et al., 2026). In the context of Brand Partners, transformational leadership is particularly relevant because Brand Partners conduct their business activities with a relatively high degree of autonomy (Hasrul Azwar Hasibuan et al., 2022).

Exemplary behaviour, strategic direction, constructive feedback, individualized coaching, and encouragement from regional managers to adopt digital strategies can reduce uncertainty, strengthen confidence, and motivate Brand Partners to perform their business activities more consistently and effectively (Kerli et al., 2026). Transformational leadership is expected to contribute directly to Brand Partner performance by providing the direction, inspiration, and psychological support required to sustain productive business behaviours (Astika et al., 2022). Leaders who communicate clear goals, demonstrate commitment, and encourage innovative approaches can motivate Brand Partners to intensify customer engagement, improve selling activities, develop their networks, and respond more effectively to changing market conditions (Hasibuan et al., 2026). Empirical studies have associated transformational leadership with higher levels of employee engagement and performance as well as the development of individual resources (Simanjuntak et al., 2026).

Based on the theoretical arguments and supporting empirical evidence, the following hypotheses are proposed:

H1: Transformational leadership has a positive and significant effect on Brand Partner performance.

H4: Transformational leadership has a positive and significant effect on Brand Partner work competence.

H8: Work competence mediates the relationship between transformational leadership and Brand Partner performance.

Work Environment

The work environment encompasses the physical, social, psychological, and digital conditions that provide individuals with the resources and opportunities required to perform effectively (Bhastary et al., 2024). Within the Ability–Motivation–Opportunity (AMO) framework, the work environment represents opportunity, referring to contextual conditions that enable individuals to apply and develop their capabilities (Tambun et al., 2026). A supportive environment provides access to information, social support, psychological safety, facilities, and technology, thereby reducing barriers and facilitating effective work activities (Susanto et al., 2025). For Brand Partners, the work environment extends beyond physical facilities to include community support, staff responsiveness, digital applications, online catalogues, promotional materials, communication channels, and technical assistance (Muis et al., 2026). These resources enable Brand Partners to access information, seek support, experiment with business strategies, and conduct selling and network-development activities more effectively (Sipayung et al., 2023). Consistent with this perspective, (Chaniago, 2023) demonstrated that the work environment contributes to performance through individual-level mechanisms.

The work environment can also strengthen work competence by providing opportunities to acquire knowledge, practise skills, receive feedback, solve problems, and adapt to digital selling practices. Such opportunities facilitate the development of product knowledge, selling skills, digital capabilities, interpersonal communication, and network-development abilities. Consequently, work competence may mediate the relationship between the work environment and performance because available resources generate stronger outcomes when Brand Partners possess the capabilities required to utilise them effectively. Thus, the work environment may enhance performance both directly and indirectly through competence development.

H2: The work environment has a positive and significant effect on Brand Partner performance.

H5: The work environment has a positive and significant effect on Brand Partner work competence.

H9: Work competence mediates the relationship between the work environment and Brand Partner performance.

Motivation

Motivation refers to the process that determines the direction, intensity, and persistence of individual effort toward achieving specific goals (E. Wijaya & Chaniago, 2025). High-quality motivation tends to generate more sustained engagement and productive behaviour than motivation driven primarily by external pressure or short-term rewards (M. I. Nasution et al., 2023). Within the Ability–Motivation–Opportunity (AMO) framework, motivation represents the willingness of individuals to apply and further develop their existing abilities. In a social-selling context, Brand Partner motivation may arise from achievement aspirations, income opportunities, rewards, personal development, flexibility, recognition, and a sense of community (Hou et al., 2022). Motivation is particularly important because Brand Partners operate relatively independently and require self-regulation and persistence to prospect for customers, conduct follow-ups, create digital content, participate in training, cope with rejection, and develop business networks (Syaifuddin et al., 2022). Stronger motivation therefore encourages Brand Partners to devote greater effort and maintain consistent business activities, which can ultimately enhance performance (Sofiyan et al., 2026).

Motivation can also facilitate competence development (Syaifuddin et al., 2023). Highly motivated individuals are more likely to invest time and effort in learning, training, acquiring knowledge, practising new skills, and adapting to changing business requirements (Y. Lubis et al., 2025). The resulting competence enables Brand Partners to translate motivational energy into more effective selling, customer engagement, and network-development activities (Y. Lubis et al., 2024). Accordingly, work competence serves as a mechanism through which motivation can generate stronger performance outcomes (Nasib et al., 2023). Thus, motivation is expected to influence Brand Partner performance directly and indirectly through the development of work competence.

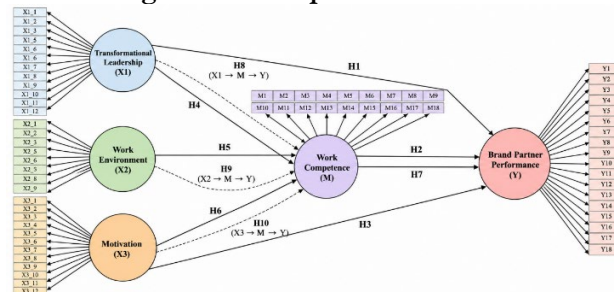
H3: Motivation has a positive and significant effect on Brand Partner performance.

H6: Motivation has a positive and significant effect on Brand Partner work competence.

H10: Work competence mediates the relationship between motivation and Brand Partner performance.

Conceptual Framework

Figure 1. Conceptual Framework



Methodology

Research Approach and Design

This study employed an explanatory quantitative approach with a cross-sectional survey design to examine the relationships among transformational leadership, work environment, motivation, work competence, and Brand Partner performance at PT Orindo Alam Ayu (Oriflame) in Medan. Transformational leadership, work environment, and motivation were specified as exogenous constructs, work competence as a mediator, and Brand Partner performance as the endogenous construct. The hypothesised direct and indirect relationships were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Given the cross-sectional design, the findings are interpreted as statistically supported structural relationships rather than definitive causal effects.

Data Collection and Sample

The population comprised 250 active Oriflame Brand Partners in Medan. Using non-probability purposive sampling, 150 respondents were selected based on their active involvement and sufficient experience in conducting Oriflame business activities. Primary data were collected through a structured questionnaire using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Participation was voluntary, respondents were informed of the study's academic purpose, and confidentiality was maintained throughout the data collection process. Prior to analysis, the responses were screened for completeness, duplication, inconsistencies, and other potential data-quality issues.

Variable Measurement

The measurement instrument comprised 69 reflective indicators adapted from relevant literature and contextualised to the Brand Partner setting. Transformational leadership was measured using 12 indicators covering idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Work environment was measured using nine indicators reflecting physical, social, psychological, and digital support. Motivation was assessed using 12 indicators related to achievement, rewards, personal development, and persistence. Work competence was measured using 18 indicators covering product and business knowledge, selling and interpersonal skills, digital competence, network development, and professionalism. Brand Partner performance was assessed using 18 indicators reflecting Business Point achievement, sales, customer growth, network development, level progression, and consistency of business activities.

Data Analysis

Data were analysed using PLS-SEM with SmartPLS. The reflective measurement model was evaluated using outer loadings and Average Variance Extracted (AVE) for convergent validity;

Cronbach's alpha, rho_A, and composite reliability for internal consistency; and the Heterotrait–Monotrait ratio (HTMT) for discriminant validity. The structural model was assessed using inner Variance Inflation Factor (VIF), R^2 , adjusted R^2 , effect size (f^2), and path coefficients (Hair & Alamer, 2022; Sarstedt et al., 2022). Hypotheses were tested using bootstrapping with 10,000 subsamples. Direct effects were evaluated at $\alpha = 0.05$ based on path coefficients, t-statistics, and p-values. Mediation was assessed using specific indirect effects and 95% bootstrap confidence intervals (CIs), with an indirect effect considered supported when the CI excluded zero. When both direct and indirect effects were supported and had the same direction, the relationship was classified as complementary partial mediation.

Results and Discussions

Results

Respondent Characteristics

As shown in Table 1, the respondent profile reflects the demographic and business characteristics of the 150 Brand Partners included in the study. Female respondents constituted the majority (66.0%), while the largest age group was 25–34 years (44.0%). In terms of educational attainment, the largest proportion had completed senior or vocational high school (43.3%), and 45.3% had been Brand Partners for one to three years. Regarding business activities, 54.0% primarily focused on product sales. Digital channels also played a prominent role in respondents' business activities, with WhatsApp being the most frequently used sales channel (81.3%). Overall, these characteristics indicate substantial engagement in product-selling activities and digital customer interaction, which is particularly relevant to the social-selling context examined in this study

Tabel 1. Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	0	0
	Female	99	66
Age	< 25 years	0	0
	25–34 years	66	44
	35–44 years	0	0
	≥ 45 years	0	0
	Senior/Vocational High School	65	43.3
Educational Attainment	Diploma	0	0
	Bachelor's Degree	0	0
	Postgraduate Degree	0	0
	< 1 year	0	0
Length of Membership	1–3 years	68	45.3
	> 3 years	0	0
	Product sales	81	54
Primary Business Activity	Network development	0	0
	Both product sales and network development	0	0
Sales Channel	WhatsApp	122	81.3
	Instagram	0	0
	Facebook	0	0
	TikTok	0	0
	Other channels	0	0
Total Respondents		150	100

Measurement Model Assessment

The outer loading values ranged from 0.686 to 0.870. Most indicators exceeded the recommended threshold of 0.70, indicating satisfactory indicator reliability. Six indicators X3_1 (0.686), M2 (0.701), M4 (0.699), M14 (0.706), Y12 (0.706), and Y16 (0.706) were close to the recommended threshold and were therefore retained rather than removed mechanically. Their

retention was supported by satisfactory construct-level AVE and reliability values and by their theoretical relevance to the respective constructs. Overall, the indicator results provided adequate support for retaining all 69 indicators in the measurement model

Table 2. Outer Loading Test Results

Construct	Indicator	Outer Loading	Decision
Transformational Leadership	X1_1	0.789	Valid
	X1_2	0.795	Valid
	X1_3	0.798	Valid
	X1_4	0.785	Valid
	X1_5	0.773	Valid
	X1_6	0.734	Valid
	X1_7	0.824	Valid
	X1_8	0.823	Valid
	X1_9	0.782	Valid
	X1_10	0.773	Valid
	X1_11	0.831	Valid
	X1_12	0.793	Valid
Work Environment	X2_1	0.797	Valid
	X2_2	0.790	Valid
	X2_3	0.842	Valid
	X2_4	0.850	Valid
	X2_5	0.846	Valid
	X2_6	0.870	Valid
	X2_7	0.838	Valid
	X2_8	0.816	Valid
	X2_9	0.801	Valid
Motivation	X3_1	0.686	Valid
	X3_2	0.771	Valid
	X3_3	0.758	Valid
	X3_4	0.799	Valid
	X3_5	0.748	Valid
	X3_6	0.813	Valid
	X3_7	0.775	Valid
	X3_8	0.774	Valid
	X3_9	0.858	Valid
	X3_10	0.814	Valid
	X3_11	0.762	Valid
	X3_12	0.752	Valid
Work Competence	M1	0.772	Valid
	M2	0.701	Valid
	M3	0.746	Valid
	M4	0.699	Valid
	M5	0.738	Valid
	M6	0.729	Valid
	M7	0.744	Valid
	M8	0.773	Valid
	M9	0.761	Valid
	M10	0.754	Valid
	M11	0.756	Valid
	M12	0.761	Valid
	M13	0.761	Valid

Brand Partner Performance	M14	0.706	Valid
	M15	0.715	Valid
	M16	0.759	Valid
	M17	0.762	Valid
	M18	0.754	Valid
	Y1	0.737	Valid
	Y2	0.737	Valid
	Y3	0.756	Valid
	Y4	0.788	Valid
	Y5	0.751	Valid
	Y6	0.716	Valid
	Y7	0.791	Valid
	Y8	0.785	Valid
	Y9	0.812	Valid
	Y10	0.745	Valid
	Y11	0.733	Valid
	Y12	0.706	Valid
	Y13	0.786	Valid
	Y14	0.747	Valid
	Y15	0.77	Valid
	Y16	0.706	Valid
	Y17	0.718	Valid
	Y18	0.738	Valid

As shown in Table 3, Cronbach's alpha values ranged from 0.940 to 0.955, rho_A values from 0.942 to 0.958, and composite reliability values from 0.948 to 0.959, indicating strong internal consistency. Moreover, AVE values ranged from 0.554 to 0.686, exceeding the minimum threshold of 0.50. Therefore, all constructs demonstrated satisfactory reliability and convergent validity.

Table 3. Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Decision
Transformational Leadership	0.946	0.953	0.953	0.627	Reliable and Valid
Work Environment	0.943	0.949	0.951	0.686	Reliable and Valid
Motivation	0.94	0.942	0.948	0.604	Reliable and Valid
Work Competence	0.953	0.954	0.957	0.554	Reliable and Valid
Brand Partner Performance	0.955	0.958	0.959	0.565	Reliable and Valid

The HTMT values ranged from 0.185 to 0.547, with the highest value observed between motivation and Brand Partner performance (0.547). Since all values were well below the conservative threshold of 0.85, discriminant validity was established. These findings confirm that transformational leadership, work environment, motivation, work competence, and Brand Partner performance represent empirically distinct constructs.

Table 4. Heterotrait–Monotrait Ratio (HTMT) Results

Construct	Work Competence (M)	Transformational Leadership (X1)	Work Environment (X2)	Motivation (X3)	Brand Partner Performance (Y)
Work Competence (M)					
Transformational Leadership (X1)	0.306				
Work Environment (X2)	0.409	0.279			

Motivation (X3)	0.52	0.185	0.292	
Brand Partner Performance (Y)	0.514	0.424	0.442	0.547

Structural Model Evaluation

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model. Transformational leadership, work environment, and motivation jointly explained 34.4% of the variance in work competence ($R^2 = 0.344$; adjusted $R^2 = 0.330$). Furthermore, transformational leadership, work environment, motivation, and work competence collectively explained 46.2% of the variance in Brand Partner performance ($R^2 = 0.462$; adjusted $R^2 = 0.447$). These results indicate that the model had greater explanatory power for Brand Partner performance than for work competence.

Table 5. Coefficient of Determination

Endogenous Construct	R^2	Adjusted R^2	Variance Explained	Interpretation
Work Competence	0.344	0.33	34.40%	Weak to moderate
Brand Partner Performance	0.462	0.447	46.20%	Approaching moderate

The effect-size analysis indicates that motivation made the largest relative contribution to both endogenous constructs. Motivation had a medium effect on work competence ($f^2 = 0.224$) and Brand Partner performance ($f^2 = 0.162$). In contrast, transformational leadership, work environment, and work competence produced small effect sizes, ranging from 0.036 to 0.108. These findings suggest that motivation represents the most influential predictor in the structural model in terms of its incremental explanatory contribution.

Table 6. Effect Size Test Results

Structural Relationship	f^2	Interpretation
Transformational Leadership → Work Competence	0.04	Small
Work Environment → Work Competence	0.073	Small
Motivation → Work Competence	0.224	Medium
Transformational Leadership → Brand Partner Performance	0.108	Small
Work Environment → Brand Partner Performance	0.06	Small
Motivation → Brand Partner Performance	0.162	Medium
Work Competence → Brand Partner Performance	0.036	Small

Predictive performance was assessed using Q^2_{predict} , RMSE benchmarking, and the Cross-Validated Predictive Ability Test (CVPAT). All Q^2_{predict} values were greater than zero, ranging from 0.102 to 0.212 for work competence and from 0.128 to 0.355 for Brand Partner performance. Moreover, PLS-SEM generated lower RMSE values than the linear model benchmark for all predicted indicators.

Table 7. Predictive Relevance Assessment

Endogenous Construct	Q^2_{predict} Range	PLS-RMSE vs. LM-RMSE	CVPAT Average Loss Difference	Interpretation
Work Competence	0.102–0.212	Lower for all indicators	-0.254; $p < 0.001$	Predictive relevance supported
Brand Partner Performance	0.128–0.355	Lower for all indicators	-0.359; $p < 0.001$	Predictive relevance supported
Overall Model			-0.306; $p < 0.001$	Predictive performance supported

The CVPAT results further showed significant negative average loss differences for work competence (-0.254 , $p < 0.001$), Brand Partner performance (-0.359 , $p < 0.001$), and the overall model (-0.306 , $p < 0.001$). Collectively, these findings provide evidence that the structural model possesses satisfactory predictive performance for the endogenous constructs.

Table 8. Hypothesis Testing Results

Hypothesis	Structural Relationship	Path Coefficient (β)	t-Statistic	p-Value	Decision
H1	Transformational Leadership → Brand Partner Performance	0.257	4.369	0.001	Supported
H2	Work Environment → Brand Partner Performance	0.201	3.323	0.001	Supported

H3	Motivation → Brand Partner Performance	0.342	5.012	0.001	Supported
H4	Transformational Leadership → Work Competence	0.17	2.407	0.016	Supported
H5	Work Environment → Work Competence	0.235	3.485	0.001	Supported
H6	Motivation → Work Competence	0.402	6.111	0.001	Supported
H7	Work Competence → Brand Partner Performance	0.171	2.174	0.000	Supported
H8	Transformational Leadership → Work Competence → Brand Partner Performance	0.029	2.448	0.001	Supported
H9	Work Environment → Work Competence → Brand Partner Performance	0.04	2.811	0.001	Supported
H10	Motivation → Work Competence → Brand Partner Performance	0.069	2.897	0.000	Supported

Discussions

The Effect of Transformational Leadership on Brand Partner Performance

The results support H1, confirming that transformational leadership has a positive and significant effect on Brand Partner performance ($\beta = 0.257$; $t = 4.369$; $p = 0.001$). This finding indicates that transformational leadership is particularly relevant in the social-selling context, where Brand Partners operate with considerable autonomy and have limited exposure to conventional supervisory mechanisms. Inspirational motivation, intellectual stimulation, idealised influence, and individualised consideration can provide the psychological direction and encouragement required to sustain sales activities, strengthen customer relationships, expand business networks, and consistently pursue performance targets.

This finding is consistent with (Suliman et al., 2023), who demonstrate that transformational leadership enhances individual engagement and performance by creating a shared sense of purpose and encouraging individuals to exceed routine expectations. It also extends evidence from (Fahy et al., 2024) by demonstrating the relevance of transformational leadership in digitally mediated and relatively autonomous selling arrangements. Thus, leadership remains important even when formal supervision is limited, because its influence operates through inspiration, guidance, and behavioural support rather than direct control (Djatnika & Kaltum, 2024). From a managerial perspective, Oriflame should strengthen the transformational leadership capabilities of regional managers and network leaders through structured coaching and leadership-development programmes. Managers should establish regular mentoring sessions, recognise Brand Partner achievements, communicate clear business goals, and encourage experimentation with digital selling strategies. Such practices can help Brand Partners remain motivated, adaptive, and performance-oriented while preserving the autonomy inherent in the social-selling business model.

The Impact of the Work Environment on Brand Partner Performance

The results support H2, demonstrating that the work environment has a positive and significant effect on Brand Partner performance ($\beta = 0.201$; $t = 3.323$; $p = 0.001$). This finding indicates that a supportive work environment enables Brand Partners to perform their business activities more effectively. In the social-selling context, however, the work environment extends beyond physical working conditions to include digital infrastructure, access to information, promotional resources, communication channels, technical assistance, and interactions within the Brand Partner community. These resources can reduce operational barriers and facilitate customer engagement, sales activities, and network development.

From the Ability–Motivation–Opportunity (AMO) perspective, a supportive work environment provides the opportunities required for Brand Partners to translate their abilities and motivation into actual performance (Santanu & Utami, 2024). Easy access to digital catalogues, selling applications, timely product information, responsive technical support, and peer communities creates

an enabling environment in which Brand Partners can identify market opportunities and interact with customers more efficiently (Dewi et al., 2024). This finding supports (Tannady, 2023), who emphasised the importance of supportive work environments in improving individual work outcomes. More importantly, the present study extends this perspective to social selling by demonstrating that digital and community-based resources constitute important dimensions of the contemporary work environment (Ginting et al., 2024). Managerially, Oriflame should continuously improve the accessibility, reliability, and user-friendliness of its digital selling ecosystem while strengthening Brand Partner communities. Providing responsive technical assistance, updated promotional materials, peer-learning forums, and accessible product and market information can reduce operational constraints and enable Brand Partners to convert their capabilities into stronger sales and network performance.

The Effect of Motivation on Brand Partner Performance

The results support H3, demonstrating that motivation has a positive and significant effect on Brand Partner performance ($\beta = 0.342$; $t = 5.012$; $p = 0.001$). Among the three antecedents examined, motivation produced the largest direct path coefficient, highlighting its prominent role in a social-selling model characterised by high autonomy and self-regulation. Brand Partners are required to independently maintain customer relationships, conduct follow-ups, create promotional content, respond to rejection, participate in training, and continuously expand their business networks. Consequently, organisational resources and leadership support may not translate into sustained performance unless Brand Partners possess sufficient motivation to utilise them consistently.

This finding is consistent with (Subramaniam et al., 2023), who conceptualise motivation as a mechanism that determines the direction, intensity, and persistence of individual effort. It also provides empirical support for the motivation component of the Ability–Motivation–Opportunity (AMO) framework, demonstrating that motivation enables individuals to transform available abilities and opportunities into productive behaviour (Junaidi et al., 2023). In the social-selling context, sustained motivation is particularly important because performance depends heavily on self-initiated and persistent business activities (Luthfi et al., 2022). From a managerial perspective, Oriflame should develop motivational mechanisms that combine financial and non-financial incentives. Transparent reward systems, achievement recognition, attainable performance milestones, personal development programmes, and clearly defined business progression pathways should be strengthened. Regular recognition and milestone-based incentives may help Brand Partners sustain effort, overcome rejection, and maintain consistent sales and network-development activities.

The Effect of Transformational Leadership on Work Competence

The results support H4, confirming that transformational leadership has a positive and significant effect on work competence ($\beta = 0.170$; $t = 2.407$; $p = 0.016$). This finding demonstrates that transformational leadership contributes not only to performance outcomes but also to the development of Brand Partners' capabilities. Although its path coefficient is relatively modest, the significant relationship suggests that leadership remains an important developmental resource in an autonomous social-selling environment. Transformational leaders facilitate competence development through intellectual stimulation, individualised consideration, constructive feedback, role modelling, and continuous encouragement to learn. In the Oriflame context, these leadership behaviours can encourage Brand Partners to strengthen product knowledge, selling techniques, digital marketing capabilities, interpersonal communication, customer management, and network-development skills. This finding is consistent with (Khan, 2025)(Mahmood et al., 2024)(Nasir et al., 2022), who associate transformational leadership with the development of individual resources and capabilities. The present study further demonstrates that transformational leadership should not be viewed solely as a motivational mechanism; it can also create learning processes through which Brand Partners acquire and refine competencies required in increasingly digitalised social-selling activities (Khan, 2025).

From a managerial perspective, Oriflame should strengthen the developmental role of regional managers and network leaders by integrating leadership with structured mentoring and competency development. Leaders should provide regular coaching, practical feedback, product and digital-selling

demonstrations, and peer-learning opportunities. Such practices can transform leadership interactions into continuous learning experiences, enabling Brand Partners to progressively strengthen the competencies required for sustainable business performance.

The Effect of the Work Environment on Work Competence

The results support H5, confirming that the work environment has a positive and significant effect on work competence ($\beta = 0.235$; $t = 3.485$; $p = 0.001$). This finding indicates that competence development is shaped not only by formal training or individual characteristics but also by the extent to which the surrounding environment provides opportunities for continuous learning, practice, knowledge exchange, and problem solving. In a social-selling context, such opportunities are particularly important because Brand Partners operate autonomously and must continuously adapt to changing customer preferences and digital selling practices.

From the Ability–Motivation–Opportunity (AMO) perspective, the work environment represents an opportunity-enhancing mechanism that enables Brand Partners to develop and apply their abilities effectively (Anjani, 2022). Access to updated product and business information, digital selling tools, technical assistance, experienced partners, and knowledge-sharing communities creates an enabling ecosystem for experiential and collaborative learning (Aini et al., 2022). Through these resources, Brand Partners can strengthen product knowledge, customer communication, digital marketing, selling techniques, and network-management capabilities (Harefa & Siboro, 2024). The finding therefore extends the conventional conceptualisation of the work environment by demonstrating that, in social selling, competence development depends on an ecosystem comprising social, informational, technological, and learning resources rather than merely physical workplace conditions (Permata, 2024).

From a managerial perspective, Oriflame should strengthen this learning ecosystem by providing accessible digital learning resources, peer-mentoring programmes, interactive product training, technical support, and structured knowledge-sharing forums. Facilitating collaboration between experienced and less-experienced Brand Partners can further accelerate knowledge transfer and help convert environmental support into stronger and continuously updated work competence.

The Effect of Motivation on Work Competence

The results support H6, demonstrating that motivation has a positive and significant effect on work competence ($\beta = 0.402$; $t = 6.111$; $p = 0.001$). Among the antecedents of work competence examined in this study, motivation produced the largest path coefficient, highlighting its prominent role in competence development. This finding suggests that highly motivated Brand Partners are more likely to invest sustained effort in acquiring and improving the knowledge and skills required to manage their business activities effectively.

This relationship can be explained by the self-directed nature of social selling. Although training, mentoring, and digital resources may be available, Brand Partners must independently decide whether to participate in learning activities, practise new selling techniques, strengthen digital capabilities, acquire product knowledge, and develop customer and business networks (H. Lubis et al., 2024). Motivation therefore functions as an activating mechanism that converts available learning opportunities into actual competence development (Nazah et al., 2021). From the Ability–Motivation–Opportunity (AMO) perspective, this finding further suggests that ability is not entirely static but can be strengthened when individuals possess sufficient motivation to learn, practise, and continuously improve (Mulia, 2020). Thus, motivation may contribute to performance not only by stimulating effort but also by facilitating competence development (Wiyono, 2022).

From a managerial perspective, Oriflame should integrate motivational mechanisms with competency-development programmes. Recognition for training completion, skill-based achievement badges, business-development milestones, mentoring incentives, and visible progression pathways can encourage continuous learning. Linking rewards to both sales outcomes and capability development may foster sustained learning behaviour and strengthen the competencies required for long-term Brand Partner performance.

The Effect of Work Competence on Brand Partner Performance

The results support H7, demonstrating that work competence has a positive and significant effect on Brand Partner performance ($\beta = 0.171$; $t = 2.174$). This finding indicates that Brand Partners with stronger product knowledge, selling capabilities, digital skills, interpersonal abilities, and network-development competence are better positioned to achieve favourable business outcomes. In an autonomous social-selling model, competence is particularly important because Brand Partners must independently manage customer interactions, promotional activities, sales processes, and network development. Work competence enables Brand Partners to translate available resources and business intentions into effective market behaviour (Sánchez-canut et al., 2023). Product knowledge strengthens credibility and facilitates accurate customer communication, selling competence supports prospecting and closing activities, digital competence expands customer reach and engagement, while interpersonal and networking capabilities contribute to customer retention and network growth (Hussain et al., 2024). This finding is consistent with (Kurniasih, 2022), who emphasise the contribution of individual capabilities and competencies to sales-related behaviour and performance. The result also provides empirical support for the Ability component of the Ability–Motivation–Opportunity (AMO) framework, confirming that possessing relevant capabilities remains an important foundation for transforming motivation and environmental opportunities into performance (Hussain et al., 2024).

From a managerial perspective, Oriflame should implement competency-based development programmes covering product knowledge, digital marketing, customer communication, selling techniques, and network management. Periodic competency assessments, targeted training, mentoring, and skill-certification programmes can help identify capability gaps and ensure that Brand Partners continuously develop competencies aligned with evolving customer behaviour and digital social-selling requirements.

The Effect of Transformational Leadership on Brand Partner Performance through Work Competence

The mediation results support H8, confirming that work competence significantly mediates the relationship between transformational leadership and Brand Partner performance ($\beta = 0.029$; $t = 2.448$; $p = 0.001$). This finding reveals an important mechanism through which transformational leadership contributes to performance: leadership does not merely stimulate Brand Partners directly but also strengthens the competencies required to perform their business activities effectively. Although the indirect effect is relatively modest, its statistical significance demonstrates that competence development represents a meaningful pathway linking leadership practices to performance.

Transformational leaders can facilitate competence development through individualised coaching, intellectual stimulation, constructive feedback, role modelling, and encouragement to explore new approaches (Sugiarti & Khajar, 2025). These behaviours promote learning and help Brand Partners strengthen product knowledge, digital capabilities, selling techniques, interpersonal communication, and network-development skills (Nabella, 2022). Enhanced competence subsequently enables them to translate leadership support into more effective customer engagement, sales activities, and network growth (Kaymakçı et al., 2022). From the AMO perspective, the finding demonstrates how leadership-related resources can strengthen the Ability component, which subsequently contributes to performance (Muliati, 2022).

From a managerial perspective, Oriflame should integrate transformational leadership practices with competency-development initiatives rather than treating leadership and training as separate interventions. Regional managers and network leaders should combine motivational guidance with structured coaching, practical demonstrations, mentoring, and personalised feedback. Leadership-development programmes should therefore evaluate leaders not only by sales outcomes but also by their ability to develop Brand Partners' capabilities, creating a sustainable pathway from effective leadership to competence and ultimately stronger performance.

The Effect of Work Environment on Brand Partner Performance through Work Competence

The mediation results support H9, confirming that work competence significantly mediates the relationship between work environment and Brand Partner performance ($\beta = 0.040$; $t = 2.811$; $p = 0.001$). This finding demonstrates that a supportive work environment contributes to performance not only by facilitating immediate business activities but also by creating conditions that enable Brand Partners to develop the competencies required for effective social selling. Although the indirect effect is relatively modest, its significance identifies competence development as an important mechanism through which environmental resources are translated into performance.

Access to digital selling tools, updated information, technical assistance, peer communities, and knowledge-sharing opportunities enables Brand Partners to learn, practise, and refine their business capabilities (Ifa Khoiria Ningrum et al., 2024). These environmental resources can strengthen product knowledge, digital skills, customer communication, selling techniques, and network-management competence, which subsequently improve their ability to generate sales and develop business networks (Zulfikar, 2021). From the AMO perspective, this finding illustrates an important interaction between Opportunity and Ability: an enabling environment provides learning opportunities that strengthen individual abilities, which subsequently contribute to performance (Syaifuddin, Rezeki, et al., 2024).

From a managerial perspective, Oriflame should design its Brand Partner environment as both an operational and learning ecosystem. Digital platforms, peer-learning communities, technical support, mentoring, and accessible knowledge resources should be integrated with competency-development initiatives. Managers should therefore evaluate the effectiveness of environmental support not merely by its availability, but by the extent to which Brand Partners use these resources to develop capabilities that translate into stronger performance.

The Effect of Motivation on Brand Partner Performance through Work Competence

The mediation results support H10, confirming that work competence significantly mediates the relationship between motivation and Brand Partner performance ($\beta = 0.069$; $t = 2.897$; $p = 0.001$). Among the three indirect effects examined, this pathway produced the largest coefficient, highlighting the prominent role of motivation in stimulating competence development that subsequently contributes to performance. Motivated Brand Partners are more likely to participate in training, practise new selling approaches, strengthen digital capabilities, acquire product knowledge, and continuously improve customer and network-management skills. Thus, motivation contributes to performance not only as an immediate behavioural driver but also as a catalyst for continuous learning and capability development.

From the AMO perspective, this finding demonstrates the interdependence between Motivation and Ability (Athiah, 2022). Motivation encourages Brand Partners to invest effort in developing their abilities, while enhanced competence enables them to translate that effort into more effective sales and network-development activities (Hajiali, 2022). Because the direct effect of motivation on performance remains significant alongside the positive indirect effect through work competence, the results indicate complementary partial mediation (Adejimi et al., 2022).

From a managerial perspective, Oriflame should integrate motivational and competency-development strategies rather than managing them separately. Incentives, recognition, career progression, and achievement programmes should be linked to training participation, skill development, and learning milestones. By rewarding both business outcomes and capability development, Oriflame can encourage Brand Partners to sustain their motivation while continuously strengthening the competencies required for long-term performance.

Conclusions

This study concludes that transformational leadership, work environment, and motivation are significant antecedents of both work competence and Brand Partner performance. Work competence also contributes positively to performance, confirming that Brand Partners' knowledge and capabilities are important for translating available resources into effective business outcomes. Among

the antecedents examined, motivation produced the largest path coefficients for both work competence and Brand Partner performance, highlighting its prominent role in an autonomous social-selling context. Overall, all seven direct-effect hypotheses are supported.

The mediation analysis further demonstrates that work competence significantly mediates the effects of transformational leadership, work environment, and motivation on Brand Partner performance. Because the corresponding direct and indirect effects remain positive and significant, these relationships indicate complementary partial mediation. The findings therefore extend the Ability–Motivation–Opportunity (AMO) perspective by demonstrating that ability is not merely an individual resource but can be strengthened through supportive leadership, enabling environmental conditions, and sustained motivation.

Managerially, Oriflame should adopt an integrated Brand Partner development strategy that combines transformational coaching, supportive social and digital environments, motivational mechanisms, and continuous competency development. Particular attention should be given to digital-selling skills, product knowledge, customer communication, and network management.

Future studies could extend the model by incorporating digital orientation, self-efficacy, engagement, or network support. Longitudinal designs, objective performance indicators, and comparisons across social-selling organisations or geographical contexts are also recommended to strengthen causal inference and enhance the generalisability of the findings.

References

- Adejimi, A. A., Okunade, K. S., Odukoya, O. O., Roberts, A. A., Odugbemi, B. A., & Osibogun, A. (2022). Willingness and motivations towards volunteering during the COVID-19 pandemic: A cross-sectional survey among final year medical students in Lagos, Nigeria. *Dialogues in Health*, 1(April), 100038. <https://doi.org/10.1016/j.dialog.2022.100038>
- Aini, N., Nasution, A. P., & Siregar, N. A. (2022). The Effect of Work Environment , Work Ethics , Work Culture , and Work Motivation on Performance of Environmental Services in Labuhanbatu Regency. *Quantitative Economics and Management Studies (QEMS)*, 3(5), 714–720. <https://doi.org/10.35877/454RI.qems1061>
- Andi Antorio Ginting, & Kiki Farida Ferine. (2024). The effect of public services, motivation and income on employee performance through job satisfaction At the binjai city BPKPAD Office. *International Journal of Society and Law*, 2(2), 322–336. <https://doi.org/10.61306/ijsl.v2i2.150>
- Anjani, F. (2022). the Effect of Skill and Work Environment on Employee Performance At. Pt. Wahyu Rintiyani Perkasa Bangkinang. *Jurnal Riset Manajemen Indonesia*, 4(2), 165–173. <https://doi.org/10.55768/jrmi.v4i2.128>
- Asbari, M. (2024). Linking Transformational and Transactional Leadership on Teacher Satisfaction during Digital Era. *PROFESOR : Professional Education Studies and Operations Research*, 1(01), 16–24. <http://journal-profesor.org/index.php/profesor/article/view/6>
- Astika, E., Nasib, Bhastary, M. D., Amalia, F., & Hou, A. (2022). Effect Of Work Environment And Workload On Employee Satisfaction. *Jmari*, 3(1), 1–12.
- Athiah. (2022). The Influence of Work Behavior , Achievement Motivation , and Work Competence on Employee ' s Performance : a Newest Evidence. *Enrichment: Journal of Management*, 12(2), 1463–1472.
- Ausat, A. M. A., Muhammad Aqib Shafiq, Doaa Wafik, & Norma Angélica Santiesteban López. (2024). The Role of Transformational Leadership in Improving Employee Psychological Wellbeing: A Review. *Apollo: Journal of Tourism and Business*, 2(1), 148–157. <https://doi.org/10.58905/apollo.v2i1.239>
- Bhastary, M. D., Hou, A., & Goh, T. S. (2024). The Role of Employee Green Behaviors in Green Teacher Performance in the Madrasah Environment in Medan City with an Organizational Ambidexterity and Green Self-Efficacy Approach. *Society*, 12(2), 696–713. <https://doi.org/10.33019/society.v12i2.729>
- Bhastary, M. D., Sihombing, N. S., & Fadli, A. (2026). Human Resource Practices and Employee Turnover Intention in the Banking Industry: The Mediating Role of Workload and Organizational Commitment at PT Maybank Indonesia Medan. *Applied Multidisciplinary Science*,

- 1(4), 62–74. <https://doi.org/10.64276/ams.v1i4.104>
- Chaniago, S. (2023). The Effect of Work Discipline and Rewarding on Employee Performance at PT. Pesona Inti Rasa. *Journal of Management and Social Sciences (JMSC)*, 1(4), 1–13. <https://doi.org/10.59031/jmsc.v1i4.203>
- Chen, X., Chen, Y., Zhang, X., & He, Q. (2025). Green transformational leadership and green innovation in megaprojects: is green knowledge sharing a missing link? *Engineering, Construction and Architectural Management*, 1(1), 1–19. <https://doi.org/10.1108/ECAM-02-2023-0117>
- Dewi, M., Harahap, I., & Ridwan, M. (2024). The Influence of Work Environment , Work Discipline and Occupational Health Safety on The Performance of Employees PT PLN (Persero) Pangkalan Brandan Customer Service Unit. *Iscis2024: International Seminar And Conference On Islamic Studies Edition. 3, Oktober*, 99–106.
- Djatinika, S., & Kaltum, U. (2024). Transformational Leadership and Knowledge Transfer Enhance MSME Employees ' Performance. *Asian Journal of Management Entrepreneurship and Social Science*, 04(02), 1337–1351.
- Fadli, A. (2024). The Influence of Safety Leadership and Work Engagement on Job Satisfaction (Case Study at University of Mahkota Tricom Unggul). *Journal of Business Integration and Competitive*, 1(1), 21–30.
- Fahy, A., McCartney, S., Fu, N., & Roche, J. (2024). Investigating the indirect impact of transformational leadership on performance and work alienation: evidence from school principals navigating COVID-19. *Leadership and Organization Development Journal*, 45(5), 877–898. <https://doi.org/10.1108/LODJ-04-2022-0199>
- Faris, S., Rezeki, F., & Lubis, A. (2024). Enhancing Public Sector Performance : Work Engagement as a Mediator between Organizational Justice , Support , and Employee Outcomes in Bireuen Regency , Indonesia. *Journal of Logistics, Informatics and Service Science*, 11(12), 1–17. <https://doi.org/10.33168/JLISS.2024.1201>
- Ferna, A., Fernando, L. A., Reonal, A., & Hasanah, H. U. (2026). Corporate University as a Strategy for Talent Management Development to Enhance Employee Performance. *Applied Multidisciplinary Science*, 1(4), 87–94. <https://doi.org/10.64276/ams.v1i4.108>
- Gandung, M. (2024). the Influence of Discipline and Work Motivation on Employee Performance. *International Journal Multidisciplinary Science*, 3(1), 51–58. <https://doi.org/10.56127/ijml.v3i1.1220>
- Ginting, J. G., Sopiah, S., & Suharsono, N. (2024). The role of affective commitment: Do servant leadership and non-physical work environment promote employee performance? *Jurnal Fokus Manajemen Bisnis*, 14(1), 108–123. <https://doi.org/10.12928/fokus.v14i1.10007>
- Hajiali, I. (2022). Determination of Work Motivation , Leadership Style , Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69.
- Harefa, M. H., & Siboro, L. B. (2024). the Impact of the Work Environment on the Productivity of the Pastry Department Employees At the Apurva Kempinski Bali. *Journal of Management : Small and Medium Enterprises (SMEs)*, 17(1), 11–20. <https://doi.org/10.35508/jom.v17i1.12681>
- Hariato, A. (2024). The Influence of Workload on Lecturer Performance through Job Satisfaction at the IT & B Medan Campus. *Journal of Business Integration and Competitive (JoBIC)*, 1(1), 1–9.
- Hasibuan, D. M., Purba, M. R., & Nasib. (2026). The Influence Of Leadership Style, Motivation, And Work Environment On Employee Performance At Pt Jasindo Testing Services. *Economics and Digital Business Review*, 7(2), 145–157.
- Hasrul Azwar Hasibuan, Syaifuddin, Rusiadi, & Nasib. (2022). Changes in the Performance of Millennial Employees during the Covid 19 Period at Four Star Hotels in Medan City. *International Journal of Research and Review*, 19(April), 320–324.
- Herfianti, M., Alfansi, L., Widodo, S., & Pareke, F. J. S. (2025). Exploring the Moderating Role of Organizational Justice in the Relationship Between Work Stress and Burnout Among Nurses : A JD-R Framework Approach Job Demands Resources (JD-R). *Journal of Business Integration and Competitive*, 2(1), 63–73. <https://doi.org/10.64276/jobic.v2i1.3>
- Honkley, T., Banuari, N., & Tandeas, W. (2025). Peer Trust as a Mediator Between Learning Organization Culture and Innovative Behavior Among Faculty. *Journal of Business Integration and Competitive*, 1(2), 141–154. <https://doi.org/Journal of Business Integration and Competitive>

- Hou, A., Sihombing, E. H., Pebri, P., Amelia, R., & Fadli, A. (2022). The Effect Of Work Ethic And Job Responsibility On Achievement Motivation With The Moderating Variable Of The Work Environment At Pt Yanmar Jaya Electric. *Ekonomi*, 11(03), 550–555.
- Hussain, Z., Chenmei, C., & Saeed, M. (2024). Personality and teachers ' burnout stress : exploring the digital competence as personal job resource in allied health institutions. *Frontier in Psychology*, 1(May), 1–14. <https://doi.org/10.3389/fpsyg.2024.1334371>
- Ifa Khoiria Ningrum, Nur Mahmudah, & Mohd Shahid Azim bin Mohd Saufi. (2024). The Influence of Leadership and Work Environment on Lecturer Performance Through Job Satisfaction. *Amwaluna: Jurnal Ekonomi Dan Keuangan Syariah*, 8(2), 373–382. <https://doi.org/10.29313/amwaluna.v8i2.3557>
- Jewapatarakul, D., & Ueasangkomsate, P. (2024). Digital Organizational Culture, Organizational Readiness, and Knowledge Acquisition Affecting Digital Transformation in SMEs from Food Manufacturing Sector. *SAGE Open*, 14(4), 1–15. <https://doi.org/10.1177/21582440241297405>
- Junaidi, J., Anwar, S. M., & Sahrir, S. (2023). The role of religion and social capital on entrepreneurship self-efficacy and motivation among students in Indonesia. *Cogent Business and Management*, 10(3), 1–21. <https://doi.org/10.1080/23311975.2023.2265091>
- Kaymakci, R., Görener, A., & Toker, K. (2022). The perceived overqualification's effect on innovative work behaviour: Do transformational leadership and turnover intention matter? *Current Research in Behavioral Sciences*, 3(November 2021), 1–8. <https://doi.org/10.1016/j.crbeha.2022.100068>
- Kerli, J., Arya, M. N., Faris, S., & Nasib. (2026). The Influence of Job Satisfaction , Work Motivation , and Work Environment on Employee Morale at the Medan City Market Regional Public Company. *Jurnal Manajemen, Akuntansi Dan Rumpun Ilmu Ekonomi (MAR-Ekonomi)*, 4(03), 327–338.
- Khan, F. (2025). Transformational leadership and teacher work performance: Mediating effect of job autonomy and trust in school principal – insights from senior secondary school data in India. *Educational Management Administration & Leadership*, 53(2), 1–26. <https://doi.org/10.1177/17411432231172359>
- Kurniasih, D. (2022). The Influence of Digital Electronic Performance , Competence and Motivation on Government Organization Employees Performance During the Digital Era. *Journal of Industrial Engineering & Management Research*, 3(5), 86–99.
- Lubis, H., Nainggolan, Y. J. M. B., Seagar, E. R. H., Randolph, Y. M., & Novita, H. (2024). Analysis of Organizational Culture, Motivation, Work Environment on Employee Performance at the Medan City DPRD Secretariat. *International Journal of Economics Social and Technology*, 3(2), 1–19.
- Lubis, Y., Hernosa, S. P., Sofiyan, S., Rezeki, F., Lubis, A., & Syaifuddin, S. (2024). The role of voluntary green behavior and green performance in promoting sustainability in the hospitality industry. *International Journal of Advanced and Applied Sciences*, 11(10), 218–231. <https://doi.org/10.21833/ijaas.2024.10.024>
- Lubis, Y., Suryani, W., Hernosa, S. P., Rezeki, F., & Lubis, A. (2025). Exploring the Influence of Employee Green Creativity on Green Performance Through Voluntary Green Behavior. *Society*, 13(1), 728–746. <https://doi.org/10.33019/society.v13i1.771>
- Lui, N., & Nasution, S. A. (2026). Balancing Resources and Demands: Work-Life Balance , Emotional Quotient , Time Pressure , Burnout , and Auditor Performance. *Journal of Business Integration and Competitive*, 3(1), 1–16. <https://doi.org/10.64276/jobic.v3i1.110>
- Luthfi, A., Norawati, S., Zulher, Z., & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance and organizational commitment as variables intervening. *IJEED (International Journal of Entrepreneurship and Business Development)*, 5(1), 92–104.
- Mahmood, S., Zaman, S., & Chaman, S. (2024). The Role of Transformational Leadership and Intellectual Capital to Improve Service Quality in Tourism Sector. *Pakistan Social Sciences Review*, 8(4), 1–19. [https://doi.org/10.35484/pssr.2024\(8-IV\)57](https://doi.org/10.35484/pssr.2024(8-IV)57)
- Muis, M. R., Chaniago, S., Irfan, M., & Qohirie, A. (2026). Pengaruh Green Human Resource Management dan Employee Green Behavior terhadap Keberlanjutan Industri Perbankan di Kota Medan. *Journal of Management and Creative Business*, 4(April).

- Mulia, S. H. R. K. M. D. B. E. E. S. M. I. (2020). Efforts to Improve Work Performance Through Work Placement , Motivation And Non-Physical Work Environment (Case Study at Budisatrya Foundation). *International Journal Of Science, Technology & Management*, 1(4), 351–354.
- Muliati, L. (2022). Elementary School Teachers Performance: How The Role of Transformational Leadership, Competency, and Self-Efficacy? *International Journal of Social and Management Studies*, 03(01), 158–166. <https://www.ijosmas.org/index.php/ijosmas/article/view/97/79>
- Nabella, S. D. (2022). The Influence of Leadership and Organizational Culture Mediated by Organizational Climate on Governance at Senior High School in Batam City. *Journal of Educational and Social Research*, 12(5), 119–130. <https://doi.org/10.36941/jesr-2022-0127>
- Napitupulu, N. K., Ginting, E. S. B., Gea, R. R., Novita, H., & Nasib. (2026). The Effect Of Job Training , Motivation , And Discipline On Employee Job Satisfaction At The Medan City Manpower. *Economics and Digital Business Review*, 7(2), 120–135.
- Nasib, Pranata, S. P., Tampubolon, A., Novirsari, E., Amelia, R., Pasaribu, D. S. O., Theodora, E. M., Hou, A., Ginting, N. M. B., Rivai, A., Anggusti, M., Pasaribu, D. D., & Banuari, N. (2023). *Bisnis Dasar Dan Etika Dalam Berbisnis*. MTU Press.
- Nasir, J., Ibrahim, R. M., Sarwar, M. A., Sarwar, B., Al-Rahmi, W. M., Alturise, F., Samed Al-Adwan, A., & Uddin, M. (2022). The Effects of Transformational Leadership, Organizational Innovation, Work Stressors, and Creativity on Employee Performance in SMEs. *Frontiers in Psychology*, 13(April). <https://doi.org/10.3389/fpsyg.2022.772104>
- Nasution, M. I., Syahlina, M., Hou, A., Tambunan, D., & Chaniago, S. (2023). The Influence Of Communication And Organizational Culture On Job Satisfaction At PT. Mitra Agung. *International Journal of Accounting, Management, Economics and Social Sciences*, 1(3), 186–197.
- Nasution, M. N., Bhastary, M. D., Susanto, A., Nasib, & Wijaya, E. (2026). Job Satisfaction in the Age of Digital Transformation : The Influence of Inclusive Leadership , Organizational Justice , and Digital Fatigue. *Applied Multidisciplinary Science*, 1(4), 1–10. <https://doi.org/10.64276/ams.v1i4.97>
- Nasution, R. A., Naeuz, M., Nasution, I., & Siregar, M. (2026). Enhancing Generation Z Employee Performance through Work – Life Balance , Workload Management , and Competence : Evidence from an Indonesian Tax Consulting and Law Firm. *Journal of Business Integration and Competitive*, 3(1), 44–60. <https://doi.org/10.64276/jobic.v3i1.112>
- Nazah, K., Chaniago, S., Ginting, B. B., Martin, & Hou, A. (2021). Optimizing Job Satisfaction in Mediating Motivation on Lecturer Performance. *International Journal of Business Economics (IJBE)*, 3(1), 20–28. <https://doi.org/10.30596/ijbe.v3i1.7896>
- Orero-Blat, M., Leal Rodríguez, A. L., & Palacios-Marqués, D. (2025). The strategic advantage of innovative organizational culture: An exploratory analysis in digital transformation and big data analytics capabilities. *Journal of Management and Organization*, 31(2), 443–462. <https://doi.org/10.1017/jmo.2024.74>
- Permata, C. D. (2024). The Influence of Communication, Work Environment, and Motivation on Employee Morale (Case Study: PT. Pegadaian Regional Office I Medan). *Jurnal Administrasi: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran.*, 14(1).
- Podder, B., & Ghosh, J. (2025). Digital transformation: how it impacts bank performance for emerging economies. *International Journal of Emerging Markets*, 1(21). <https://doi.org/10.1108/IJOEM-05-2025-1108>
- Prayag, G., Jiang, Y., & Chowdhury, M. (2024). Building Dynamic Capabilities and Organizational Resilience in Tourism Firms During COVID-19 : A Staged Approach. *Journal of Travel Research*, 63(3), 713–740. <https://doi.org/10.1177/00472875231164976>
- Sánchez-canut, S., Usart-rodíguez, M., Grimalt-álvaro, C., Martínez-requejo, S., & Lores-gómez, B. (2023). Professional Digital Competence: Definition, Frameworks, Measurement, and Gender Differences: A Systematic Literature Review. *Human Behavior and Emerging Technologies*, 29(1), 1–33. <https://doi.org/10.1155/2023/8897227>
- Santanu, G., & Utami, N. M. S. (2024). Work environment transformation and its contribution to employee satisfaction and workplace outcomes. *International Journal of Management Research and Economics*.
- Savira, F. A., Zain, E., & Zhaifiraah, N. R. (2024). The influence of compensation and work

- environment on employee performance with intervening of work motivation. *Human Capital and Organizations*, 1(2), 76–87. <https://doi.org/10.58777/hco.v1i2.217>
- Simanjuntak, R. A., Tiopan, F., Haitmen, N., & Friska, L. (2026). The Influence of Commitment , Loyalty , and Work Environment on Employee Performance at the Election Supervisory Body of North Sumatra Province. *Jurnal Manajemen, Akuntansi Dan Rumpun Ilmu Ekonomi (MAR-Ekonomi)*, 4(03), 289–300.
- Sipayung, T., Sihombing, R., Hou, A., Fadli, A., & Martin. (2023). Influence of Work Ethic on Employee Performance PT. Carsurindo Superintendent. *Jurnal Manajemen*, 14(4), 23–28. <https://ejournal.joninstitute.org/index.php/ProBisnis/article/view/237%0Ahttps://ejournal.joninstitute.org/index.php/ProBisnis/article/download/237/195>
- Sofiyan, S., Syaifuddin, S., Lubis, F. R. A., Nasib, N., Indonesia, U. P., & Sofiyan, S. (2026). Employee poaching and turnover intention investigation model at five famous universities in Medan City. *SA Journal of Human Resource Management*, 24(1), 1–10. <https://doi.org/10.4102/sajhrm.v24i0.3279>
- Sri Andini, Ratih Amelia, Loly, Wily Julitawaty, & Muhammad Fathoni. (2025). Digital Support and Human Touch: A Strategic Combination to Enhance Students' Learning Motivation. *Journal of Business Integration Competitive*, 1(2), 99–107. <https://doi.org/10.64276/jobic.v1i2.20>
- Subramaniam, C., Johari, J., Mashi, M. S., & Mohamad, R. (2023). The influence of safety leadership on nurses' safety behavior: The mediating role of safety knowledge and motivation. *Journal of Safety Research*, 84(February), 117–128. <https://doi.org/10.1016/j.jsr.2022.10.013>
- Sugianti, W., & Khajar, I. (2025). The Role of Transformational Leadership And Work Culture In Improving Performance Through Human Resource Competencies As. *Sultan Aung Management Journal*, 2(3), 901–915.
- Suliman, M. A., Abdou, A. H., Ibrahim, M. F., Al-Khaldy, D. A. W., Anas, A. M., Alrefae, W. M. M., & Salama, W. (2023). Impact of Green Transformational Leadership on Employees' Environmental Performance in the Hotel Industry Context: Does Green Work Engagement Matter? *Sustainability (Switzerland)*, 15(3), 1–18. <https://doi.org/10.3390/su15032690>
- Susanto. (2025). Unveiling the Path : Organizational Trust , Social Relationships , and Their Impact on Organizational Citizenship Behavior at CV Hanselia. *Journal of Business Integration and Competitive*, 2(1), 20–30. <https://doi.org/10.64276/jobic.v2i1.27>
- Susanto, A., Wijaya, E., Nasib, N., Fadila, Z., & Amelia, R. (2025). Digital burnout, work alienation, and turnover intention: Unveiling the mediating role of toxic leadership among Generation Y lecturers in leading universities in Medan. *International Journal of Advanced and Applied Sciences*, 12(11), 106–120. <https://doi.org/10.21833/ijaas.2025.11.011>
- Syaifuddin, Ananda, F. R., Lubis, Y., & Nasib. (2022). Can Life Satisfaction Become an Important Role in Increasing Employee Performance ? A Case Study. *Journal of System and Management Sciences*, 12(6), 379–397. <https://doi.org/10.33168/JSMS.2022.0623>
- Syaifuddin, Efendi, B., Novirsari, E., Lubis, Y., & Nasib. (2023). Organizational Justice and Corporate Social Responsibility on Employee Performance : The Mediating Role of Job Satisfaction. *Journal of Logistics, Informatics and Service Science*, 10(3), 151–165. <https://doi.org/10.33168/JLISS.2023.0312>
- Syaifuddin, F., Rezeki, F., & Lubis, A. (2024). Drivers of Turnover Intentions and Vulnerability to Employee Poaching: A Study of Permanent Lecturers in Indonesian Private Universities. *Journal of Logistics, Informatics and Service Science*, 11(12), 90–115. <https://doi.org/10.33168/JLISS.2024.1205>
- Syaifuddin, Lie, D., Lubis, F. R. A., Novirsari, E., & Nasib. (2024). The role of job satisfaction in mediating the relationship between family conflict, volunteer management, and employee performance at PT. Perkebunan Nusantara 3. *International Journal of Advanced and Applied Sciences*, 11(12), 180–191. <https://doi.org/10.21833/ijaas.2024.12.020>
- Tambun, D. C., Raaj, P., Tarigan, D. I. L. B., Purba, M. R., & Nasib. (2026). The Effect of Work Motivation , Work Discipline and Work Environment on the Performance of ASN Employees at the North Sumatra Provincial Education Office. *Jurnal Manajemen, Akuntansi Dan Rumpun Ilmu Ekonomi (MAR-Ekonomi)*, 4(02), 179–191.
- Tannady, H. (2023). The Influence of Organization Culture, Work Environment and Leadership On

- Performance of Fulltime Lecturer (Case Study of Private Higher Education Institution which Supported by Corporate). *Journal on Education*, 5(4), 13020–13025. <https://doi.org/10.31004/joe.v5i4.2300>
- Thamrin, Endang Maryanti, Loly, Nasib, & Hassim, A. A. (2026). Human Resource Practices, Organizational Culture, And Digital Leadership: Drivers Of Employee Performance In A State-Owned Plantation Company. *International Journal of Accounting, Management, Economics and Social Sciences*, 4(4), 2181–2204. <https://doi.org/10.61990/ijamesc.v4i4.887>
- Vientiany, D., Oktavia, A. F., Aulia, N., & Indriani, S. (2025). Implementasi Penganggaran Berbasis Kinerja dalam Sektor Publik. *Applied Multidisciplinary Science*, 1(2), 22–30. <https://doi.org/10.64276/ams.v1i2.51>
- Wijaya, B. S., Bhastary, M. D., & Susanto, A. (2026). Unlocking Employee Performance Through Talent and Knowledge Management : The Mediating Role of Employee Engagement. *Applied Multidisciplinary Science*, 1(4), 35–44. <https://doi.org/10.64276/ams.v1i4.101>
- Wijaya, E., & Chaniago, S. (2025). Enhancing Job Satisfaction in Higher Education : The Role of Cultural Openness , Servant Leadership , and Burnout. *Society*, 13(1), 169–191. <https://doi.org/10.33019/society.v13i1.793>
- Wiyono, B. B. (2022). Implementation of Group and Individual Supervision Techniques, and Its Effect on the Work Motivation and Performance of Teachers at School Organization. *Frontiers in Psychology*, 13(July), 1–10. <https://doi.org/10.3389/fpsyg.2022.943838>
- Wulandari, T., Arianto, T., Bahrin, K., Nengsih, M. K., & Herfianti, M. (2026). Job Embeddedness , Emotional Intelligence , And Employee Engagement On Organizational Citizenship Behavior. *Applied Multidisciplinary Science*, 1(4), 11–19. <https://doi.org/10.64276/ams.v1i4.98>
- Younas, S., & Hayat, K. (2025). The Critical Review of Social Sciences Studies Impact of Transformational and Servant Leadership on Organizational Performance and Organizational Innovation with Mediating Role of Organizational Learning. *The Critical Review of Social Sciences Studies*, 3(2), 892–904.
- Zulfikar, I. (2021). The Influence of Work Environment, Motivation and Competence to Work Performance and the Impact on Lecturer Performance in Higher Education. *Psychology and Education Journal*, 58(1), 221–235. <https://doi.org/10.17762/pae.v58i1.763>