



The Influence of Transformational Leadership, Self Efficacy and Career Development on Employee Performance with Achievement Motivation as an Intervening Variable in Female Officials In the Riau Islands Provincial Government

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Abstract. This study aims to analyze how the influence of transformational leadership, self-efficacy and career development on employee performance with achievement motivation as an intervening variable in female officials in the Riau Islands Provincial Government. The analysis used in this research is parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square). Data analysis with parametric and non-parametric statistics regarding research variables, calibration tests / pilot tests, validity and reliability, Outer model and inner model analysis, as well as discussion of the results of hypothesis testing or Path Analysis. This study uses path analysis to examine relationship patterns that reveal the effect of a variable or set of variables on other variables, both direct and indirect effects. The calculation of the path coefficient in this study was assisted by SmartPLS. The test results in this study found that Transformational Leadership and Career Development had no significant effect on the Performance of Women Officials in the Riau Islands Provincial Government, while Self Efficacy had a significant effect on the Performance of Women Officials in the Riau Islands Provincial Government, Career Development and Transformational Leadership had a significant effect on the Performance of Women Officials in the Riau Islands Provincial Government Transformational Leadership, Self Efficacy and Career Development have a significant effect on Performance with Achievement Motivation as an Intervening Variable on Women Officials in the Riau Islands Provincial Government.

Keywords: Transformational Leadership, Self-Efficacy, Career Development, Achievement Motivation, Employee Performance

1. INTRODUCTION

The Local Government as a public sector organization through Law No. 32/2004 on Local Government views efforts to improve apparatus resources as human capital that is very strategic and has high value. Article 133 of Law No. 32/2004 explains that the career development of Regional Civil Servants considers integrity and morality, education and training, rank, position transfer, inter-regional transfer, and competence. The role of women in the domestic and public sectors is considered equal, but it seems that this has not been realized even though it has received juridical recognition, and women's rights in political life and government have in fact been guaranteed. Women have the right to work in various fields as long as the work they do is polite, maintains their religion, does not violate regulations and avoids negative impressions of themselves, is based on the law and its surroundings. In the Riau Islands Provincial Government, the role of women in the implementation of government activities in Riau Islands Province is not optimal, this is evidenced by the Gender Empowerment Index (IDG) This indicator shows whether women can play an active role in economic and political life.

Performance is influenced by various factors, including transformational leadership style (Efendi, 2020; Zarvedi et al., 2017; Rafiie et al., 2018). Where in an organization every leader basically has different behaviors in leading his followers in an organization. The behavior of the leaders is called the leadership style. Leadership style is an important aspect to achieve and improve the success of one's leadership in an organization. Leadership styles are influenced by gender roles, where gender roles can be divided into masculine (male) and feminine (female) types. Of course, there are differences in the characteristics of the two types. Men are described as strong, confident, brave, free, rational, independent, analytical, and slow in responding to things related to emotions (Tsany & Setiawan, 2022). Based on the results of interviews with researchers related to the problem of transformational leadership style in female officials in the Riau Islands Provincial government, based on the results of these interviews, it was found that the low quality of tasks given by female officials so that the tasks given by the leadership were not conveyed as they should, besides that there were female officials who did not understand the directions given by the leadership, this was due to the lack of leaders and female officials holding meetings both formally and informally which later this could indirectly stimulate / encourage leaders / subordinates regarding the wishes of each party. In addition, there is still a lack of opportunity from the leadership to hold regular meetings as a means of evaluating the work of each female official, these various problems certainly affect the performance of female officials in the Riau Islands Provincial government.

The performance problems of female officials in the Riau Islands Provincial government are also influenced by self-efficacy, where Self Efficacy plays an important role in optimizing employee performance in an organization. Based on field monitoring, the author found that female officials in the Riau Islands Provincial government have low Self Efficacy. Where respondents met in the field revealed that they could not change something around them, because basically they thought that they did not have the ability to do everything. Then, in facing problems or difficult circumstances, female officials in the Riau Islands Provincial government tend to give up when in difficult circumstances. The performance of female officials in the Riau Islands Provincial Government is also influenced by career development, career development has become a need that employees must receive in addition to salaries or bonuses. Employees not only want the usual jobs and benefits, but they also want careers that can open up interests, personalities, abilities that are in harmony with all employee life situations. Potential or capable employees, both individual abilities and the ability to work in teams, will be able to work well in achieving organizational goals, so this must be a concern for the organization.

However, based on the real conditions in the field, there is still less than optimal coaching, besides that in career development there is still a politicization system in the appointment of structural positions, so the promotion process is less based on the real competence of the candidates to be appointed so that there are still officials who are less competent in their fields. As a result of the unclear and less objective career development system, it has caused negative excesses for the performance of female officials at the executive level. The performance of female officials in the Riau Islands Provincial Government is also influenced by achievement motivation, where achievement motivation is a very strong drive to try and work hard to achieve success and excellence and try to avoid failure (Sujarwo, 2011). Furthermore (Sujarwo, 2011) explains that achievement motivation is a social motive to do something valuable or important well and perfectly to meet standards of excellence. well and perfectly to meet the standards of excellence of what one does. What a person does is basically to get recognition from others for the achievements he has made. The identification of problems in this study can be described as follows:

- a. Less than optimal role of leaders in providing direction related to tasks and development so that it affects the performance of female officials in the Riau Islands Provincial government.
- b. Low self-efficacy in female officials in the Riau Islands Provincial government so that they tend to give up when facing a difficult problem.
- c. Not optimal performance of Officials (Women) in carrying out their main tasks
- d. There is still less than optimal guidance, in career development so that it has a negative impact on the performance of female officials at the executive level.
- e. Still low achievement motivation of female officials in the Riau Islands Provincial government so that the performance at the organizational level is not optimal.

2. LITERATURE REVIEW

Employee Performance (Y)

Performance is a person's success in carrying out tasks, the results of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks (Sutrisno, 2016). Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2016). Performance is the result of work achieved by a person based on job requirements (Bangun, 2014).

Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the work results must be shown in concrete and measurable evidence (compared to predetermined standards) (Sedarmayanti, 2017). Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019). Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics (Dessler, 2015).

Achievement Motivation (Z)

Achievement motivation is an individual's effort and belief to realize learning goals with certain standards of success and be able to overcome all obstacles that hinder the achievement of goals (Atmoko & Hidayah, 2014). Achievement motivation can also be said to be a motivation that aims to pursue achievement, namely to develop or demonstrate high abilities (Purwanto, 2014). Achievement motivation is the drive-in individuals to do something as well as possible to achieve success. So achievement motivation is a drive from within the individual to carry out activities in order to strive for or obtain the best possible results based on standards of perfection with all the potential and support that individuals have (Mangkunegara, 2019). Sujarwo (2015) explains that achievement motivation is an internal drive that encourages a person to achieve goals, demonstrate competence, and reach high levels of performance. It is the desire to excel, reach standards of excellence, and complete challenging tasks. By understanding and implementing the principles of achievement motivation, organizations can improve productivity, job satisfaction, and overall performance.

Transformational Leadership (X₁)

Leadership is a conceptual framework used to understand, analyze, and explain leader behavior and its effects on followers and organizations. Various leadership theories have been developed over time to explain different aspects of leadership, including leadership styles, characteristics of effective leaders, and the impact of leadership on organizational performance (Robbins, 2016). While leaders may be appointed or appointed, leadership is actually an attribute that individuals can develop and possess through experience, learning, and personal development. So a leader does not necessarily have leadership skills, but someone with high leadership skills will be recognized as a leader among his or her group (Ronsiyenti & Wahyuni, 2019). Leadership also plays a role in developing the potential of team members. Leaders must provide training, support, and opportunities for team members to grow and develop

(Kurniawati, 2019). The main goal of leadership is to achieve the vision and goals of the organization. However, leadership also has other aspects, such as developing teams, increasing motivation, and creating a productive work environment. Achievement motivation is motivation that has a goal direction to pursue achievement and develop or show the high abilities of each individual to get maximum value and results and have commendable value.

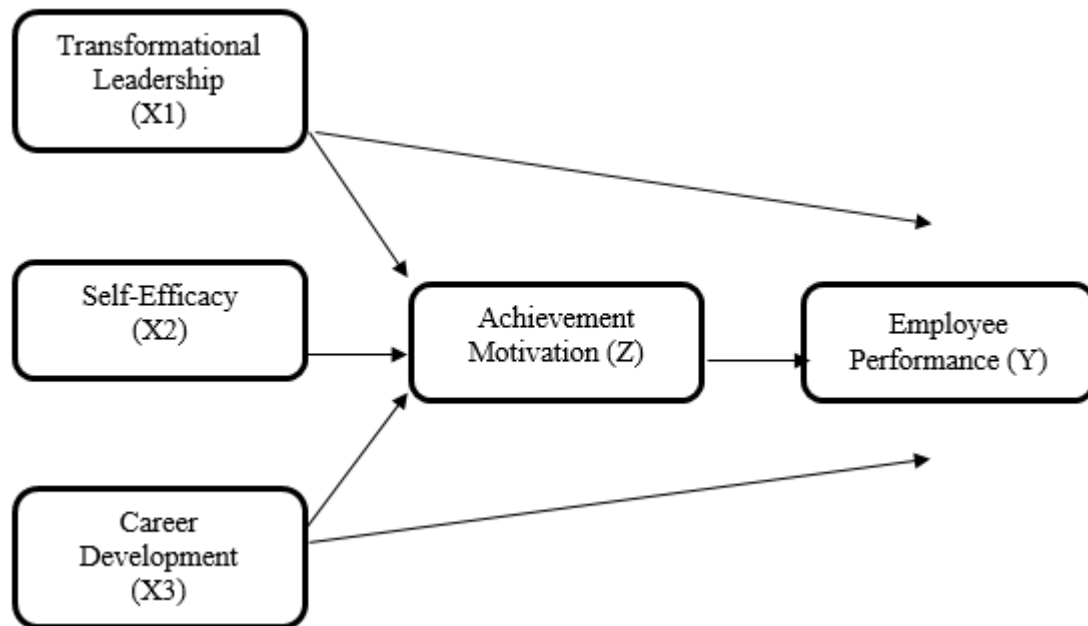
Self-Efficacy (X₂)

Self-efficacy is an individual's belief in their ability to carry out and manage the tasks given to achieve a goal (Priyantono, 2017). Self-efficacy refers to a person's beliefs about his or her ability to motivate the cognitive resources and actions necessary to succeed in carrying out a particular task (Luthans, 2017). Self-efficacy theory, also known as social cognitive theory or social learning theory, refers to an individual's belief in performing a task (Robbins, 2016). Someone with high self-efficacy will feel capable and confident in doing something well in a particular situation. Self-efficacy concerns an individual's belief in their ability to influence control over their environment. Self-efficacy is a person's evaluation of their ability or competence to perform a task, achieve goals, and overcome obstacles. Someone who has high self-efficacy will believe that they are able to do everything according to their surroundings (Baron & Byne, 2021). Self-efficacy is more directed at an individual's assessment of their abilities. The importance of self-efficacy will affect the effort required and ultimately be seen from the performance of employees (Noviawati, 2016).

Career Development (X₃)

According to Priansa (2017), explains that career development is a formal approach used by organizations to ensure that employees with the right qualifications and experience are available when needed. Career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum (Mangkunegara, 2019). Career development is an ongoing process in which individuals manage their professional progress and growth through various stages and changes throughout their lives. It includes career planning, decision-making, skill enhancement, and adjusting to changes in the job market and organizational environment (Sutihat et al., 2019). Career development in another definition is defined as the acquisition of knowledge, skills, and behaviors that enhance an employee's ability to meet changing job requirements and client and customer demands (Faahmi, 2016). Career development is the movement that increases the responsibilities of employees to higher positions in an organization so that the obligations, rights and status become greater. in an organization so that the obligations, rights and status become greater (Hasibuan, 2016).

Conceptual framework



Source: Researcher (2024)

Figure 1. Conceptual Framework

3. RESEARCH METHOD

Type of research

The research method used in this study is a descriptive research strategy with a quantitative approach. Quantitative research is a research approach based on the philosophy of positivism, which aims to investigate a particular population or sample which ultimately leads to the formulation of conclusions.

Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2017), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2017), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly

published or unpublished in general.

Population and Sample

The population of this study were 151 officials (women) in the Riau Islands Provincial Government. Determination of the sample using a saturated sample technique, namely using the entire population as a sample. Namely all Officials (Women) in the Riau Islands Provincial Government as many as 151 people

4. RESULTS AND DISCUSSION

Loading Factor

Table 1. Loading Factor

Variable	Item	Provision	Loading Factor	Description
Transformational Leadership (X ₁)	X1.1	0.70	0.751	Valid
	X1.2	0.70	0.700	Valid
	X1.3	0.70	0.743	Valid
	X1.4	0.70	0.648	Valid
	X1.5	0.70	0.717	Valid
	X1.6	0.70	0.790	Valid
	X1.7	0.70	0.822	Valid
	X1.8	0.70	0.749	Valid
	X1.9	0.70	0.795	Valid
	X1.10	0.70	0.787	Valid
	X1.11	0.70	0.705	Valid
	X1.12	0.70	0.795	Valid
	X1.13	0.70	0.797	Valid
	X1.14	0.70	0.786	Valid
	X1.15	0.70	0.816	Valid
	X1.16	0.70	0.820	Valid
Self-Efficacy (X ₂)	X2.1	0.70	0.784	Valid
	X2.2	0.70	0.718	Valid
	X2.3	0.70	0.717	Valid
	X2.4	0.70	0.749	Valid
	X2.5	0.70	0.742	Valid
	X2.6	0.70	0.725	Valid
	X2.7	0.70	0.778	Valid
	X2.8	0.70	0.747	Valid
	X2.9	0.70	0.713	Valid
	X2.10	0.70	0.763	Valid
	X2.11	0.70	0.759	Valid
	X2.12	0.70	0.733	Valid
Career Development (X ₃)	X3.1	0.70	0.719	Valid
	X3.2	0.70	0.715	Valid
	X3.3	0.70	0.725	Valid
	X3.4	0.70	0.787	Valid
	X3.5	0.70	0.785	Valid
	X3.6	0.70	0.733	Valid
	X3.7	0.70	0.811	Valid
	X3.8	0.70	0.754	Valid
	X3.9	0.70	0.718	Valid
	X3.10	0.70	0.760	Valid
Achievement Motivation (Z)	Z.1	0.70	0.795	Valid
	Z.3	0.70	0.707	Valid
	Z.4	0.70	0.710	Valid

	Z.5	0.70	0.795	Valid
	Z.6	0.70	0.711	Valid
	Z.7	0.70	0.720	Valid
	Z.8	0.70	0.789	Valid
Employee Performance (Y)	Y.1	0.70	0,778	Valid
	Y.2	0.70	0.725	Valid
	Y.3	0.70	0.705	Valid
	Y.4	0.70	0.800	Valid
	Y.5	0.70	0.742	Valid
	Y.6	0.70	0.796	Valid
	Y.7	0.70	0.716	Valid
	Y.8	0.70	0.809	Valid
	Y.9	0.70	0.808	Valid
	Y.10	0.70	0.808	Valid
	Y.11	0.70	0.832	Valid
	Y.12	0.70	0.835	Valid
	Y.13	0.70	0.722	Valid

Source: Processed by researchers (2024)

The data shows that the indicators are declared feasible or valid for research use and can be used for further analysis.

Composite Reliability

Table 2. Composite Reliability

	Composite Reliability
Employee Performance	0.923
Transformational Leadership	0.940
Achievement Motivation	0.885
Self-Efficacy	0.931
Career Development	0.906

Source: Processed by researchers (2024)

Based on the table above, it shows that the good enough category of each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value > 0.7 .

Average Variance Extracted

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Employee Performance	0.593
Transformational Leadership	0.503
Achievement Motivation	0.593
Self-Efficacy	0.531
Career Development	0.595

Source: Processed by researchers (2024)

Based on the table above, it shows that the AVE value of each construct in the final model has reached a value > 0.5 . Thus, the proposed structural equation model has met the convergent validity criteria.

Cronbach's Alpha

Table 4. Cronbach's Alpha

	Cronbach's Alpha
Employee Performance	0.906
Transformational Leadership	0.933
Achievement Motivation	0.851
Self-Efficacy	0.920
Career Development	0.884

Source: Processed by researchers (2024)

The results of reliability testing on all variable instruments Cronbach alpha value > 0.7, so all variables used in this study are said to be reliable.

Structural Model Evaluation (Inner Model)

Tabel 5. R-Square

	<i>R Square</i>	<i>Adjusted R Square</i>
Employee Performance	0.784	0.778
Achievement Motivation	0.814	0.810

Source: Processed by researchers (2024)

Obtained the magnitude of the effect of Transformational Leadership (X1), Self-efficacy (X2), Career Development (X3) on Performance of 0.784 (78.4%) Thus it can be stated that performance changes are influenced by Transformational Leadership (X1), Self-efficacy (X2), Career Development (X3) by 78.5% while the remaining 21.4% is influenced by other variables outside the research model. The magnitude of the influence of Transformational Leadership (X1), Self-efficacy (X2), Career development (X3) on Achievement motivation is 0.814 (81.4%). Thus it can be stated that changes in achievement motivation are influenced by Transformational Leadership (X1), Self-efficacy (X2), Career development (X3) by 81.3% while the remaining 18.6% is influenced by other variables outside the research model.

Direct Effect Test

Table 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
	0.016	0.019	0.091	0.176	0.860
Transformational Leadership -> Performance (H1)	0.774	0.754	0.088	8.777	0.000
Career development -> Performance (H3)	0.057	0.050	0.106	0.535	0.593
Transformational Leadership -> Achievement motivation (H4)	0.439	0.420	0.110	4.009	0.000
Self efficacy -> Achievement motivation (H5)	0.206	0.215	0.078	2.655	0.008
Career development -> Achievement motivation (H6)	0.352	0.365	0.098	3.575	0.000
Achievement motivation -> Performance (H7)	0.185	0.186	0.110	2.681	0.003

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. Transformational leadership (X1) on the Performance of Female Officials in the Riau Islands Provincial Government (Y) has a p value of $0.860 > 0.05$ with a t-statistic of $0.176 < t\text{-table value } 1.96$, which shows that Transformational Leadership has a significant effect on the performance of female officials in the Riau Islands Provincial Government, so Hypothesis 1 in this study is rejected.
2. Self-efficacy (X2) on the Performance of Female Officials in the Riau Islands Provincial Government (Y) has a p value of $0.000 < 0.05$ with a t-statistic of $8.777 > t\text{-table value of } 1.96$, which indicates that Self Efficacy has a Significant Effect on the Performance of Female Officials in the Riau Islands Provincial Government, so Hypothesis 2 in this study is accepted.
3. Career development (X3) on the Performance of Female Officials in the Riau Islands Provincial Government (Y) has a p value of $0.593 > 0.05$ with a t-statistic of $0.05 < t\text{-table value of } 1.96$, which indicates that Career Development does not have a Significant Effect on the Performance of Female Officials in the Riau Islands Provincial Government, so Hypothesis 3 in this study is rejected.
4. Transformational leadership (X1) on Achievement Motivation (Z) of Female Officials in the Riau Islands Provincial Government (Y) has a p value of $0.000 < 0.05$ with a t-statistic of $4.009 > t\text{-table value of } 1.96$, which indicates that Transformational Leadership has a Significant Effect on Achievement Motivation of Female Officials in the Riau Islands Provincial Government, so Hypothesis 4 in this study is accepted.
5. Self-efficacy (X2) on Achievement Motivation (Z) Female Officials in the Riau Islands Provincial Government has a p value of $0.008 < 0.05$ with a t-statistic of $2.655 > t\text{-table value of } 1.96$, which indicates that Self Efficacy has a Significant Effect on Achievement Motivation of Female Officials in the Riau Islands Provincial Government, so Hypothesis 5 in this study is accepted.
6. Career development (X3) on Achievement Motivation of Female Officials in the Riau Islands Provincial Government has a p value of $0.000 < 0.05$ with a t-statistic of $3.575 > t\text{-table value of } 1.96$, which shows that Career Development has a Significant Effect on Achievement Motivation of Female Officials in the Riau Islands Provincial Government, so Hypothesis 6 in this study is accepted.

7. Achievement Motivation on Women's Performance in the Riau Islands Provincial Government has a p value of $0.003 > 0.05$ with a t-statistic of $2.681 < t$ -table value 1.96, which indicates that Achievement Motivation has a Significant Effect on Women's Performance in the Riau Islands Provincial Government, so Hypothesis 7 in this study is accepted.

Indirect Effect Test

Table 7. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership - > Achievement Motivation - > Performance	0.081	0.079	0.051	2.578	0.000
Career development - > Achievement Motivation -> Performance	0.065	0.067	0.045	4.452	0.000
Self efficacy -> Achievement Motivation - > Performance	0.038	0.041	0.030	3.269	0.005

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. Transformational Leadership Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government has a p value of $0.000 < 0.05$ with a t-statistic of $2.578 < t$ -table value of 1.96, which indicates that Transformational Leadership has a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government, so Hypothesis 8 in this study is accepted.
2. Self Efficacy on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government has a p value of $0.000 > 0.05$ with a t-statistic of $4.452 < t$ -table value 1.96, which indicates that Self Efficacy has a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government, so Hypothesis 9 in this study is accepted.
3. Career Development on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government has a p value of $0.005 > 0.05$ with a t-statistic of $3.269 < t$ -table value 1.96, which indicates that Career Development does not have a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government, so Hypothesis 10 in this study is accepted.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Transformational leadership has no significant effect on the performance of female officials in the Riau Islands Provincial Government.
2. Self Efficacy has a Significant Effect on the Performance of Women Officials in the Riau Islands Provincial Government
3. Career Development has a significant effect on the performance of female officials in the Riau Islands Provincial Government
4. Transformational Leadership Has a Significant Effect on the Achievement Motivation of Women Officials in the Riau Islands Provincial Government
5. Self Efficacy Has a Significant Effect on the Achievement Motivation of Women Officials in the Riau Islands Provincial Government
6. Career Development Has a Significant Effect on Achievement Motivation of Female Officials in the Riau Islands Provincial Government
7. Achievement Motivation has a Significant Effect on the Performance of Female Officials in the Riau Islands Provincial Government
8. Transformational Leadership has a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Female Officials in the Riau Islands Provincial Government
9. Self Efficacy has a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Women Officials in the Riau Islands Provincial Government
10. Development has a Significant Effect on Performance with Achievement Motivation as an Intervening Variable in Women Officials in the Riau Islands Provincial Government.

Suggestion

Based on the conclusions obtained from the above research, the following suggestions are made:

1. Develop and implement comprehensive assessment metrics to assess the impact of transformational leadership and career development of female officials on performance.
2. Strengthen self-development programs that aim to increase the self-efficacy of female officials. These programs could include specialized skills training, workshops on time management, decision-making, and problem-solving skills. By providing relevant and ongoing training, female officials can feel more confident in their abilities, which in

turn will improve their performance.

3. Need to identify whether career development programs match the needs and aspirations of female officials. This could be done through surveys, interviews, or focus group discussions (FGDs) to get direct input from female officials on what they consider important in their career development. Thus, programs can be adjusted to be more relevant and impactful to their performance.
4. Expand the transformational leadership training program for leaders. This training could include inspiring communication skills, empowering subordinates, managing change, and creating a strong vision. By improving these skills, leaders can be more effective in generating achievement motivation among female officials, encouraging them to achieve higher goals and contribute significantly to the organization.
5. Could expand on the training programs that have been provided so far and be specifically designed to increase the self-efficacy of female officials. These programs could include training in technical, managerial and leadership skill development, as well as sessions that focus on stress management, decision-making and problem-solving. When female officials feel more confident in their abilities, their motivation for high achievement will increase, which in turn has a positive impact on their performance.
6. Increasing access for female officials to attend seminars, conferences, and networking events relevant to their field can broaden their horizons and opportunities. Opportunities. The opportunity to interact with other or related professionals can enrich their experience and provide inspiration for higher achievement. The Riau Islands Provincial Government can support or sponsor their participation in such events.
7. Improving fair and transparent reward and recognition systems can greatly motivate female officials to perform better. Rewards could include bonuses, promotions, certificates of appreciation, or public recognition of their achievements. By rewarding good performance, female officials will feel more valued and motivated to continue improving their performance.
8. Expand training for leaders in government on the principles of transformational leadership. This training should include techniques to inspire, empower and mentor staff, as well as how to build a clear and motivational vision. By improving transformational leadership skills, leaders can be more effective in motivating female officials and, in turn, improve their performance.

9. Can develop programs that focus on increasing self-efficacy. These programs could include training and workshops that help women officials build skills, face challenges and cope with uncertainty more confidently. For example, training in stress management techniques, problem-solving skill development and decision-making strategies can increase their confidence in completing tasks.
10. Can develop Career development programs should be designed to strengthen the internal motivation of female officials by providing appropriate challenges, interesting responsibilities, and opportunities for significant achievement. Identifying and addressing barriers that may reduce achievement motivation in the context of career development can help increase the effectiveness of such programs.

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