

The Influence of Transformational Leadership, Job Satisfaction, and Work Motivation on Employee Performance

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Abstract:

Background: PT. Bukit Asam Tarahan Port is one of the largest coal companies in Indonesia. Problems at PT. Bukit Asam Pelabuhan Tarahan is about transformational leadership, lack of job satisfaction, and work motivation for its employees as seen from the decline in employee performance. The importance of work satisfaction and work motivation from the leadership has been realized by PT. Bukit Asam, that the achievement of high performance will be achieved by the company's goals. The purpose of this study is to analyze the influence of transformational leadership style, job satisfaction, and job motivation on employee performance PT. Bukit Asam Pelabuhan Tarahan Port.

Materials and Methods: The research was conducted using a descriptive approach and analyzed using multiple linear regression analysis. The data used in this study was obtained from the questionnaire testing of 173 employees at PT. Bukit Asam Tarahan Port.

Results: The results of this study support the proposed hypothesis that transformational leadership style, work satisfaction, and work motivation have a positive and significant effect on the performance of PT Bukit Asam Tarahan Port.

Conclusion: The implication of this study is expected to be the leadership of PT. Bukit Asam Tarahan Port develops a positive attitude towards the transformational leadership given for the achievements of employees, PT. Bukit Asam Tarahan Port can reveal welfare to help employees realize a sense of work satisfaction and build a source of motivation for work to increase and maintain that motivation.

Key Word: Transformational Leadership; Job Satisfaction; Work Motivation; Employee Performance

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I. Introduction

Work motivation has a role in creating better performance¹. Motivation is the attitude of an employee in dealing with work situations that move employees who are directed to achieve organizational goals (work goals). Motivation is a person's strength or energy that can lead to a level of persistence and enthusiasm in carrying out an activity, both originating from within oneself (intrinsic motivation) and motivation from outside the individual (extrinsic motivation)². The problem of motivation in employees must be considered by company managers seriously. Companies need to create a conducive condition that can make employees feel comfortable, and their needs met, so it is hoped that their motivation will also be maintained to jointly achieve the company's vision and mission. Favorable conditions differ depending on the characteristics of the company. But in general, these include the facilities provided, an adequate level of welfare, a clear career path, opportunities for self-actualization, comfort and security at work, old-age insurance, and others.

PT. Bukit Asam provides various compensation programs other than salary to its employees, such as individual performance incentives, corporate performance incentives, holiday allowances, health insurance, leave money, pension benefits, and old-age benefits. Other benefits, such as recreational activities, sports, and family gatherings organized by the company. The level of salary given to each employee varies depending on the position and period of service of the employee. Another compensation in addition to the salary received by employees depends on the company's ability, such as giving incentives in the form of money from the company's performance achievement every four months and every year. The purpose of the compensation program provided to employees by the company is that employees have a high level of job satisfaction. Job satisfaction is related to the general attitude of the individual towards his job³.

Job satisfaction is not only influenced by one aspect as an indicator of the compensation aspect, but also other aspects, such as satisfaction with salary, promotion opportunities, supervisors, other benefits, work atmosphere, relationships with colleagues, nature of work, and communication⁴. The success of a company also

depends on the leadership qualities possessed by the company's employees. Of the various leadership styles, transformational leadership is believed to have a more positive influence on the company⁵. Transformational leadership is the ability of leaders to change the work environment, work motivation, work patterns, and work values of subordinates so that subordinates will optimize performance to achieve organizational goals⁶. Transformational leadership can increase the intrinsic value of followers, self-confidence, motivation, and performance because the performance that exceeds expectations has the potential to result from transformational leadership⁶. The leadership style in this study refers to the transformational leadership style applied by the company's main leaders, in terms of employees spread across PT. Bukit Asam Tarahan Harbor.

One indicator of transformational leadership style is the influence of idealism⁷. The effect of idealism given by the leader is to apply a pattern of openness that allows the leader to obtain information from the lowest level to the highest level, starting with communication and rewarding employees who do excel. In addition, the leader of PT. Bukit Asam Pelabuhan Tarahan emphasizes to its employees to think outside the context of the existing thinking, because to improve performance not only look at human resources in terms of quantity but also improve quality, namely through development and training to improve employee competence, so that in 2015 the company's investment in the field of human resources reached 15.25 billion rupiahs. Although the costs incurred are quite large in HR development, this is considered quite effective compared to having to recruit new employees. The influence of idealism was given by the leader of PT. Bukit Asam Pelabuhan Tarahan through the development of employee quality can be used as a source of pride for employees because it makes employees feel appreciated for their existence it triggers employees to be more innovative and improve their abilities in their respective fields. The next indicator of transformational leadership is inspirational motivation.

Leader of PT. Bukit Asam Pelabuhan Tarahan motivates its employees to further instill employee loyalty because employees will stay in a company if they have meaning in the company, so they will stay. PT. Bukit Asam Tarahan Harbor is no longer a coal supply company but has transformed into a fossil-based electricity provider and energy renewal company. The targets that have been set by the leader have been through discussion and balanced with the capabilities possessed by human resources. PT. Bukit Asam Pelabuhan Tarahan innovates in performing performance measurement, namely by implementing Key Performance Indicators (KPI) which are planned and determined at the company level, division level, the individual level and are carried out every year. Furthermore, the leader establishes the process of monitoring the performance achievement of each team. Monitoring is done through coaching, counseling, controlling, and evaluating. The strategy of developing human resources through a transformational leadership style that is consistently applied has proven to produce quite good results. PT. Bukit Asam Tarahan Harbor is also considered successful in formulating and implementing corporate strategies and innovations that have added value in achieving superior performance and benefiting stakeholders, customers, employees, and shareholders. The following is a diagram of the operating profit and net profit of PT Bukit Asam Unit for 2016-2020:

Picture no 1:PT Bukit Asam Profit 2016-2020

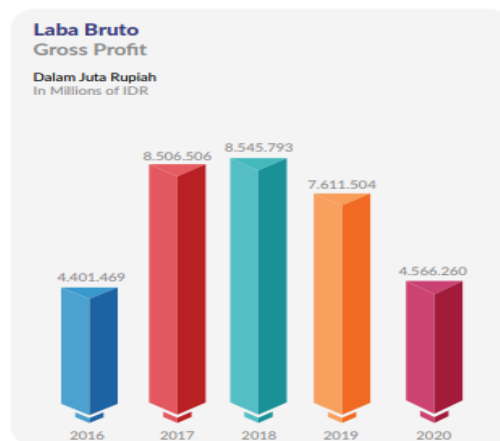
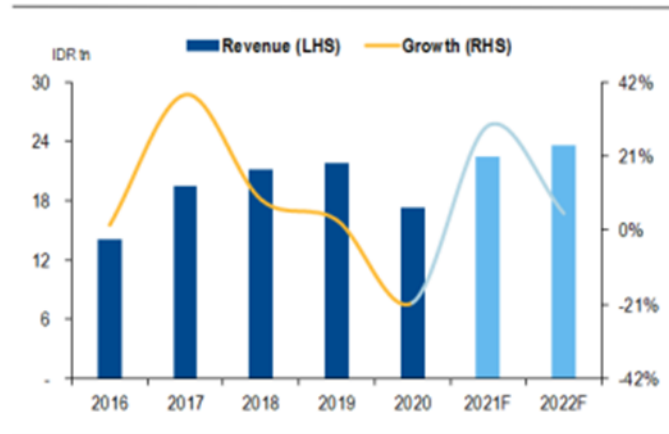


Figure 1 above shows that there was an increase in net profit from 2016 to 2020. In 2019 operating profit decreased. The decrease in operating profit was due to the increase in operating expenses of PT. Bukit Asam is in line with the efficiency measures taken by the company. Overall, both net profit and operating profit increased quite significantly until 2018. In general, although not 100% yet, employee performance is sufficient to meet the work plan and company budget that has been set. Furthermore, the employee's performance in the achievement of company revenue is explained in more detail in the following graph.

Picture no 2:PT. Bukit Asam Coal Revenue Achievement
Revenue & Growth Movement



The graph above shows the achievement of PT. Bukit Asam and coal revenue plans for the next few years. Although the company's target has not been met due to the company's external constraints, this figure is a fairly good realization and it is hoped that the target set can be met next year. Achieving the company's target still requires a high commitment from employees to the company and good coordination between the leadership to the employees. This is considering that PT Bukit Asam is one of the largest coal companies in Indonesia so the employees in the company will greatly determine the success of implementing the effectiveness of production and other goals that have been set. This study aims to analyze the effect of transformational leadership, job satisfaction, and work motivation on employee performance at PT. Bukit Asam Tarahan Harbor.

II. Literature Review

Theoretical Foundation

Transformational leaders achieve their goals through increasing awareness of the importance of the value that must be created in making plans for achieving results and making them happen, establishing good relationships with all team members, organizations, and all stakeholders, and being able to differentiate between needs and wants that need to be achieved⁸. Transformational leadership behavior consists of four namely ideal influence, motivational inspiration, intellectual stimulation, and individual consideration. Organizations that have more satisfied employees tend to be more effective than organizations that have fewer satisfied employees². Job satisfaction is how an employee is satisfied with his job, and job satisfaction is an emotional feeling with the job as a whole and job satisfaction with salary, pension, working conditions, and working hours⁹. Job satisfaction is when employees think about their work and the different factors that affect their work.

The motivation possessed by employees has three indicators¹⁰, namely:

- The need for achievement. The drive to excel, to excel concerning a set of standards, to strive for success.
- The need for power. The need to make others behave in a way that those people (without being forced) would not.
- The need for affiliation. The desire for friendly and intimate interpersonal relationships.

Performance is a relevant outcome measure of work performance or actual achievement achieved by an employee. According to the behavioral approach to management, performance is the quantity or quality of something produced or services provided by someone who does work. Performance is the result of work that can be achieved by a person or group in an organization that aims to achieve organizational goals¹¹. This is similar to the definition of performance according to Kappagoda, et al., which is a result of work achieved by an individual that is adjusted to the role or task of the individual in a company in a certain period, which is associated with a measure of value or a certain standard of the company where the individual works¹².

Hypothesis Development

Research on the effect of transformational leadership, job satisfaction, and work motivation on employee performance has been carried out by several previous researchers such as Pei Zhen et al, (2010), Ali et al, (2012), Eliyana and Muzakki (2019), M. Umer Paracha, Adnan Qamar, Anam Mirza, Inam-ul-Hassan & Hamid Waqas (2012) Barry Z. Posner (2015), Yassierli (2013). The differences in research that have been carried out by previous researchers with researchers as a whole are:

- The object, location, place, and time of the research are different from the researcher.
- The number of subjects selected by previous researchers was not the same, namely, using the total population, while the researchers used samples.

- c) The indicators used as research instruments (grids) are not the same as those used by researchers.
- d) Analysis of research data used by Yassierli (2013) and Rina Eliyana and Muzakki (2019), did not use simple linear regression data analysis, only used the coefficient of determination formula to determine the percentage level of influence, while researchers used multiple linear regression data analysis.

III. Research Methods

Research design

The research conducted is empirical research in which the researcher is directly involved in the research. This study was conducted to analyze how big the influence of leadership, job satisfaction, and work motivation on employee performance at PT. Bukit Asam (Persero) Tbk. Tarahan Port Unit. The data collection technique used is a questionnaire/questionnaire in the form of questions given to respondents to be filled in according to the actual situation. The data used as the basis for testing the hypothesis is primary data obtained from employees as respondents with the main instrument in the form of a questionnaire (questionnaire). As supporting data, obtained through interviews with employees.

Research Sample

In this study, the population of the research object was all employees at PT Bukit Asam (Persero) TbkTarahan Unit with a total of 306 employees. The sample is part of the population that is deliberately chosen by the researcher to be observed so that the sample size is smaller than the population and serves as a representative of the population. In this study, the sampling technique used is the stratified sampling technique, which is a way of taking samples by taking into account the strata in the population such as high or low levels, or education levels, in this study managers and staff, as follows.

$$n = \frac{306}{306 \cdot (0,05)^2 + 1} = \frac{306}{306 \cdot (0,025) + 1} = \frac{306}{1,765} = 173,37$$

Sothe number of samples used is 173,37 rounded up to 173 people. Then the next sampling calculation is carried out using the following formula.

$$s = \frac{N_i}{n} \times N$$

Information:

- s = Sample size
- Ni = Population size
- N = Total sample size
- n = Total population size

The samples obtained are as follows:

Table no 1:Proportional Sample

No	Position	Population	Sample
1	Principal Manager	1	1
2	Intermediate Manager	5	3
3	Junior Manager	32	18
4	Supervisor	162	91
5	Skilled Implementer	51	29
6	Implementer	55	31
Total 306			173

Analysis Prerequisite Test

The analysis prerequisite test was carried out to test whether the data used were suitable for further analysis, where the analysis prerequisite test consisted of a normality test, a validity test, and a reliability test²⁰.

- a. The normality test aims to test whether in the research model the variables are normally distributed or not. A good regression model is a regression model that has a normal or near normal distribution of residual

values²⁰. The normality test used in this study is the Kolmogorov-Smirnov statistic. The results of the Kolmogorov-Smirnov test to test the normality of this research data can be seen in Table 2 below.

Table no 2: Normality Test

		Unstandardized Predicted Value
N		173
Normal Parameters ^a	Mean	40.3872832
	Std. Deviation	3.40848429
Most Extreme Differences	Absolute	.061
	Positive	.061
	Negative	-.060
Kolmogorov-Smirnov Z		.808
Asymp. Sig. (2-tailed)		.531

Based on Table 2 above, data from all variables have an AsympSig value of 0.531 which indicates that data from all variables have a normal distribution.

- b. Validity test is used to show how valid an instrument measures the concept that should be measured. The validity test was carried out using factor analysis²⁰. Validity test or not an instrument is seen from the communalities value of each question item. If the value of communalities is greater than 0.5 then the instrument is considered valid²⁰. The results of the factor test to test the validity of the research data can be seen in Table 3 below

Tablano 3: Validity Test

Leadership Variable Statement Item	Communality Score	Minimum Score	Result
X11	0,879	0,5	Valid
X12	0,845	0,5	Valid
X13	0,901	0,5	Valid
X14	0,832	0,5	Valid
X15	0,674	0,5	Valid
X16	0,747	0,5	Valid
X17	0,895	0,5	Valid
X18	0,885	0,5	Valid
X19	0,739	0,5	Valid
X110	0,588	0,5	Valid
Job Satisfaction Variable Statement Item	Communality Score	Minimum Score	Result
X21	0,894	0,5	Valid
X22	0,892	0,5	Valid
X23	0,767	0,5	Valid
X24	0,724	0,5	Valid
X25	0,727	0,5	Valid
X26	0,664	0,5	Valid
X27	0,866	0,5	Valid
X28	0,807	0,5	Valid
X29	0,852	0,5	Valid
X210	0,671	0,5	Valid

Job Motivation Variable Statement Item	Communality Score	Minimum Score	Result
X31	0,806	0,5	Valid
X32	0,802	0,5	Valid
X33	0,811	0,5	Valid
X34	0,737	0,5	Valid
X35	0,693	0,5	Valid
X36	0,621	0,5	Valid
X37	0,831	0,5	Valid
X38	0,792	0,5	Valid
X39	0,580	0,5	Valid
X310	0,535	0,5	Valid
Employee Performance Variable Statement Item	Communality Score	Minimum Score	Result
Y1	0,897	0,5	Valid
Y2	0,888	0,5	Valid
Y3	0,726	0,5	Valid
Y4	0,745	0,5	Valid
Y5	0,763	0,5	Valid
Y6	0,716	0,5	Valid
Y7	0,883	0,5	Valid
Y8	0,840	0,5	Valid
Y9	0,866	0,5	Valid
Y10	0,684	0,5	Valid

Table 3 above shows that the communalities values for all statement items are above 0.5. Thus, the 40 items tested were declared valid.

- c. The reliability test is carried out after the validity test and is only carried out on statements that are considered valid. A reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct²⁰. The method used to test the reliability of the questionnaire is to use the coefficient formula Cronbach Alpha²⁰. Research can be said to be reliable if there are similarities between the data collected and the data that occurs in the object under study²⁰. The statement item is declared reliable, indicated by the value of the Alpha Cronbach coefficient above 0,7. The reliability test on the statement items of the 4 tested variables namely Work Leadership, Job Satisfaction, Motivation, and Employee Performance can be seen in Table 4 below.

Tablono 4: Reliability Test

Leadership Variable Statement Item	Cronbach Alpha Score	Minimum Score	Result
X11	0,946	>0,7	Reliable
X12	0,946	>0,7	Reliable
X13	0,946	>0,7	Reliable
X14	0,946	>0,7	Reliable
X15	0,946	>0,7	Reliable
X16	0,948	>0,7	Reliable
X17	0,945	>0,7	Reliable
X18	0,946	>0,7	Reliable
X19	0,948	>0,7	Reliable

X110	0,947	>0,7	Reliable
Job Satisfaction Statement Item	Cronbach Alpha Score	Minimum Score	Result
X21	0,944	>0,7	Reliable
X22	0,945	>0,7	Reliable
X23	0,945	>0,7	Reliable
X24	0,945	>0,7	Reliable
X25	0,945	>0,7	Reliable
X26	0,945	>0,7	Reliable
X27	0,944	>0,7	Reliable
X28	0,944	>0,7	Reliable
X29	0,945	>0,7	Reliable
X210	0,946	>0,7	Reliable
Job Motivation Variable Statement Item	Cronbach Alpha Score	Minimum Score	Result
X31	0,945	>0,7	Reliable
X32	0,946	>0,7	Reliable
X33	0,946	>0,7	Reliable
X34	0,946	>0,7	Reliable
X35	0,946	>0,7	Reliable
X36	0,946	>0,7	Reliable
X37	0,945	>0,7	Reliable
X38	0,945	>0,7	Reliable
X39	0,947	>0,7	Reliable
X310	0,946	>0,7	Reliable
Work Performance Variable Statement Item	Cronbach Alpha Score	Minimum Score	Result
Y1	0,945	>0,7	Reliable
Y2	0,946	>0,7	Reliable
Y3	0,946	>0,7	Reliable
Y4	0,946	>0,7	Reliable
Y5	0,946	>0,7	Reliable
Y6	0,946	>0,7	Reliable
Y7	0,945	>0,7	Reliable
Y8	0,945	>0,7	Reliable
Y9	0,946	>0,7	Reliable
Y10	0,947	>0,7	Reliable

Table 4 above shows that the value of Cronbach's alpha for all variables in this study is above 0.7. From the results of the study, it was found that all Cronbach alpha values in each statement were more than 0.7, thus all instruments tested in this study could be declared reliable.

Analisa Data

The primary data obtained in this study were processed using the SPSS application. The influence of transformational leadership, job satisfaction, and work motivation on the performance of PT Bukit Asam Pelabuhan Tarahan employees was analyzed using multiple linear regression analysis. Employee performance is used as the dependent variable with transformational leadership, job satisfaction, and work motivation as independent variables.

IV. Result

Employee performance based on individual approach at PT. Bukit Asam Tarahan Harbor describes the performance of the employees of PT. Bukit Asam Tarahan Harbor. Analyzing the performance of employees of PT. Bukit Asam Pelabuhan Tarahan is done by regressing three variables, namely Transformational Leadership (X₁), Job Satisfaction (X₂), and Work Motivation (X₃). The results of the regression analysis are presented in Table 5 below.

Table no5:Multiple Regression Result

Model		UnstandardizedCoefficients		Standardized Coefficients	T	Sig.
		B	Std.Error	Beta		
1	(Constant)	17.518	3.354		5.223	.000
	Employee Tranformational Leadership	0,268	0,080	0,235	3.342	.001
	Employee Satisfaction	0,731	0,082	0,718	8.944	.000
	Employee Motivation	0,435	0,092	0,410	4.745	.000

Based on the value of the regression coefficient, an employee performance equation can be made:

$$Y = B_1 X_1 + B_2 X_2 + B_3 X_3$$

$$Y = 0,235X_1 + 0,718X_2 + 0,410X_3$$

Information:

- X₁ = PT. Bukit Asam Tarahan Harbor employee transformational leadership.
- X₂ = PT. Bukit Asam Tarahan Harbor employeesatisfaction.
- X₃ = PT. Bukit Asam Tarahan Harbor employeemotivation.
- Y=PT. Bukit Asam Tarahan Harbor employee performance.

Hypothesis testing through a partial test with a t-test was used to see the effect of each variable. Based on the statistical t table (for n = 178), the t table value is 1.9739 (173-2=171) with a 95% confidence interval.

The influence of each variable can be described as follows:

1) Transformational Leadership (X₁)

Based on Table 5, the positive value of the beta coefficient indicates that the transformational leadership variable has a positive effect on employee performance. The t-count value obtained for the transformational leadership variable (X₁) is 3.342 with a significance value of 0.001 (99.8%). The t-count value is greater than the t-table and the 99.8% significance value indicates that the transformational leadership variable has a significant effect on employee performance. This shows that the first hypothesis is supported and if the leadership is getting better, the performance of the employees of PT. Bukit Asam Tarahan Harbor will also increase.

2) Job Satisfaction (X₂)

Based on Table 5, the positive value of the beta coefficient indicates that the job satisfaction variable has a positive effect on employee performance. The calculated t value for the job satisfaction variable (X₂) is 8.944 with a significance value of 0.000 (99.9%). The t-count value is greater than the t-table and the significance value of 99.9% indicates that the job satisfaction variable has a significant effect on employee performance. This shows that the second hypothesis is supported and if job satisfaction is getting better, the performance of PT. Bukit Asam Tarahan Harbor will also increase.

3) Work Motivation (X₃)

Based on Table 5, the positive value of the beta coefficient indicates that the work motivation variable has a positive effect on employee performance. The calculated t value for the work motivation variable (X₃) is 4.745 with a significance value of 0.000 (99.9%). The t-count value is greater than the t-table and the significance value of 99.9% indicates that the work motivation variable has a significant effect on employee performance. This shows that the third hypothesis is supported and if the work motivation is getting better, the performance of the employees of PT. Bukit Asam Tarahan Harbor will also increase.

V. Discussion

The results of descriptive analysis of 173 respondents, employees of PT. Bukit Asam Tarahan Harbor is the majority of male employees aged 31-40 years and has worked 5-10 years. The influence of transformational leadership, job satisfaction, and work motivation on employee performance at PT. Bukit Asam Pelabuhan Tarahan can be analyzed using the multiple linear regression analysis.

The Effect of Transformational Leadership on Employee Performance

Transformational leadership is an ability that can support followers to think creatively by using new approaches, involve followers in the decision-making process, inspire followers' loyalty and try to understand the differences in the individuality of followers to develop the optimal potential of their followers⁷. Based on the results of the regression analysis in this study, it was found that the transformational leadership variable had a positive and significant effect on employee performance where this shows that the first hypothesis is supported and if the leadership is getting better, the employee performance at PT. Bukit Asam Tarahan Harbor will also increase. The results of the descriptive analysis show that there are still employees at PT. Bukit Asam Tarahan Harbor argues that the leadership has not divided the responsibilities based on the ability of each employee, the leadership has not provided advice in completing the work and there are still leaders who are less able to build individual considerations. Based on this, the researcher advises the company to appreciate every contribution made by employees and give a positive attitude towards employee achievements and give awards for maximum achievements.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction is satisfaction with salary, promotion opportunities, supervision, benefits, work atmosphere, relationships with coworkers, work itself, and communication⁴. Based on the results of the regression analysis in this study, it was found that the job satisfaction variable had a positive and significant effect on employee performance which indicated that the second hypothesis was supported and if job satisfaction was higher, the performance of employees at PT. Bukit Asam Tarahan Harbor will continue to increase. The results of the descriptive analysis show that there are still employees who only think about themselves rather than their colleagues and it is found that there are still employees who feel that there is a lack of encouragement to move forward in the company and there is still a lack of communication between employees. Based on this, the researcher advises the company to build good communication between fellow employees.

The Effect of Work Motivation on Employee Performance

Motivation is a person's desire that causes someone to act to achieve a goal. Motivation is a process that causes intensity, direction, and continuous effort in individuals toward the achievement of goals². Based on the results of the regression analysis in this study, it was found that the motivation variable had a positive and significant effect on employee performance where which indicates that the third hypothesis is supported and if the employee's motivation is higher, the employee's performance at PT. Asan Hill, Tarahan Harbor will also increase. The results of the descriptive analysis show that there are still employees at PT. Bukit Asam Pelabuhan Tarahan argues that they have not received a contribution to the need for power in the company and there are still employees who feel a lack of encouragement for the need for power such as promotions that this is their responsibility because it can improve their careers and there are targets given, it is suggested that the leadership should be able to improve and maintain that motivation. Based on this, it is suggested that leaders should be able to increase and maintain this motivation. Motivation can be increased and maintained by appreciating work performance in the form of rewards or for example giving praise to the employee's performance.

VI. Conclusion

Hypothesis testing in this study was carried out through multiple linear regression analysis or multiple regression analysis. The results of the analysis using multiple linear regression analysis show the conclusion that all of the following hypotheses are supported.

- a. Transformational leadership has a positive and significant effect on the performance of employees of PT. Bukit Asam Tarahan Harbor.
- b. Job satisfaction has a positive and significant effect on the performance of employees of PT. Bukit Asam Tarahan Harbor.
- c. Work motivation has a positive and significant effect on the performance of employees of PT. Bukit Asam Tarahan Harbor.

Questionnaire data obtained in this study besides being analyzed using multiple regression analysis was also analyzed descriptively where through the results of the descriptive analysis the following suggestions were obtained:

- a. It is suggested the company to appreciate every contribution made by employees and give a positive attitude towards employee achievements and give awards for maximum achievements.
- b. It is suggested the company to build good communication between fellow employees.

- c. It is suggested that leaders should be able to increase and maintain this motivation. Motivation can be increased and maintained by appreciating work performance in the form of rewards or for example giving praise to the employee's performance.

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