

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED IN JOB SATISFACTION (IN THE AREA OF THE HIGH PROSPERITY OF EAST NUSA TENGGARA)

Ario Wirawan Prakoso¹, Erny Tajib²

Master of Management Faculty of Economics and Business, Trisakti University

Email: ariowp93@gmail.com¹, ernytajib@trisakti.ac.id²

Abstract

This study aims to determine the influence of transformational leadership, work motivation on employee performance mediated by Job Satisfaction (Empirical Study on the High Court of East Nusa Tenggara). The job satisfaction variable here functions as a mediating variable which researchers want to prove that it has an impact on employee performance. The company that was sampled in this study was the east nusa Tenggara high prosecutor's office. Mining work is a type of heavy work that requires work involvement from employees in order to achieve company goals, therefore a supervisor is needed who is able to move or direct employees to be involved in their work, besides that with a motivating language it is hoped that employees will be more involved in their work. This research was conducted on 230 employees working at the east nusa Tenggara high prosecutor's office, belu district prosecutor's office, west sumba district prosecutor's office, kupang city district prosecutor's office, kupang district prosecutor's office and sikka district attorney's office. where the results obtained transformational leadership and work motivation have a significant effect on job satisfaction. However, it does not have a direct effect on employee performance. Therefore, the east nusa Tenggara high prosecutor's office needs to maintain regular internal training within the organization and must increase the provision of rewards and punishments to employees who work very well.

Keywords: Transformational leadership styles, work motivation, motivating _ employee performance, Job satisfaction.

Corresponding Author; Ario Wirawan Prakoso
E-mail: ariowp93@gmail.com



Introduction

The more increasing competition globalization economy moment this, sue management management employee centered, improvement _ effectiveness leadership is one _ matter most important To use increase Power competitive business main organization including guard superiority *transformational* leadership one style most popular *leadership* in academia and practice _ (Zhang et al., 2014) . By and large *transformational leadership* describe sustainable competition . _ In decades latest *transformational leadership* used For describe articulate leader _ vision in the future for its members, and prioritize interest the institution (Chen et al., 2021) .

In reaching objective organization there is a number of problems encountered _ employees, as well as time operate his job influenced by style leadership For produce high performance . _ Performance results employee show action on achievement of targets against something work that has been run . because _ That needed leader who have ability For inspire and encourage employees _ For can reach more performance _ Good from the work program that has been arranged (Novitasari et al., 2020) .

Leadership also has influence important to *work motivation* and *job satisfaction* . When subordinate believe and have attachment in a manner emotional with leader , in this process will formed from self employee that leader become *role models* , have growing behavior _ trust , acknowledgment , and trust self . It is one that can _ push Spirit somebody For more Work hard and give whole ability For realize objective organization (Suryani et al., 2020) .

Human in essence is leader , and as leader should capable lead himself alone . And every agency Certain have ideal leader for obeyed and respected by its members . *Leadership* basically _ means as _ exists behavior a leader who has ability in lead . Successful *leadership* _ can push enhancement productivity and *job satisfaction* between member organization (Praditya, 2020) .

Transformational leadership describe ability that can inspire and motivate its members in reach more success _ Good than originally planned . _ _ *leadership* own influence most important to *job satisfaction* . When *the leader* give trust , respect on mark reply service for employee as well as trust myself , in the end leader the will become role models and considered ideal by members his , in emotional will raises pushing attachment _ employee For give mark more for organization . this _ show that employee feel *job satisfaction* on service work and benefits received _ (Taryaman, 2016) .

Work motivation in general is something felt and pushed _ will worker For Work in reach objective certain with all ability as well as Work more hard To use realize objective organization (Suryani et al., 2020) . *Work motivation* needed in A organization with hope motivation the make worker For Work more enterprising , enthusiastic to achieve more productivity _ high . Because motivation _ work one _ possible influence _ influence employee in operate his job with more Good (Primary, 2021) . it _ can walk with Good If employee feel that reply service work and rewards received _ in accordance with hope worker . *Job satisfaction* as key mover Spirit work , commitment employee in support achievement objective organization (Supratman et al., 2021) .

Employee performance become matter most important in the organization because as reject measuring on achievement results employee in operate his job (Maharani et al., 2017) . *Job satisfaction* influential significant to *employee performance* . The more tall *job satisfaction* a employee so the more increase *employee performance* . *Job satisfaction* influential significant to *employee performance* (Darma & Supriyanto, 2017) .

transformational leadership style is encouraging employee for more motivated in reach performance more high in place work . *Transformational leadership* style have capacity in determine objective members for more directed , more clear and specific , supportive and inspiring members , as well create innovation in work . *Work motivation* No only depending on motivation external (Nurfaizi & Muafi, 2022) . *motivation* is encouragement and ability For reach objective institution including sufficient his needs with all high effort . _ this _ strong and significant relationship _ with *transformational leadership* to *work motivation* the (Laksmana & Riana, 2020) . *Transformational leadership* influential positive and significant to *work motivation* .

In the Regulations attorney Republic of Indonesia Number 1 of 2021 concerning Change Second on Regulation of the Attorney General of the Republic of Indonesia Number : PER-006/A/JA/07/2017 dated July 20, 2017 about Organization and Work Procedure attorney The Republic of Indonesia said implementation power of the State organized by the Attorney General's Office , the High Court , and the District Attorney . The Attorney General's Office , domiciled in the capital city of Indonesia and the regions the law covering the territory of the Indonesian state. The Attorney General's Office is headed by an Attorney General state officials , leaders and insurers answer highest The Attorney General leads , controls implementation duties and powers attorney Republic of Indonesia. The Attorney General is appointed and dismissed by the President . Attorney General, domiciled in the capital Provinces and regions the law covers

the province . The High Court is led by a Head High Court which is leader and supervisor answer The Attorney General leads , controls implementation duties and powers district attorney _ the law . District Attorney , domiciled in the capital counties / cities and regions the law covers district / city area . The Attorney General's Office is led by a Head State Attorney who is leader and supervisor answer The Attorney General leads , controls implementation duties and powers District Attorney _ the law . In certain State Attorney there is also a District Prosecutor's Office led by the Head of the District Attorney's Office . Currently , the East Nusa Tenggara High Court is in charge of 20 (twenty) units work in its territory _ from : East Nusa Tenggara High Prosecutor's Office , Kupang City District Attorney , South Central Timor District Attorney, North Central Timor District Attorney , Belu District Attorney , Rote Ndao District Attorney , Alor District Attorney, West Sumba District Attorney , East Sumba District Attorney , District Attorney Ende, Sikka District Attorney , East Flores District Attorney , Ngada District Attorney , Manggarai District Attorney , Sabu Raijua District Attorney , West Manggarai District Attorney , Lembata District Attorney , District Attorney Kupang , Manggarai District Attorney Branch , and East Flores District Attorney Branch . at this time East Nusa Tenggara High Prosecutor's Office still Keep going fix problem mitigation risk implementation duties , functions and authorities , causes mitigation risk is very important For all field Because every activity whatever it takes , sure own risk especially The Attorney General's Office is located in realm enforcement law . In Law No. 16 of 2004 concerning The Attorney General's Office of the Republic of Indonesia has arranged duties and powers attorney as has been determined in Article 30. The East Nusa Tenggara High Prosecutor's Office has structure organization start from Head High Prosecutor's Office (Kajati) to Deputy Head Attorney General (Wakajati), where every field have assistant that is , Assistant Field Civil and State Administration (Asdatun); Assistant Field follow Criminal Special (Aspidsus); Assistant Field Intelligence (Asintel); Assistant Field Coaching (Asbin); Assistant Field Criminal Military (Aspidmil); Assistant Field Supervision (Aswas) and Assistant Field follow General Crime .

from each field assistant own their respective subordinates and their respective duties . Phenomenon that still is dilemma in organization until moment This is system replacement several leaders _ year very changed , where style leadership every leader own different characters and very influential very to *employee performance* .

From exposure such , then writer interested For researching more in with lift study with title " *The Influence of Transformational Leadership and Work Motivation on Employee Performance mediated by Job Satisfaction in the East Nusa Tenggara High Prosecutor's Office*".

Research Methods

Research Design

Development study This refer studies study (S. Siswanto et al., 2020) (Pratama, 2021) , (Chen et al., 2021) and (Hariadi & Muafi, 2022) following a number of article purposeful support _ For analyze connection between variables that have formulated ie influence variable independently studied _ ie *transformational leadership*, *work motivation* towards variable the dependents studied that is *employee performance* with variable mediation *job satisfaction* . Furthermore testing in study This use *hypothesis testing*.

Method used in the study This is quantitative through analysis test statistics For testing hypothesis between variable through *cross sectional* ie something collected research _ in One time , a week even month , for find answer from statement study (Sekaran & Bougie, 2017b) .

Study quantitative ie method research used _ in researching sample or population to be object study or population certain with technique taking sample done _ part big in a manner random or random later collected the data with use instrument research , data analysis that is statistics quantitative , next testing hypothesis in accordance with those who have determined (R. Siswanto et al., 2018) .

Variables And Measurement

Variable study is something form form whatever has _ determined by the researcher , next studied For get information , next pulled conclusion (R. Siswanto et al., 2018) .

Study This use measurement scale *Likert* For measure perception to 4 (four) variables that is *transformational leadership*, *work motivation*, *job satisfaction* and *employee performance*. usage scale *Likert* For make it easy calculation from every stated statement _ in questionnaire , with 5 (five) possibilities the responses given score based on intervals with method scale *Likert*. Use scale *Likert* For measurement responses , opinions , and personal perceptions or group of people about existing phenomenon _ (Krisnandi et al., 2019) . Use scale *Likert* for measure fourth variable with range as following :

Weight Evaluation or Score on a *Likert* Scale

Statement	Mark
Totally agree	5
Agree	4
Tend agree	3
Disagree _	2
Strongly Disagree	1

Indicator used in study This is development adoption from a number of article main and article supporters with statement from every variable is as following :

1. *Independent Variable*

Transformational leadership

Measurement variable *transformational leadership* using 7 (seven) points adopted statement , referring _ from study (Tucunan et al., 2014) and (S. Siswanto et al., 2020) namely :

1. Our leaders can made exemplary and responsive figure _
2. Our leaders can push creativity
3. Our leaders can push intellectual or intelligence
4. Member believe in leaders in the organization
5. Member believe that leader can handle problem on the spot Work
6. Member believe in leaders even when There is deviation inside _ organization
7. Member believe in abilities leader in make decision on the spot work .

Work motivation

Measurement variable *work motivation* using 6 (six) points adopted statement , referring _ from study (Mev et al., 2020) namely :

1. I received a well deserved bonus For every evaluation performance
2. I'm sure There is attention to level career employee
3. According to I care provided _ organization to need family can fulfilled
4. I accept proper treatment _ in environment organization (relationship between colleague Work nice and professional)
5. Organization give *rewards* and *punishments* with fair
6. Available regular internal training _ _ organization

2. **Variable Mediation**

Job satisfaction

Measurement variable *Job satisfaction* using 4 (four) items adopted statement , referring _ from study (S. Siswanto et al., 2020) namely:

a. relationship with supervision

1. I like or like with work I moment This
2. I feel Like with attitude between colleague Work
3. I feel like with style Work superior

b . Pay

1. I feel Like with system payroll

4. **Variable dependent**

Employee performance

Measurement variable *employee performance* uses 6 (six) points statement refer study from (Mev et al., 2020) and (S. Siswanto et al., 2020) grouped based on dimensions following .

a . TaskPerformance

1. Evaluation performance prioritize accuracy time
2. Evaluation performance prioritize quality Work
3. Evaluation performance notice quantity work

b . Contextual Performance

1. Organization Keep going increase awards and bonuses for employee who has achievement specified performance _ organization
2. Available system award for professional employees , so _ all form evaluation done in a manner transparent

c. Adaptive Performance

1. There are strict rules that make employee must obey obey regulation

Source taking sample in study This is primary data, which is collective with the developed “questionnaire” technique refer from specified statement _ based on studies literature with method deployment questionnaire in a manner direct to respondent . Writer designing questionnaire use *google forms* Then shared in a manner *on line* through *whatsapp* . Questionnaire is method data collection with provide a list of statements written to respondent For answered by respondents (Suharyanta et al., 2018) .

Results and Discussion

DESCRIPTION OF RESEARCH DATA

Description of research data to be discussed that is characteristics respondent based on demographics . Characteristics main obtained _ based on measurements in general includes gender, age , level education , years of service and region.

Frequency Respondents By Gender

Gender	Frequency	Percentage
Man	127	54.0%
Woman	108	46.0%

Source : Processed primary data , 2023

Results of testing data by gender, in part big respondents to the study This ie man as many as 127 respondents or 54% of the total respondents . Then amount woman as many as 108 respondents or 46% of the total respondents . this _ show that workers at the High Prosecutor's Office in the NTT region are dominated by men compared to with woman because of the agency enforcer law belong type work heavy more dominant accept worker man compared woman.

Frequency Respondents Based on Age

Age	Frequency	Percentage
Less Than 20 Years	27	11.5%
20-29 Years	91	38.7%
30-39 Years	54	23.0%
40-49 Years	49	20.9%
>50 Years	14	6.0%

Source : Processed primary data , 2023

Based on data testing results age , mostly respondent aged between 20 years until with 29 years a number of 91 respondents or 38.7% of the total respondents . Furthermore respondents aged 30 years _ until with 39 years as many as 54 respondents or 23%; next aged respondents _ 40 years old until with 49 years as many as 49 respondents or 20.9%, thereafter as many as 27 respondents aged more of 20 years , last a total of 14 respondents or 6% aged more of 50 years . From profile age can be delivered that majority more employees working in the High Prosecutor's office in NTT mostly in the 20-29 year range is age that has more health and energy _ Good For type work in agencies enforcement law .

Frequency Respondents Based on Education Level

Education	Frequency	Percentage
SENIOR HIGH SCHOOL	31	13.2%
Diploma	31	13.2%
Bachelor	98	41.7%
Masters	72	30.6%
Doctor	3	1.3%

Source : Processed primary data , 2023

Based on data testing results level education, in part big respondent is bachelor as many as 98 respondents or 41.7% of the total respondents. Besides that there is as many as 72 respondents or 30.6% have a master's degree, next as many as 31 respondents or (13.2% have high school education and finally Diploma as many as 3 respondents or 1.3% have doctoral education. From profile age can seen that majority level education on respondents This is bachelor, because at stage beginning reception cpns more Lots reception for graduate of undergraduate.

Frequency Respondents Based on Working Period

Working Period	Frequency	Percentage
≤ 1 Year	42	17.9%
2-4 Years	59	25.1%
5-7 Years	44	18.7%
8-10 Years	25	10.6%
More from 10 Years	65	27.7%

Source : Processed primary data , 2023

The results of data testing based on years of service , in part big of 65 respondents or 27.7% have Work more from 10 years . Then 2-4 years of service as many as 59 respondents or 25.1%, then 5-7 years of service as many as 44 respondents or 18.7%, years of service more from 1 year as many as 42 respondents or 17.0%, 8-10 years of service as many as 25 respondents or 10.6%. From profile respondent according to working time majority employee Work more from 10 Years Because part office clerk _ The NTT High Prosecutor's Office is filled senior employees living in the ward NTT High Court .

Frequency Respondents By Region

Region	Frequency	Percentage
Attorney	100	42.6
Kupang City	41	17.4
Regency Kupang	27	11.5
Speckle	23	9.8
Sikka	24	10.2
West Sumba	20	8.5

Source : Processed primary data , 2023

The results of testing data by region, in part big respondents in the Prosecutor's Office as many as 100 respondents or 42.6%. Next in the city area Kupang as many as 41 respondents or 17.4%, in Kabupaten Kupang as many as 27 respondents or 11.5%, in the Sikka area there were 24 respondents or 10.2%, in the Belu area as many as 23 or 9.8% of respondents and in the West Sumba area as many as 20 or 8.5% of respondents. From profile respondent by region more Lots

filled out by employees at the Attorney General's Office , because Attorney is office center in the NTT region so own more Lots employee than at the state attorney general's office .

Hypothesis Testing Results

Testing hypothesis used _ in study This is method statistics , with use Structural Equational Model (SEM) analysis , because according to (Sekaran & Bougie, 2017) , method This can predict changes in variable linked (dependent) . with changes that occur in variables No bound (independent) . Tolerance limits error used _ is 5 % ($\alpha=0.05$) with base taking decision as following :

1. If the p-value < 0.05 then H_0 is rejected that is , there is significant influence . _ Conclusion drawn , decision hypothesis accepted .
2. If the p-value > 0.05 then H_0 is accepted It means No there is significant influence , conclusions drawn , decisions _ _ hypothesis rejected .

Test results hypothesis

hypothesis	Influence Value	P-values	Decision
H1. <i>Transformational leadership influences direct on work motivation</i>	0.870	0.000	Ha supported
H2. <i>Transformational leadership influences direct on job satisfaction</i>	0.266	0.003	Ha supported
H3. <i>Transformational leadership influential direct to employee performance</i>	1,379	0.568	Haha no supported
H4. <i>Work motivation has an effect direct on job satisfaction</i>	0.767	0.000	Ha supported
H5. <i>Work motivation influential direct to employee performance</i>	3,820	0.555	Haha no supported
H6. <i>Job satisfaction has an effect direct on employee performance</i>	-4,107	0.632	Haha no supported
H7. <i>Transformational leadership influential No direct to mediated employee performance job satisfaction</i>	-1,550	0.6367	Haha no supported
H8. <i>Work motivation influential No direct to employee performance mediated job satisfaction</i>	-4.42	0.9898	Haha no supported

Source : Processed primary data , 2023

Discussion Of Research Results

hypothesis First test influence *transformational leadership* to *work motivation* . Result of study showing there is positive and significant influence _ from *transformational leadership* to *work motivation* . From the results This can showing the more Good practice *transformational leadership* in organization , then will the more tall *work motivation* from employees . *Transformational leadership* related with encouraging *leadership* _ motivation its members so own desire Work more enterprising in reach more results _ Good exceed the specified target limit . Following part amount indicator *transformational leadership* ie ideal influence , inspirational motivation, stimulation intellectual and personal policies (S. Siswanto et al., 2020) . *Transformational leadership* can control internal and external changes every person inside company , where in the end created motivation _ will make worker can Work outside working hours so that productivity improvement and achievement of organizational targets achieved (Eliyana & Ma'arif, 2019) . *Transformational leadership* have connection positive with *work motivation* (S. Siswanto et al., 2020) . Research results This in line with research conducted by (S. Siswanto et al., 2020) and also (Eliyana & Ma'arif, 2019) which shows exists influence from *transformational leadership* to *work motivation*.

Test results hypothesis second showing there is influence significant from *transformational leadership* to *job satisfaction* . this _ showing that the more tall *transformational leadership* is practiced in A organization so matter the will can increase satisfaction Work from employee . this _ can happen Because *Transformational leadership* is capacity to direct and deliver motivation its members in achievement more results _ Good from those prepared at the start . *Leadership* has influence big to *job satisfaction* (Purwanto et al., 2020) . When subordinate believe and have attachment in a manner emotional with *leader* , then leader is made example furthermore show supportive behavior _ for example exists *trust*, appreciation , serenity in the sense of the moment No There is point meeting between mark reply services obtained _ worker or company with level reply expected service _ workers , things to emphasize here when worker feel service accepted work _ in accordance hope , then worker will feel *job satisfaction* (Taryaman, 2016) . Research results This support results study previously carried out by (Primary, 2021) ; (Purwanto et al., 2020) ; (Suryani et al., 2020) which shows exists influence from *transformational leadership* to *job satisfaction*

hypothesis third test influence from *transformational leadership* to *employee performance* and results showing No there is influence from *transformational leadership* to *employee performance*. this _ showing that *transformational leadership* is not possible factor _ influence performance from employee . *Transformational leadership* influences to *employee performance* adapt *leadership styles*. A *leader* is personal figure who has task in give direction , and guidance its members including need support its members For achieve company targets . There is influence positive between *transformational leadership* and *employee performance* (Jnaneswar & Ranjit, 2020) . However results study This showing No exists influence from *transformational leadership* to *employee performance* maybe Because type organization This with strict and inclined hierarchy _ not enough flexible not enough suitable For type leader transformational in push performance more employees _ ok . Study This No in line with study previously conducted by (Laksmana & Riana, 2020) disclose that *transformational leadership* influential positive to *employee performance* .

Result of testing hypothesis fourth showing there is significant influence _ from *work motivation towards job satisfaction* so hypothesis 2 can supported . this _ showing high motivation _ from employee will impact on satisfaction more work _ high . By and large *work motivation* is exists encouragement desire For work . thrust _ desire and will every personal purpose For reach purpose and description related motivation _ with How his spirits Work more

hard with give all Power effort To use achieve the specified target company (Suryani et al., 2020) ; (Purwanto et al., 2020) . *Work motivation* is very necessary in A company , because with *work motivation* the he hoped every personal inside A company can worker more good , lively , enthusiastic For reach more productivity _ high . When employees achieve targets and be productive matter the will impact on satisfaction it works . Research results This in line with study previously carried out by (Rinaldi & Riyanto, 2021) ; (Primary, 2021) which shows exists influence from *work motivation* towards *job satisfaction*.

hypothesis fifth test influence from *work motivation* towards *employee performance* and results testing showing This showing No there is influence significant from *work motivation* towards *employee performance* so hypothesis 6 fails supported . Employee with high motivation _ Of course will more enterprising and kind in Work so that impact on performance in a manner individual nor organizational . However results research that shows No exists influence from *work motivation* towards performance employee because performance employee in organization No depend on the individual , so performance good individual _ No impact on performance in a manner whole . Research results This No in line with (Rinaldi & Riyanto, 2021) , which stated there is influence *work motivation* towards *employee performance*.

hypothesis sixth test influence from satisfaction Work to *employee performance* . Result of study showing No there is influence from *job satisfaction* against *employee performance* . this _ showing that *job satisfaction* is not possible factor _ increase *employee performance* from employee . *Job satisfaction* is thought positive about the task at hand based on evaluation from results work . *Job satisfaction* as perception worker to how much Good results accomplished work _ than needed _ through his job . *Job satisfaction* is behavior worker on not quite enough the answer can rated as exists totality from aspect the work done (Luthans in Siswanto., 2020). When employees satisfied with work , p the will impact on evaluation positive on the job so that employee feel like so that will more Good in work that impacts performance _ employee the . However results study This showing No there is influence from *job satisfaction* against *employee performance* caused , performance from employee in organization Lots depends factor other No just factor individual employee with satisfaction tall other . Study This No in line with study previously carried out by (Triwahyuni & Ekowati, 2017) ; (Darma & Supriyanto, 2017) which stated exists influence from *job satisfaction* against *employee performance*.

hypothesis seventh test influence from *transformational leadership* to *employee performance* with mediation *job satisfaction* . Research results showing that *job satisfaction* no can mediate influence from *transformational leadership* to *employee performance*. So that hypothesis in study This fail supported . Study This fail supported Because track from *job satisfaction* against *employee performance* no own influence significant so that condition happening mediation No fulfilled . Research results This No in line with study from (S. Siswanto et al., 2020) which shows *Transformational leadership* have influence with *job satisfaction* , and *job satisfaction* influential with *employee performance* . matter This show *job satisfaction* as variable mediation between *transformational leadership* to *employee performance*.

hypothesis eighth test influence from *work motivation* towards *performances* with mediation *job satisfaction* . Research results showing that *job satisfaction* no can mediate influence from *work motivation* towards *employee performance*. So that hypothesis in study This fail supported . Study This fail supported Because track from *job satisfaction* against *employee performance* no own influence significant so that condition happening mediation No fulfilled . Research results This No in line with study from stated _ connection *job satisfaction* to *work motivation* where is the result show that *work motivation* influential to *employee performance*.

Conclusion

Based on analysis on chap before , then can concluded that :

1. There is influence significant from *transformational leadership* to *work motivation*.
2. There is influence significant from *transformational leadership* to *job satisfaction*.
3. *Transformational leadership* No influential to *employee performance*.
4. There is influence significant from *work motivation* towards *job satisfaction*.
5. *Work motivation* No influential direct to *employee performance*.
6. *Job satisfaction* No influential direct to *employee performance*.
7. None _ influence *Transformational leadership* to *employee performance* mediated *job satisfaction*.
8. None _ influence *work motivation* towards mediated *employee performance* *job satisfaction*.

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