



Exploring the Nexus of Transformational Leadership, Motivation, and Employee Performance: A Study in the Department of Public Works and Spatial Planning in Pagar Alam Regency

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ABSTRACT

This research investigates the interplay between transformational leadership style, motivation, and employee performance, with job satisfaction acting as an intervening variable. The study focuses on the employees of the Department of Public Works and Spatial Planning in Pagar Alam Regency, with a total population of 133 individuals and a sample size of 100 respondents selected through Proportional Simple Random Sampling employing a lottery method. Path analysis was employed for data analysis. The findings reveal that both transformational leadership style and motivation significantly and positively influence employee performance, along with exerting a positive impact on job satisfaction. Notably, the transformational leadership style indirectly shapes employee performance through its positive influence on job satisfaction. However, it is observed that motivation does not significantly affect employee performance through job satisfaction. This underscores the need for tailored motivational development strategies, integrated with internal and external factors that more directly impact employee performance. Recommended areas for enhancement include the work environment, incentive structures, career prospects, and other relevant aspects. This research contributes valuable insights for organizations aiming to optimize employee performance by understanding the nuanced relationships among leadership style, motivation, job satisfaction, and overall performance.

Keywords: *Transformational Leadership Style, Motivation, Job Satisfaction, Employee Performance, Path Analysis.*

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Received : 1 July 2023

Revised : 2 May 2023

Accepted : 1 June 2023

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1. | INTRODUCTION

Employee performance is a crucial aspect in the success of an organization. Organizations with high-performing employees tend to achieve their goals more effectively and efficiently. This notion is supported by Yuliani & Ilyas (2018), who state that the success of an organization is closely tied to the role of all human resource components that are committed to maintaining work stability for collective progress in an institution. Quality human resources can be used to assess the overall quality of an organization or institution. An institution is said to have quality human resources if the performance of each human resource is consistently aligned with achieving the institution's vision and mission as established beforehand (Irmayanti et al., 2021).

Good performance refers to optimal performance, meeting institutional standards and supporting the achievement of an institution's objectives (Sulaiman, 2020). Performance is a job achievement, comparing actual work outcomes with established work standards. Information about performance is instrumental for institutions in evaluating goal attainment. Therefore, performance assessment is crucially important. Wijaya (2018) states that performance refers to the quality and quantity of work accomplished by an employee in fulfilling their responsibilities. Institutions employ various methods to enhance employee performance, including transformational leadership style, motivation, and Job Satisfaction (Feri et al., 2020), providing individual attention, intellectual stimulation, and charismatic leadership (Utomo, 2020; Akbar, 2020).

Transformational leadership is a leadership style that emphasizes moral values among followers in their effort to enhance ethical awareness and mobilize their energy and resources for institutional reform. Leadership involves influencing people to collaborate in achieving desired goals (Agustin, 2020). An individual's leadership style, when fulfilling functions and duties, should comprehend roles,

functions, and goals to advance the institution they lead (Purnomo, 2022). Transformational leadership style can influence morale, job satisfaction, work quality of life, and notably, the level of institutional achievement. An institution's success in achieving desired goals hinges on the applied leadership style. Research by Suwandi & Koerniawan (2022) suggests that transformational leadership style has an impact on employee performance, while another study by Paijan et al., (2018) asserts that transformational leadership style does not influence employee performance.

The second factor, motivation, according to Gienardy (2018), is a series of attitudes and values that influence individuals to achieve specific goals. These attitudes and values provide the drive to guide individuals' behavior in attaining goals. Employee motivation within an institution can be perceived as straightforward or complex, as people are inherently motivated by meeting their desires. When motivated, individuals will strive to achieve their desires with full effort. However, intense effort might not necessarily yield the expected productivity if not channeled in the direction desired by the organization (Sururin et al., 2020). Employee motivation can arise from others, colleagues, superiors, or even subordinates. The higher the motivation of employees in completing their tasks, the more it will boost employee performance. Research by Habdullah et al., (2020) indicates that motivation influences employee performance, while a study by Rudianto et al., (2020) states that motivation does not affect employee performance. Apart from directly influencing employee performance, transformational leadership style and motivation can also indirectly impact employee performance through job satisfaction as an intervening variable.

The third variable is job satisfaction. Job satisfaction is a positive feeling about one's work, resulting from an evaluation of its characteristics. Individuals with high job satisfaction have positive feelings about their work, while those with low

job satisfaction have negative feelings (Sutrisno, 2019). Employee job satisfaction must be maximized to enhance work morale, dedication, love, and discipline (Yuliana et al., 2020). Research by Arif (2019) suggests that job satisfaction has an impact on employee performance, but findings by Widodo (2019) state that job satisfaction does not influence employee performance.

Previous research findings demonstrate a strong relationship between transformational leadership style, motivation, job satisfaction, and employee performance. However, there are research gaps. Earlier studies show differing findings over time. For instance, a study by Suwandi & Koerniawan (2022) compared to Paijan et al., (2018) shows differences in the impact of Transformational Leadership Style on employee performance and the impact of motivation on employee performance. Research by Habdullah et al., (2020) differs from Rudianto et al., (2020) in relation to employee performance and job satisfaction. Discrepancies are also found between Arif (2019) and Widodo (2019) concerning job satisfaction and employee performance. The role of job satisfaction as a mediator shows differing results between Efendi & Fiton (2022) and Mochamad et al., (2021) regarding the mediating role of job satisfaction in the relationship between Transformational Leadership Style and employee performance. Similarly, the research conducted by Zainuri & Mundakir (2018) and Mochamad et al., (2021) diverges in terms of the mediating role of job satisfaction in the relationship between motivation and employee performance. These research gaps are supported by an organizational-level phenomenon, particularly in institutions like the Department of Public Works and Spatial Planning of Pagar Alam Regency. There is a scarcity of specific studies exploring the relationships and impacts of these variables in a more localized context. This study aims to fill this knowledge gap by investigating the effects of transformational leadership style and motivation on employee performance, as well as the role of

job satisfaction as a mediating variable. Based on the above discussion, the research problem formulated in this study is: How does the exploration of Transformational Leadership Style and Motivation impact Employee Performance?.

2. | RESEARCH METHOD

The population in this study consists of all employees at the Department of Public Works and Spatial Planning of Pagar Alam Regency, totaling 133 employees in the year 2023. The sample comprises 100 respondents determined using the Slovin formula. The sampling technique employed in this research is conducted in two stages: the first stage uses Proportional Random Sampling, and the subsequent stage employs Simple Random Sampling through lottery. The data collection methods in this study encompass both primary and secondary data. Primary data is acquired through interviews using questionnaire tools, while secondary data is obtained from literature studies, journals, retrieved through online systems (the internet).

The measurement scale for the variables utilizes a Likert scale, ranging from 1 (Strongly Disagree/SD) to 5 (Strongly Agree/SA). Employee performance measurement is derived from Ahmad's; Job Satisfaction from Masse (2022); Transformational Leadership Style from Putra & Yusri (2020); and Motivation from Utaminingsih (2019). The hypothesis testing employs Path Analysis.

The testing of the research instrument is conducted based on the Path Algorithm procedure using SmartPLS software. The testing is performed twice to ensure the validity and reliability of the used instruments. In the first stage of Path Algorithm, two indicators were found to be invalid due to outer loading values < 0.70, namely indicators KP3 and MV2. The subsequent step involved removing these two invalid indicators. The results of the Reliability Test show that the Motivation and Job Satisfaction variables are < 0.70, indicating that the indicators in this test are not reliable. The

instrument testing in this study did not meet the criteria for further testing. Hence, it needs to be re-estimated by eliminating the loading factor values below 0.70, which are indicators KP3 and MV2.

In the second testing stage, the outer loading values for each indicator were found to be > 0.70 , indicating that the construct indicators are valid.

This implies that all construct indicators in the study have passed the validity test, or in other words, they are highly satisfactory, as the resulting outer loading values are > 0.70 . The Reliability Test results also show that all construct indicators in the study have passed the reliability test, denoting their high reliability, as evident in Table 1.

Table 1. Convergent Validity Test and Cronbach's Alpha Results and Composite Reliability

Variable	Validity test		Reliability test	
	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability
Employee performance (Y)	KK1	0,849	0,743	0,853
	KK2	0,787		
	KK3	0,798		
Job satisfaction (Z)	KP1	0,943	0,884	0,945
	KP2	0,950		
Transformational Leadership Style (X1)	GKT1	0,887	0,882	0,927
	GKT2	0,896		
	GKT3	0,916		
Motivation (X2)	MV1	0,859	0,720	0,876
	MV3	0,906		

3. | RESULTS AND DISCUSSION

Models of Influence of Transformational Leadership Style and Motivation on Employee Performance Through Job Satisfaction as DPU Intervening Variables and Spatial Planning as in Figur 1.

Table 2 shows that the variables used in the study are good where the test results in the first path analysis have values ≥ -1 and ≥ 1 and P values < 0.05 . This proves that in the first path analysis, all variables (Transformational Leadership Style (X1), Motivation (X2), Job Satisfaction (Z)) has a positive impact on the Employee Performance variable (Y). The same thing happened in the second path analysis, where the P Values were 0.000 (0.000 < 0.05) in the variables Transformational Leadership Style (X1), Motivation (X2) on Job Satisfaction (Z). This

means that from the independent variables tested, all of them have an impact positive effect on employee performance and job satisfaction at the Office of Public Works and Spatial Planning.

The results of the latent variable correlation test show the average correlation values among the variables, indicating moderate correlation averages between the variables. The highest correlation value is found between the transformational leadership style variable (x1) and job satisfaction (z) with a value of 0.689. This implies that among the variables within the research model, the relationship between the transformational leadership style variable (x1) and job satisfaction (z) exhibits a stronger connection compared to the relationships among other variables. Thus, the level of job satisfaction is influenced more by the transformational leadership style variable than by other variables.

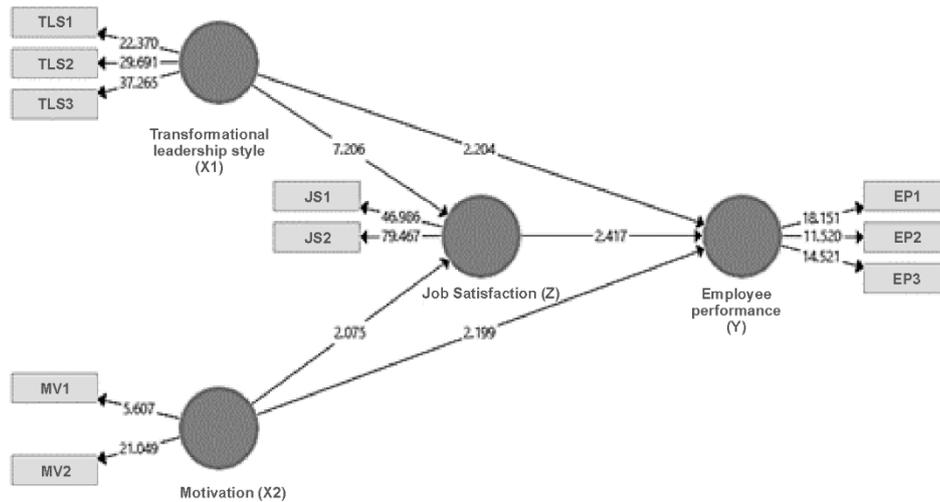


Figure 1. Model of Influence of Transformational Leadership Style and Motivation on Employee Performance Through Job Satisfaction as DPU Intervening Variables and Spatial Planning

Table 3. Path Coefficient Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Model 1 : $Y = b_1X_1 + b_2X_2 + b_3Z + e$					
X1 -> Y	0,234	0,233	0,106	2,204	0,028
X2 -> Y	0,191	0,191	0,087	2,199	0,028
Z -> Y	0,267	0,261	0,110	2,417	0,016
Model 2 : $Z = b_1X_1 + b_2X_2 + e$					
X1 -> Z	0,635	0,625	0,088	7,206	0,000
X2 -> Z	0,179	0,175	0,086	2,075	0,039

The results of the multicollinearity test indicate the absence of multicollinearity among the research variables, as the values for (Y) and (Z) have VIF values < 5. This implies that the data used in this study are appropriate. Moreover, the Heterotrait-Monotrait Ratio values are all below 1, indicating that the research model formed by these three variables is valid.

The R-square value of 0.818 indicates that the regression model has a good level of goodness-fit, signifying variability. The explanation that can be deduced from the three variables in the model, namely Transformational Leadership Style, Motivation, and Job Satisfaction, is that they collectively influence the Employee Performance variable by 81.8%, while the remaining 18.2% is influenced by potential variables not included in this study. Meanwhile, the Adjusted R-square value of 0.786 signifies that 78.6% of the

variability in the Employee Performance construct can be explained by the Transformational Leadership Style, Motivation, and Job Satisfaction constructs.

Model fit testing was conducted using the standardized root mean square residual (SRMR) test, Chi-square, and normed fit index (NFI). Based on the data in Table 3, the model fit test results show an SRMR value of 0.069, indicating that the model has a good fit. A structural equation model can be considered fit if the SRMR value is < 0.10 and is considered inadequate if the SRMR value is > 0.15. The Chi-square value in this study is 132.947, which exceeds 0.05. Meanwhile, the normed fit index (NFI) value obtained is 0.740, suggesting a good model fit because the obtained value is < 0.90. Thus, it can be concluded that the model has a high fit due to the SRMR, Chi-square, and NFI values meeting the criteria.

Table 4. Hypothesis Test Results for Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Results of the Direct Effect Hypothesis Test					
X1 -> Z	0,635	0,625	0,088	7,206	0,000
X1 -> Y	0,234	0,233	0,106	2,204	0,028
Z -> Y	0,267	0,261	0,110	2,417	0,016
X2 -> Z	0,179	0,175	0,086	2,075	0,039
X2 -> Y	0,191	0,191	0,087	2,199	0,028
Indirect Influence Hypothesis Test Results					
X1 -> Z -> Y	0,169	0,163	0,072	2,339	0,020
X2 -> Z -> Y	0,048	0,046	0,032	1,508	0,132

The results of direct influence hypothesis testing reveal that all Path Coefficients values from tests like Transformational Leadership Style on Employee Performance (0.234), Motivation on Employee Performance (0.191), Job Satisfaction on employee performance (0.267), and Transformational Leadership Style on satisfaction work (0.635), along with motivation on performance (0.179), indicate Path Coefficients values greater than 0, along with T-Statistics values and P-Values less than 0.05 (Table 4). These results lead to the conclusion that all variables partially have a positive and significant effect on employee performance and job satisfaction.

The transformational leadership style significantly improves employee performance through inspiring trust, cooperation, and collective progress. This impact is demonstrated through qualities such as intellectual ability, individual understanding, and team stimulation. These findings align with research conducted by Suwandi & Koerniawan (2022), indicating that the transformational leadership style has a positive and significant effect on employee performance. This suggests that transformational leadership style, measured using Ideal Influence, Individual Consideration, and Intellectual Stimulation, can positively impact employee performance.

Motivation also plays a significant role in enhancing employee performance. This observation is consistent with research conducted by Habdullah et al., (2020), which

emphasizes the positive and significant impact of motivation on employee performance. Motivation, measured using physiological needs and self-actualization needs, contributes positively to employee performance. Motivation serves as an internal driving force, encouraging individuals to act in pursuit of various needs, including physiological, safety and security, and self-actualization needs. In the context of leadership, motivation becomes pivotal in fostering the enthusiasm and efforts of subordinates to achieve organizational goals, resulting in improved performance and outcomes. Effective leaders understand this and inspire their teams through transformational leadership, creating a productive work environment. Increasing motivation, particularly through addressing physiological and self-actualization needs, leads to improved performance and contributes to organizational success.

Job satisfaction is another significant factor that significantly influences employee performance. These findings align with the research conducted by Arif (2019), indicating that job satisfaction, measured through factors such as financial satisfaction and physical satisfaction, positively impacts employee performance. Job satisfaction fosters loyalty, commitment, and expertise retention, while also reducing staff turnover. At the Office of Public Works and Spatial Planning, Pagar Alam District, high levels of financial and physical satisfaction correlate with

increased employee performance, ultimately supporting organizational goals.

Additionally, transformational leadership style has a substantial impact on job satisfaction. This observation is consistent with research by Zainuri & Mundakir (2018), which suggests that transformational leadership style, measured using ideal influence, individual consideration, and intellectual stimulation, has a positive and significant effect on job satisfaction. This style of leadership, with its focus on high intellectual capacity and individual understanding, promotes the fulfillment of higher needs, consequently increasing employee satisfaction. The close alignment between transformational leadership and job satisfaction is crucial. Leaders who inspire, understand, and motivate individuals foster a sense of value and recognition, nurturing satisfaction. This enabling aspect of transformative leadership creates a positive work environment that, in turn, triggers a positive cycle, enhancing productivity and leading to organizational success. Therefore, transformational leadership plays a pivotal role in addressing employee needs, driving satisfaction, and supporting overall organizational growth.

Furthermore, motivation significantly increases job satisfaction. This assertion aligns with research conducted by Mochamad et al., (2021), which states that motivation, when measured through physiological needs and self-actualization needs, positively impacts job satisfaction. High levels of motivation are associated with improved job performance and increased satisfaction. Motivation acts as a driving force, encouraging employees to strive for their goals, which, in turn, enhances job satisfaction. Ultimately, increasing employee motivation contributes positively to overall organizational productivity and success, as motivated employees demonstrate dedication to delivering satisfactory work results.

In the context of indirect hypothesis testing, the Path Coefficients for the Transformational Leadership Style variable through Job Satisfaction

yielded a value of 0.169, while the Motivation variable through Job Satisfaction yielded a value of 0.048. These results indicate that the Path Coefficients are greater than 0, with T-Statistics and P-Values less than 0.05. Consequently, it can be concluded that the Transformational Leadership Style, when influenced through Job Satisfaction, has a positive and significant influence on Employee Performance. This conclusion is consistent with research conducted by Efendi & Fiton (2022), which suggests that the Transformational Leadership Style affects Employee Performance with Job Satisfaction as an Intervening Variable. In other words, transformational leadership style, when measured using Idealized Influence, Individual Consideration, and Intellectual Stimulation and channeled through job satisfaction, can have a positive impact on employee performance. This leadership style fosters trust, admiration, loyalty, and respect, ultimately resulting in essential employee satisfaction. The financial, physical, and social aspects of job satisfaction play crucial roles in driving higher satisfaction levels. Transformative leadership that supports holistic job satisfaction contributes positively to employee performance and organizational success. Therefore, organizations should pay close attention to and enhance this leadership style to bolster overall performance.

However, it is worth noting that Motivation, when measured through job satisfaction, does not have a positive and significant impact on employee performance. This finding differs from the research by Zainuri & Mundakir (2018), which suggests that Motivation influences Employee Performance when Job Satisfaction serves as an Intervening Variable. In this context, it means that motivation, measured through physiological needs and self-actualization needs, does not significantly impact employee performance through job satisfaction. Motivation, rooted in physiological, safety, and self-actualization needs, acts as a driving force to achieve goals, while job satisfaction, resulting from motivation, signifies

an increase in work quality and loyalty. Although this relationship may not be evident in the context of the Public Works and Spatial Planning Agency of Pagar Alam Regency, it is generally accepted that well-maintained motivation and job satisfaction contribute to improved performance and organizational harmony.

4. | CONCLUSION

The results demonstrate that, in part, the transformational leadership style, motivation, and job satisfaction have a positive and significant impact on employee performance. Furthermore, both the transformational leadership style and motivation exhibit a positive and significant influence on job satisfaction. However, it is noteworthy that the influence of motivation on employee performance does not achieve significance when mediated through job satisfaction. This outcome is likely due to the presence of additional intricate factors that can influence this relationship, such as contextual variables or individual dynamics, which have not been comprehensively unveiled in this study.

The implications of this research are threefold. Firstly, it underscores the significance of implementing a transformational leadership style to enhance employee performance by fostering innovation and development. Secondly, enhancing employee motivation can elevate job satisfaction, which in turn can potentially lead to an overall performance improvement. Thirdly, job satisfaction operates as a pivotal link between transformational leadership styles, motivation, and employee performance. Consequently, focusing on factors that impact job satisfaction can indirectly contribute to enhanced performance.

The study's limitations encompass its concentration on a specific sector and location, potential challenges in generalizing findings to a broader population, and the utilization of path analysis methods that might not unveil intricate relationships among variables. Additionally, the study might not have fully considered other

variables that could influence employee performance, and specific cultural or contextual aspects within the organization might have exerted an impact that remained incompletely gauged in this study.

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