
The Influence of Transformational Leadership on Employee Performance with Job Satisfaction and Organizational Commitment as Mediation Variables

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Abstract

This study aims to analyze the effect of transformational leadership on employee performance with job satisfaction and organizational commitment as mediating variables with the object of research being permanent employees of PT. Pegadaian (Persero) Regional Office VIII Jakarta 1 Bogor Area. This research is quantitative research. The sample used in the study was 205 respondents. The Structural Equation Model (SEM) technique and Amos 22 software are both used in the investigation. The findings show that transformational leadership has a beneficial effect on job satisfaction, organizational commitment, job satisfaction, and employee performance. It was discovered, however, that neither transformational leadership nor organizational commitment had any effect on employee performance as measured by job satisfaction or organizational commitment.

Keywords: transformational leadership, job satisfaction, organizational commitment, employee performance.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan kepuasan kerja dan komitmen organisasi sebagai variabel mediasi dengan objek penelitian menjadi karyawan tetap PT Pegadaian (Persero) Kantor Wilayah VIII Jakarta 1 Wilayah Bogor. Penelitian ini merupakan penelitian kuantitatif. Sampel yang digunakan dalam penelitian ini adalah 205 responden. Teknik Structural Equation Model (SEM) dan perangkat lunak Amos 22, keduanya digunakan dalam penelitian ini. Temuan penelitian menunjukkan bahwa kepemimpinan transformasional memiliki efek yang menguntungkan pada kepuasan kerja, komitmen organisasi, kepuasan kerja, dan kinerja karyawan. Namun, ditemukan bahwa baik kepemimpinan transformasional maupun komitmen organisasi tidak berpengaruh pada kinerja karyawan yang diukur dengan kepuasan kerja atau komitmen organisasi.

Kata Kunci: kepemimpinan transformasional, kepuasan kerja, komitmen organisasi, kinerja karyawan

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1. Introduction

The development of an era that continues to develop requires companies to always provide the best results obtained from each of their employees in order to compete. Companies are required to always innovate and be able to keep up with the times so that they are always *up to date* with what is needed by the market / customers. Old age is considered a workforce that is less flexible to developments in the present day (Shafira & Anita, 2017). Meanwhile, the younger generation is known as a generation that shows independence and attaches importance to clear information which results in not being difficult with technological developments (Nindyati, 2017). At the beginning of 2020, the world was shocked by the outbreak, namely Covid-19, including Indonesia. The increasing number of covid-19 cases, the government made a decision by implementing Large-Scale Social Restrictions (PSBB) to prevent possible spread (Azanella, 2020: Kompas.com). With the implementation of the PSBB, it also has an impact on restrictions on the number of customers who do direct transaction.

In this case, the role of the leader is very important for the sustainability of the company. The leader is an example for each of his employees, because the leader must be able to direct his subordinates so as to create organizational goals (Nguyen et al, 2019). The ability to identify the right work mentality with dedication and loyalty to a job, provide guidance, direction, motivation, and good work coordination from a superior to his subordinates, then the company will have the ability to equalize perceptions between employees and leaders in achieving the company's goals. (Paais & Patiruhu, 2020). As it is today, organizations are growing globally and facing challenges in achieving these goals and encouraging employee performance by satisfying them with their work (Torlak & Kuzey, 2019). Organizations can survive business competition inseparable from the role of employees who are committed to the organization. PT. Pegadaian (Persero) is one of the State-Owned Enterprises engaged in financial services. Competition is not only present from the similar pawnshop sector, but also exists in the banking industry and the presence of fintech (Arisanti & Wahyuni, 2019). Due to the intense competition in the business world requires every employee to always strive for the maximum possible business to maintain loyalty with customers, customers are valuable assets for the company in running its business. In order to expand the network with PT. Pegadaian conducts an intensive marketing program in the form of *employee get customers* (www.pegadaian.co.id).

Every individual has a distinctive way of leading, the change of business deputy leader that occurs in PT. Pegadaian (Persero) Kanwil VIII Bogor Area where workers are obliged to adapt to the new

leader. Leaders are seen as needing to manage human resources because they have an important role for the organization in achieving the success or failure of the goals to be achieved (Damayanti, et. al., 2021).

This study seeks to test and analyze whether there is a positive influence of Transformational Leadership on PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area; apakah there is a positive influence of Transformational Leadership on the Organizational Commitment of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area; is there a positive influence of Job Satisfaction on the Performance of PT Employees. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area; apakah there is a positive influence of Organizational Commitment on the Performance of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area; Is there a positive influence of Transformational Leadership on the Performance of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area through Job Satisfaction; and is there a positive influence of Transformational Leadership on the Performance of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area through Organizational Commitment.

2. Theoretical Framework and Hypothesis Development (If Any)

Transformational Leadership

Transformational Leadership is a way of making the right decisions and inspiring others to do a good job (Garcia-Morales et. al., 2012). From the description above, it can be concluded that Transformational Leadership is a way that leaders have in inviting followers (subordinates) to make followers innovative in solving a problem, pay attention to the self-development of their followers and be able to inspire followers (subordinates) to work hard to achieve common goals and prioritize group interests over personal interests.

Transformational Leadership Indicators are as follows (Lomanjaya et. al. , 2014), divided into ideal influence individual scales, inspirational motivation and intellectual stimulus. The *idealize influence* indicator is as follows (Lomanjaya et. al. , 2014) : atasan makes employees feel calm in the face of difficulties; employees are proud of superiors; the employee trusts his superiors; superiors can be used as examples and superiors are able to persuade employees to attach more importance to the company.

Furthermore, the individualized consideration indicators are as follows (Lomanjaya et. al., 2014): superiors provides training when employees are in need; superiors value employees who have a good way of working; superiors provide counseling to employees; superiors value any input from employees; superiors provide learning opportunities to each of their employees.

Furthermore, *indicators of inspirational motiva-*

tion include (Lomanjaya et. al., 2014): superiors always instills the vision of the company in its employees clearly; superiors are able to provide support to their employees; superiors are able to cultivate a sense of enthusiasm in employees and superiors teach that employees must learn from every mistake. Finally, indicators of intellectual *stimulation* include (Lomanjaya et. al., 2014): superiors are able to provide a new way of seeing problems; superiors give employees the opportunity to solve problems in their own way and superiors encourage employees to be more creative at work.

Job Satisfaction

Job satisfaction is one of the important things for human resource management. Job satisfaction is a person's attitude towards his work (Siagian & Khair, 2018). Meanwhile, according to Indrasari (2017) job satisfaction is an affective or emotional response to various aspects or aspects of work. A high level of job satisfaction indicates a positive feeling towards a high job as well. If employees do not have dissatisfaction with their work, they will have negative feelings for their work. So that employees who have a sense of satisfaction about their work tend to perform better Robbins (2012). Work satisfaction can be considered a pleasant emotional state derived from an individual's assessment of work as well as following work experience (Rimadiaz et. al., 2016).

Then it can be concluded that job satisfaction is an emotional feelings of employees related to their work, can be in the form of satisfaction and dissatisfaction. Therefore, satisfaction in working will make employees struggle as much as possible to strive for the ability they have to complete work.

According to Sutrisno (2017) there are four factors in job satisfaction:

Psychological aspects of employee mental health, such as interests, mental clarity in the workplace, attitudes towards work, talents, and skills.

Social aspects of the workplace, such as interaction between colleagues or between employees and supervisors or subordinates.

Physical factors associated with physically active personnel, such as the nature of the work, scheduling, rest, and other factors.

Financial Factors Related to Employee Welfare and Security, which Include the System and Amount of Salary, Benefits, Promotions, Social Security, and Other Factors.

Job Satisfaction Indicators as follows (Luthans, 2006):

1. Satisfaction with Salary or wages
2. Satisfaction with the Work itself
3. Satisfaction with Colleagues
4. Satisfaction with the Promotion
5. Satisfaction with Work Supervision

Organizational Commitment

Organizational Commitment is an expression of the feelings possessed by employees that provide an overview as a form of wants, needs and responsibilities of employees to the organization (Silitonga et al, 2020). Employee-level organizational commitment reflects the belief that workers will provide loyalty, as well as the desire, ability, and willingness to work hard, be willing to sacrifice, and care about the organization (Pane & Fatmawati, 2017).

According to Mayer and Allen (1991) Organizational commitment has three types, including:

1. Affective Commitment

Equated with emotional (affective) investments, identities, and employee participation in a company, so that highly affective workers will survive because they want to continue to be part of the company.

2. Normative Commitment

Related to how employees feel about the tasks expected of them by the company. Because highly normatively committed employees feel obliged to stay with the company.

3. Ongoing Commitment

Relates to the employee's perception of the losses he will face if he leaves the organization.

Employee Performance

Employee performance refers to the extent to which an activity, policy or program to implement the goals, objectives, vision and mission of the organization to be achieved through the organization's strategy. (Moehariono, 2012). When an employee performs activities and tasks in an effective and efficient manner, the overall operation of the organization becomes more productive and efficient (Ahmad et. al., 2015).

As the main indicator of the strength and stability of the organization, employee performance is an important component of surviving in business. If employee performance is good, it is likely to improve company performance (Rimadiaz & Pandini, 2017).

Based on the description above, it can be concluded, Employee performance is the level of success in carrying out the duties charged to employees within a certain time in accordance with the responsibilities that have been given by the organization. Employee Performance Indicators as follows (Martoyo, 2007):

1. Presence
2. Ability
3. Honesty
4. Collaborate
5. Motivational ability
6. Ability to complete tasks

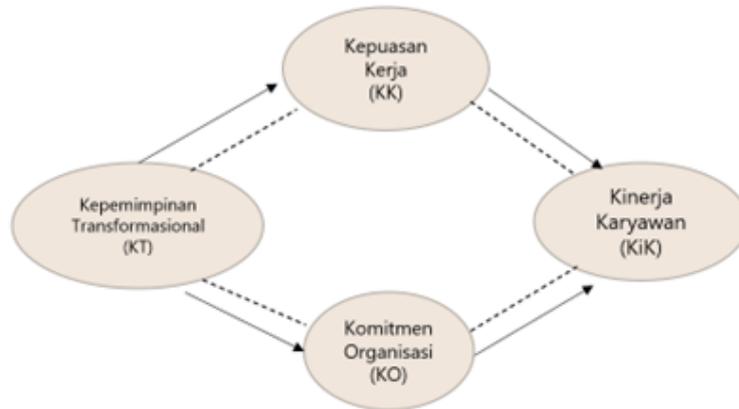


Figure 1. Research Framework

Hypothesis Development

The Effect of Transformational Leadership on Job Satisfaction

A leader's ability to collaborate with or through others to transform organizational resources to achieve meaningful goals by setting achievement targets is known as transformational leadership (Danim, 2003). According to the research of Long et al. (2014), transformational leadership has a beneficial impact on job satisfaction.

H1: Transformational Leadership positively affects Job Satisfaction.

The Influence of Transformational Leadership on Organizational Commitment

Organizational commitment is the attitude of an individual who is bound in an organization where employees trust and accept the goals of the organization. Related to this in his research (Oupen et. al., 2020) shows a positive influence between Transformational Leadership and Organizational Commitment.

H2: Transformational Leadership positively affects Organizational Commitment.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction how an employee manages feelings or emotions towards work. Research conducted by Ghayas & Dhodiya (2021) showed aspects of job satisfaction such as promotion opportunities, the nature of work, the attitude of colleagues, compensation to be a significant influence with employee performance this study was conducted in the Istanbul banking sector.

H3: Job Satisfaction positively affects employee performance.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment is a strong desire to remain part of the organization, or, in other words, a mindset that reflects the performance of employees in the organization. It is also a constant process

in which members of the organization express their concern for the organization and the willingness to remain in the organization (Muis, Jefrizen & Fahmi, 2018). In his research, Ramli (2019) revealed that the results of research conducted on distributor companies showed a positive and significant influence on Employee Performance, by having employees who lead to a high level of commitment in the organization will improve the quality of their performance in the Organization.

H4: Organizational Commitment positively affects Employee Performance.

The Effect of Transformational Leadership on Employee Performance through Job Satisfaction

Efforts to improve employee performance are to provide job satisfaction to employees, by obtaining high satisfaction, it is expected to improve employee performance.

H5: Transformational Leadership positively affect Employee Performance through Job Satisfaction.

The Effect of Transformational Leadership on Employee Performance through Organizational Commitment

Transformational Leadership is a process of building commitments for organizational goals and efforts made to achieve success to followers. Effective leadership will be reflected in the high and low organizational commitment of subordinates (Wexley & Yulk, 2005). In a study conducted by Nurdin & Rohendi (2016) conducted at the Public Broadcasting Institute (LPP) TVRI West Java, there was a significant influence of Transformational Leadership on Employee Performance through Organizational Commitment. The results showed that leaders can be used as role models by employees in working and carrying out the responsibility of completing the work charged.

H6: Transformational Leadership positively affects Employee Performance through Organizational Commitment.

Table 1. Permanent Employees

| Permanent Employees | % |
|---------------------|------|
| Yes | 100% |
| No | 0% |

Table 3. Gender

| Gender | % |
|--------|-------|
| Man | 57,6% |
| Woman | 42,4% |

Table 5. Length of Work

| Length of Work | % |
|----------------|-------|
| 1-5 Year | 11,2% |
| 6-10 Year | 21,5% |
| 11-15 Year | 42,4% |
| 16-20 Year | 7,3% |
| >20 Year | 17,6% |

Table 7. Marital Status

| Marital Status | % |
|----------------|-----|
| Married | 81% |
| Unmarried | 19% |

Table 8. Revenue per Month

| Revenue | % |
|-----------------------|-------|
| <2,5 Jt – 3,5 million | 7,3% |
| 3,6 Jt – 5,5 million | 23,4% |
| 5,6 Jt – 10 million | 55,6% |
| >10 million | 13,7% |

Table 2. Worked More Than 1 Year

| More than 1 Year | % |
|------------------|------|
| Yes | 100% |
| No | 0% |

Table 4. Age of Workers

| Age | % |
|------------|-------|
| 20-25 Year | 9,8% |
| 26-30 Year | 14,1% |
| 31-35 Year | 29,8% |
| 36-40 Year | 18% |
| 40-50 Year | 21% |
| >50 Year | 7,3% |

Table 6. Recent Education

| Education | % |
|-----------|-------|
| D3 | 7,8% |
| D4 | 1% |
| S1 | 66,8% |
| S2 | 7,8% |
| S3 | 0% |

Table 9. Expense Level

| Expense | % |
|---------------|-------|
| <30 % Income | 26,8% |
| 30-50% Income | 70,2% |
| 50-70% Income | 2,9% |
| >70% Income | 0% |

3. Research Method

The method used is quantitative research with processing methods using SEM amos 22 software.

The study population is Permanent employees of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area and the determination of the number of samples using the hair formula, is the Number of samples = Number of indicators x 5 in the study there are 41 indicators x 5 = 205 Respondents. Research measured on a likert scale ranging from 1 to 6.

4. Result, Discussion, and Managerial Implication

Analysis of Result

Based on the results of the questionnaire that has been filled out by 205 respondents, all re-

spondents are qualified, the following is the profile of the respondents, such as being a permanent employee, working for more than one year, gender, age, length of work, status, education, income per month and level of expenditure.

Validity Test and Reliability Test

The value required on the validity test if all indicators have a KMO value of > 0.05; Significance value < 0.05; the MSA value > 0.5 and the loading factor value > 0.5. All indicators in this study meet the criteria / are valid.

Reliability Test

Reliability Test that has a coefficient of reliability of *Cronbach's alpha* >0.700 variables can be used for further analysis.

Table 10. Reliability Test

| Variable | Cronbach's alpha | Criteria |
|----------|------------------|----------|
| KT | 0,987 | Reliable |
| KK | 0,909 | Reliable |
| KO | 0,771 | Reliable |
| KiK | 0,906 | Reliable |

Table 11. Degree of Freedom

| | |
|--|-----|
| Number of Distric sample moments | 741 |
| Number of Distric Parameters to be estimated | 80 |
| Degree of Freedom | 661 |

Table 12. Goodness of Fit

| GoF | Cut of Value | Analysis Result | Model Evaluation |
|---------|---|-----------------|------------------|
| CMIN/DF | CMIN/DF \leq 3,0 Good fit | 2,916 | Good fit |
| CFI | CFI \geq 0,90 (Good fit) CFI 0,80 \leq 0,90 (Marginal fit) CFI \leq 0,80 (Poor fit) | 0,833 | Marginal fit |
| RMSEA | RMSEA \leq 0,80 (poor fit) RMSEA 0,80 \leq 0,10 marginal fit RMSEA \geq 0,10 Good Fit | 0,097 | Marginal fit |

Table 13. Output Regression

| Hypothesis | Estimate | CR | P | Conclusion |
|------------|----------|-------|-------|----------------------|
| KT à KK | 0,826 | 8,601 | *** | H1 Supported by data |
| KT à KO | 0,670 | 5,415 | *** | H2 Supported by data |
| KK à KiK | 0,162 | 2,963 | 0,003 | H3 Supported by data |
| KO à KiK | 0,160 | 4,682 | *** | H4 Supported by data |

Source: Data processed by researchers using Amos 22

Based on Table 12, it can be described that there are 3 goodness of fit measures consisting of CMIN/DF, CFI and RMSEA. CMIN/DF \leq 3.00. While the CFI has a result of 0.833 where it has a marginal fit model evaluation and RMSEA has a result of 0.098 has the result of evaluating the marginal fit model.

Based on Table 13 it can be concluded as follows:

1. Since the estimated value obtained shows a positive result, which is 0.826, and the p-value is ***, which indicates a value below 0.05, then transformational leadership has a positive and significant influence on job satisfaction. These findings suggest that the

Transformational Leadership hypothesis is supported by evidence and has an influence that can increase job satisfaction.

2. The estimated value obtained shows a positive result, which is 0.670, and the p-value is ***, which indicates the value below. Thus, transformational leadership has a positive and significant influence on organizational commitment. These findings suggest that Transformational Leadership is backed by data and has a beneficial influence on the organization
3. Job satisfaction affects employee performance in a profitable and significant way, as evidenced by the estimated value obtained, which is 0.162, and the p-value below 0.05.

Table 14. Standardized Indirect Effect

| Std Direct effect | Std Direct effect Value | Hypothesis | Std Indirect Effect Value | Conclusion |
|------------------------------|-------------------------|-------------|---------------------------|--------------------------|
| KT*KK KK*KiK= 0,736*0,223 | 0,164 | KT → KK → K | 0,295 | Not supported by data |
| KT*KO KO*KiK 0,381*0,344 | 0,131 | KT → KO → K | 0,295 | Do not supported by data |

These findings suggest that job satisfaction is backed by data and has a beneficial and significant influence on employee performance.

4. Because the estimated value obtained shows a positive result of 0.160, and the p-value is ***, below 0.05, it can be concluded that organizational commitment has a positive and significant influence on employee performance. These findings suggest that organizational commitments are validated by data, and suggest that organizational commitments have a positive and significant influence on employee performance.

Based on table 14 it can be concluded as follows:

1. The results of the analysis illustrate the value of the direct influence of Transformational Leadership on Job Satisfaction of 0.736 and the direct influence of Job Satisfaction on Employee Performance of 0.233 so that it can be calculated $0.736 * 0.233 = 0.233$ while the indirect influence of Transformational Leadership on Employee Performance has a value of 0.295 where *direct* and *indirect* results having different values can be interpreted As Job Satisfaction has no effect as a mediating

Table 15. Average value Transformational Leadership

| | Indicator | Mean | AV |
|------|--|-------|--------------|
| KT1 | My boss can make me feel calm in the face of work difficulties | 4,907 | 4,890 |
| KT2 | I'm so proud of my superiors | 4,809 | |
| KT3 | I'm so proud of my superiors | 4,912 | |
| KT4 | My boss can be used as a role model | 4,8 | |
| KT5 | My boss was able to motivate me to attach more importance to the company | 4,907 | |
| KT6 | The boss can motivate me in achieving the goal | 4,956 | |
| KT7 | Superiors appreciate employee performance | 4,834 | |
| KT8 | The superiors always give me instructions | 4,897 | |
| KT9 | The boss appreciates every criticism and suggestion | 4,726 | |
| KT10 | The boss gave me the opportunity for self-development | 4,965 | |
| KT11 | The boss always reminds employees of the goals of the company | 4,970 | |
| KT12 | Superiors are able to provide motivation to employees | 4,843 | |
| KT13 | The boss is able to cultivate a sense of optimism | 4,868 | |
| KT14 | The boss taught me that I must learn from every mistake | 4,965 | |
| KT15 | The boss was able to give me a new perspective in dealing with problems | 4,824 | |
| KT16 | The boss gave me the opportunity to solve the problems that arose | 4,975 | |
| KT17 | The boss encouraged me to be creative at work | 4,980 | |

variable between Transformational Leadership and Employee Performance

2. The results of the analysis illustrate the value of the direct influence of Transformational Leadership on Organizational Commitment of 0.381 and the direct influence of Organizational Commitment on Employee Performance of 0.344 so that it can be calculated to produce the following figures of $0.381 \times 0.344 = 0.131$ while the indirect influence of Transformational Leadership on Employee Performance has a value of 0.295 where *direct* and *indirect* results has a different value that can be interpreted Organizational Commitment does not affect as a mediating variable between Transformational Leadership and Employee Performance.

Managerial Implications

In this study, the variable that has a dominant influence on Employee Performance is Transformational Leadership. The results of *the average value analysis of Transformational Leadership* are presented in Table 15.

Based on table 15 *average value of the Transformation Leadership variable* is 4,890. The average results of respondents then managerial implications can be compiled from the lowest indicator values:

1. The indicator with the first lowest value is KT9 which reads "superiors appreciate every criticism and suggestion" with an average value of 4,726 which indicates the response of respondents belonging to the category of somewhat agreeing towards the category of agreeing. In this case, the leader is still somewhat less responsive to any criticism and advice given by his followers in order to increase job satisfaction. Leaders can establish good communication by their followers because if there is good communication, there can be a harmonious relationship between superiors and subordinates, this plays a very important role in causing a sense of job satisfaction by employees. In addition, leaders who are able to appreciate every criticism and suggestion can accept new things to achieve the goals of the organization.
2. The indicator with the second lowest score is KT4 which reads "My boss can be used as a role model" with an average score of 4.8 which indicates the response from respondents including the category of somewhat agreeing towards the category of agreeing but needs to be improved with the age range of workers on average 31-35 years employees need *role models* who exceeding the expectations of the workers, so that the superior can strategize so that it can create broad insightful thinking so that followers can make

the superior a role model that has an impact on job satisfaction because the boss can be used as a role model in leading the organization.

5. Conclusion, Suggestion, and Limitation

Conclusions on the research of PT. Pegadaian (Persero) Kanwil VIII Jakarta 1 Bogor Area, as follows: Transformational Leadership has a positive and significant effect on Job Satisfaction. Transformational Leadership has a positive and significant effect on Organizational Commitment. Job Satisfaction has a positive and significant effect on Employee Performance, and Organizational Commitment has a positive and significant effect on Employee Performance. Transformational Leadership has no effect on Employee Performance through Job Satisfaction and Transformational Leadership has no effect on Employee Performance through Organizational Commitment.

Suggestion

In the transformational leadership variable, superiors are more concerned about criticism or suggestions given by their subordinates, it is better for superiors or leaders to establish communication with subordinates to minimize *miscommunication*.

Suggestions for further Research

Subsequent research can conduct similar research with different industries. Further research can develop the variables of Transformational Leadership, Job Satisfaction, and Organizational Commitment. Can add a direct hypothesis of Transformational Leadership to Employee Performance.

Research Limitations

The research was only conducted on PT. Pegadaian (Persero) and focuses on Regional Office VIII Jakarta 1 Bogor Area and is limited to permanent employees only.

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