

Influence of Organizational Culture and Transformational Leadership on Employee Performance through Job Satisfaction as an Intervening

R. Dandy Jurindra Pratama^{1*}

Hermien Tridayanti²

Joko Suyono³

Sumarno⁴

Akhmad Lutfis Salamin⁵

^{1,2,3,4,5} Universitas Narotama, Surabaya - Indonesia

*Email: mek.dandy@gmail.com

ABSTRAK

Penelitian ini mengkaji pengaruh budaya organisasi dan kepemimpinan transformasional terhadap kinerja karyawan, dengan kepuasan kerja sebagai variabel intervening, di Dinas Sumber Daya Air dan Bina Marga Surabaya. Penelitian ini berfokus pada 176 karyawan tetap dengan menggunakan metode sampling jenuh, di mana seluruh populasi dijadikan sampel. Data dikumpulkan melalui kuesioner langsung, yang memungkinkan responden memberikan umpan balik, dan dianalisis menggunakan analisis jalur dengan regresi linier berganda dalam SPSS versi 17.0. Hasil penelitian menunjukkan bahwa budaya organisasi dan kepemimpinan transformasional berdampak positif terhadap kepuasan kerja dan kinerja karyawan. Namun, kepuasan kerja memediasi pengaruh kepemimpinan transformasional terhadap kinerja, tetapi tidak memediasi pengaruh budaya organisasi. Studi ini menekankan pentingnya membina budaya belajar yang dinamis untuk meningkatkan kepuasan kerja dan kinerja. Penelitian ini menyarankan agar Pemerintah Kota Surabaya terus berfokus pada faktor-faktor ini untuk meningkatkan hasil organisasi secara keseluruhan.

Kata Kunci : Budaya organisasi, Kepemimpinan Transformasional, Kepuasan Kerja, Kinerja Karyawan

ABSTRACT

This study examines the influence of organizational culture and transformational leadership on employee performance, with job satisfaction as an intervening variable, at Dinas Sumber Daya Air dan Bina Marga Surabaya. The research focuses on 176 permanent employees using saturated sampling, where the entire population is included. Data were collected through direct questionnaires, allowing respondents to provide feedback, and were analyzed using path analysis with multiple linear regression in SPSS version 17.0. The results indicate that both organizational culture and transformational leadership positively impact job satisfaction and employee performance. However, job satisfaction mediates the effect of transformational leadership on performance but not the effect of organizational culture. The study highlights the importance of fostering a dynamic learning culture to improve job satisfaction and performance. It suggests the Surabaya City Government continue focusing on these factors to enhance overall organizational outcomes.

Keywords: Organizational Culture, Transformational Leadership, Job Satisfaction, Employee Performance.

INTRODUCTION

Human Resources (HR) are the most important asset of an organization. Therefore, effective management of human resources within an organization is crucial, especially in government organizations. With the increasing demands and expectations of the public for optimal quality of public services, it is essential to focus on managing high-quality, competitive, and effective human resources. This requires quality leadership styles and supportive organizational culture. According to Irmayanti et al. (2020), companies need employees with skills and expertise to achieve high performance.



Figure 1. Public Satisfaction Index
Source: Dinas Sumber Daya Air and Bina Marga, 2024.

According to Sapta et al. (2021), job satisfaction is subjective and based on the comparison between employee rewards and expectations. Effective leadership motivates employees to meet performance goals, increasing job satisfaction. Wahjono et al. (2021) highlight that organizational culture significantly impacts employee performance by promoting shared values that enhance efficiency and reduce conflicts. Hariyanto et al. (2021) note that aligning employee behavior with organizational policies fosters higher performance quality. Wahyuni et al. (2020) found that while transformational leadership negatively impacts employee performance, discipline has a positive effect. Supriyono (2019) shows that strong organizational culture can improve job satisfaction and performance directly, indicating that it does not always need job

satisfaction as an intervening variable. Ultimately, transformational leadership can boost job satisfaction, but optimal performance requires job satisfaction as a mediating factor.

Literature Review

1. Theoretical Basis

a. Organizational Culture

Organizational culture is a system of values, beliefs, and norms collectively embraced within an organization, serving as a guide for actions and distinguishing it from others (Mas'ud, 2004). A strong culture aids employees in performing tasks better and should be understood from the beginning of their careers. Hofstede (2003) adds that the work culture influences the organizational situation, creating behavioral patterns and atmospheres that affect individuals, even if not always directly observable. Deshpandé (1999) notes that organizational culture consists of norms and behaviors that develop in response to beliefs deemed successful. Additionally, Sutrisno (2019) emphasizes that organizational culture acts as a behavioral guideline and a solution to the problems faced. Overall, organizational culture shapes identity and guides the behavior of its members.

According to (Luthans, 2012), there are several indicators as follows: Rules, Implementation of values, Trust, Maintaining and preserving work stability, Result orientation, and Aggressiveness in work

b. Transformational Leadership

Leadership is a process that involves influencing and directing the activities of individuals and groups within an organization. According to Rivai (2010), leadership includes participation from all members, creates a balance of power, and adjusts leadership styles according to the characteristics of followers. Mas'ud (2004) emphasizes the importance of integrity and transformational qualities in leadership, as well as the ability to motivate members to achieve goals. Thoha (2001) adds that effective leaders must understand the strengths and weaknesses of those they lead in order to harness their

potential. In conclusion, leadership fosters cooperation within groups to achieve organizational goals, where followers feel motivated to follow the leader's direction willingly and consciously.

According to (Kurniawan, 2022), there are several indicators as follows:

- 1) Idealized influence
- 2) Inspirational motivation
- 3) Individualized consideration
- 4) Intellectual stimulation
- 5) Charisma
- 6) Accepting suggestions

c. Job Satisfaction

Job satisfaction reflects the emotional state experienced by employees regarding their work, influenced by perceptions of their job, relationships with coworkers, and interactions with leadership. According to Sutrisno (2019), job satisfaction involves psychological and social aspects, not just an evaluation of work outcomes. High job satisfaction positively impacts employee performance and the achievement of organizational goals, while dissatisfaction can harm both individuals and the organization. Mangkunegara (2012) adds that job satisfaction occurs when employees' needs and expectations are met, affecting motivation and loyalty. Luthans (2012) defines job satisfaction as a positive emotional condition arising from the evaluation of work experiences.

According to (Ramos et al., 2023), there are several indicators as follows:

- 1) Enjoyment in work
- 2) Loving the job
- 3) Work morale
- 4) Positive attitude towards work
- 5) Work achievement

d. Employee Performance

The success of an organization largely depends on individual employee performance, driving companies to improve team output to meet goals. A positive organizational culture promotes growth, while leadership plays a

key role in motivating employees. Sinambela (2010) states that performance reflects task completion aligned with responsibilities and ethics. Mangkunegara (2012) defines it as the quality and quantity of work, with Dessler (2018) highlighting efficiency and effectiveness. Prabu et al. (2023) stress that good performance contributes to productivity. Factors influencing performance include ability and motivation (Mangkunegara, 2012). Key factors such as work quality, timeliness, initiative, and communication (Sedarmayanti, 2011; Imbron et al., 2021) are essential, with performance indicators like quality, quantity, and responsibility (Mathis et al., 2016) vital for organizational success.

According to (Mangkunegara et al., 2023), there are several indicators as follows:

- 1) Quality
- 2) Quantity
- 3) Task execution
- 4) Timeliness
- 5) Responsibility

2. Conceptual Framework

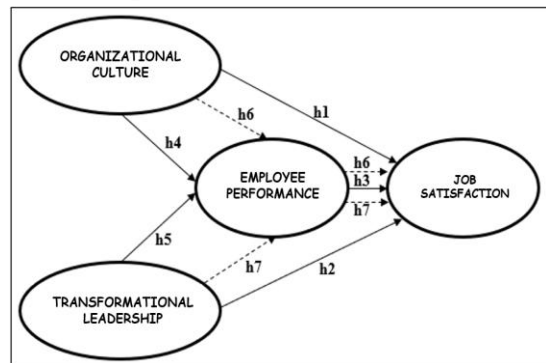


Figure 2. Conceptual Framework
Source: Data processed by the researcher, 2024

3. Hypothesis

a. The Influence of Organizational Culture on Employee Performance

Research by Irmayanthi et al. (2020) and Septiani et al. (2021) demonstrates that organizational culture positively and significantly impacts employee performance, with stronger cultures leading to better performance. For consistent performance improvement, management must continually enhance organizational culture by establishing clear behavioral and work standards, as well as

ensuring effective communication and motivation. Based on this explanation, the following hypothesis can be formulated:

H₁: Organizational culture influences employee performance.

b. The Influence of Transformational Leadership on Employee Performance

Research by Djuraiddi et al. (2020) and Mukaffi et al. (2020) shows that transformational leadership effectively enhances employee performance by guiding capabilities and improving team decision-making and communication. In contrast to transactional leadership, which focuses solely on achieving objectives, transformational leadership emphasizes follower development. Based on this explanation, the following hypothesis can be formulated:

H₂: Transformational leadership influences employee performance.

c. The Influence of Job Satisfaction on Employee Performance

Research by Augustine et al. (2022) and Steven et al. (2020) indicates that job satisfaction significantly positively impacts employee performance. Organizations should prioritize employee job satisfaction as it enhances work quality, productivity, and leadership effectiveness. Augustine et al. highlight that understanding and improving job satisfaction is essential for organizational success, while Steven et al. note that high job satisfaction leads to superior performance when employees' rights and needs are met. Companies must continuously enhance factors that support job satisfaction to ensure optimal performance. Based on this, the following hypothesis can be formulated:

H₃: Job satisfaction influences employee performance.

d. The Influence of Organizational Culture on Job Satisfaction

Research by Tiomantara et al. (2021) and

Adha et al. (2019) highlights that organizational culture is vital for job satisfaction. A positive culture enhances job satisfaction, which is essential for company success, while a poor culture diminishes both satisfaction and productivity. Adha et al. also emphasize that a strong workplace culture positively impacts employee performance, underscoring the need for organizations to cultivate a supportive environment. Based on this, the following hypothesis can be formulated:

H₄: Organizational culture influences employee performance.

e. The Influence of Transformational Leadership on Job Satisfaction

Research by Kayan et al. (2022) and Deddy (2022) highlights a correlation between transformational leadership and job satisfaction, emphasizing the importance of the leader-subordinate relationship. Kayan et al. find that transformational leadership positively impacts employee performance by fostering motivation and productivity, while Deddy notes it inspires subordinates to achieve higher performance through increased confidence and motivation. Effective performance is crucial for assessing work outcomes and service quality. Based on this, the following hypothesis can be formulated:

H₅: Transformational leadership influences job satisfaction.

f. The Role of Organizational Culture in Employee Performance with Job Satisfaction as an Intervening Variable

Research by Soomro et al. (2019) shows a significant link between organizational culture and employee performance, mediated by job satisfaction. A strong organizational culture enhances performance and job satisfaction, which in turn improves employee attitudes and behaviors. Studies, including those by Fathoni, highlight that companies should cultivate a positive culture and ensure employee satisfaction to boost performance. Based on this, the following hypothesis can be

formulated:

H₆: Organizational culture influences employee performance with job satisfaction as an intervening variable.

g. The Role of Transformational Leadership in Employee Performance with Job Satisfaction as an Intervening Variable

Research by Mahdi et al. (2022) and Ratnaningrum et al. (2022) shows that job satisfaction significantly influences employee performance and is shaped by how well job rewards meet individual expectations. Transformational leadership enhances job satisfaction by boosting motivation and morale. Ratnaningrum et al. (2022) highlight that different leadership styles affect job satisfaction and working conditions, emphasizing the importance of leader behavior. Therefore, transformational leadership positively impacts employee performance, especially when mediated by job satisfaction. Based on this, the following hypothesis can be formulated:

H₇: Transformational leadership influences employee performance with job satisfaction as an intervening variable.

METHODS

This study focuses on a population of 176 permanent employees from various divisions at Dinas Sumber Daya Air and Bina Marga Kota Surabaya, chosen for their long-term contributions compared to non-permanent staff. The sampling method used is saturated sampling, meaning the entire population is included as the sample. Data were collected through direct questionnaires, allowing respondents to provide feedback while the researcher clarified any questions. The data analysis technique used is path analysis, employing multiple linear regression with SPSS version 17.0 to explain cause-and-effect relationships between variables. The study also falls under associative research, examining relationships between multiple variables.

RESULTS

1. First-Level Regression Analysis.

a. F-Test – Simultaneous.

Based on the analysis using SPSS for Windows version 17.0, the results of the F-test in this study can be determined. The results of the simultaneous F-test are presented in the following ANOVA table:

Table 1. First-Level ANOVA Table

ANOVA ^{a,b}						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.883	2	22.941	264.487	.000 ^a
	Residual	15.006	173	.087		
	Total	60.889	175			

a. Predictors: (Constant), x2, x1
b. Dependent Variable: y1

Source: Output SPSS

The results of the F-test show a calculated F value of 264.487. The table value of F with degrees of freedom = n – k – 1 = 176 – 2 – 1 = 173 is 3.04. Since the calculated F value of 264.487 is greater than the table value of 3.04, the alternative hypothesis (H_a) is accepted and the null hypothesis (H₀) is rejected. This means that the regression model successfully explains the overall variation in the independent variables and their influence on the dependent variable.

b. T-Test – Partial.

The results of the t-test analysis can be seen in the coefficient output table from the SPSS computer program. The t-test is conducted to test the significance of the regression coefficients for each independent variable. The results of the partial t-test can be found in the SPSS output in the following coefficient table:

Table 2. First-Level Regression Coefficients

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.123	.174		-.711	.478		
	x1	.530	.057	.478	9.325	.000	.543	1.841
	x2	.508	.055	.471	9.191	.000	.543	1.841

a. Dependent Variable: y1

Source: Output SPSS

The t-test results show that the calculated t value for the organizational culture variable (X₁) is 6.742, and for transformational leadership (X₂), it is 2.744. The critical t value at a significance level (α) of 5% with 173 degrees of freedom is 1.671. Since the t value for organizational culture (X₁) is 6.742, which

exceeds 1.671, the alternative hypothesis (Ha) is accepted, indicating that organizational culture can explain job satisfaction (Y1). Similarly, the t value for transformational leadership (X2) is 2.744, also greater than 1.671, leading to the acceptance of Ha and the rejection of the null hypothesis (H0), showing that transformational leadership can also explain job satisfaction (Y1).

2. Second-Level Regression Analysis.

a. F-Test – Simultaneous.

Based on the analysis using SPSS for Windows version 17.0, the results of the F-test in this study can be determined. The results of the simultaneous F-test are shown in the following ANOVA table:

Table 3. Second-Level ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.076	3	14.692	232.888	.000 ^a
	Residual	10.851	172	.063		
	Total	54.927	175			

a. Predictors: (Constant), y1, x2, x1
b. Dependent Variable: y2

Source: Output SPSS

The results of the F-test show a calculated F value of 232.888. The table value of F with degrees of freedom = n – k – 1 = 176 - 3 - 1 = 172 is 2.65. Since the calculated F value of 232.888 is greater than the table value of 2.65, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. This means that the regression model successfully explains the overall variation in the independent variables and their influence on the dependent variable.

b. T-Test – Partial.

The results of the t-test analysis can be found in the coefficient output table from the SPSS computer program. The t-test is conducted to test the significance of the regression coefficients for each independent variable. The results of the partial t-test can be seen in the SPSS output in the following coefficient table:

Table 4. Second-Level Regression Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.123	.174		-.711	.478		
	x1	.530	.057	.478	9.325	.000	.543	1.841
	x2	.508	.055	.471	9.191	.000	.543	1.841

a. Dependent Variable: y1

Source: Output SPSS

The t-test results show that the calculated t values are 3.770 for organizational culture (X1), 3.984 for transformational leadership (X2), and 5.147 for job satisfaction (Y1). The critical t value at a 5% significance level with 172 degrees of freedom is 1.671. Since 3.770 for organizational culture exceeds 1.671, the alternative hypothesis (Ha) is accepted, indicating that organizational culture can explain employee performance (Y2). Similarly, the t value of 3.984 for transformational leadership also exceeds 1.671, supporting Ha and showing it can explain employee performance (Y2). Lastly, the t value of 5.147 for job satisfaction is greater than 1.671, leading to the acceptance of Ha and confirming that job satisfaction can explain employee performance (Y2).

3. Path Analysis.

To test the mediating variable in this research, the path analysis method is used, which extends multiple regression analysis. This approach estimates causal relationships among variables based on established theoretical foundations and identifies patterns among three or more variables (Imam Ghozali, 2020). A direct relationship occurs when one variable directly affects another without mediation, while an indirect relationship involves a third variable mediating the effect. The mediating variable determines the product of the standardized values from the independent variable to the mediating variable and from the mediating variable to the dependent variable. If the indirect path regression coefficient is greater than the direct one, mediation is accepted; if not, mediation is rejected.

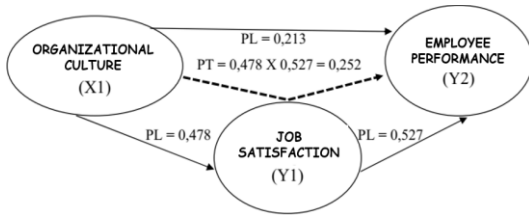


Figure 3. First-Level Regression Analysis
Source: Data processed by the researcher, 2024

Figure 3 shows the direct effect of organizational culture (X1) on employee performance (Y2) as 0.213. Meanwhile, the indirect effect of organizational culture (X1) on employee performance (Y2) through job satisfaction (Y1) is $0.478 \times 0.527 = 0.252$. The calculations indicate that the indirect effect of organizational culture (X1) on employee performance (Y2) through job satisfaction (Y1) is greater than the direct effect of organizational culture (X1) on employee performance (Y2). This result allows us to conclude that job satisfaction (Y1) can serve as a mediating variable in the relationship between organizational culture (X1) and employee performance (Y2).

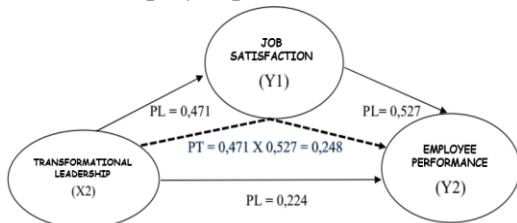


Figure 4. Second-Level Regression Analysis
Source: Data processed by the researcher, 2024

Figure 4 shows the direct effect of transformational leadership (X2) on employee performance (Y2) as 0.224. Meanwhile, the indirect effect of transformational leadership (X2) on employee performance (Y2) through job satisfaction (Y1) is $0.471 \times 0.527 = 0.248$. The calculations indicate that the indirect effect of transformational leadership (X2) on employee performance (Y2) through job satisfaction (Y1) is greater than the direct effect of transformational leadership (X2) on employee performance (Y2). This result allows us to conclude that job satisfaction (Y1) can serve as a mediating variable in the

relationship between transformational leadership (X2) and employee performance (Y2).

DISCUSSION

This research uses two independent variables and one dependent variable. The results based on the problem formulation are as follows:

1. The calculated t value for organizational culture (X1) is 3.770, greater than the table value of 1.671, leading to the acceptance of the alternative hypothesis (Ha) and rejection of the null hypothesis (H0). With a significance value of 0.000, less than 0.05, organizational culture positively influences employee performance (Y2), confirming Hypothesis 1.
2. The t value for transformational leadership (X2) is 3.984, exceeding 1.671, resulting in the acceptance of Ha and rejection of H0. The significance value of 0.000 indicates that transformational leadership positively affects employee performance (Y2), confirming Hypothesis 2.
3. The t value for job satisfaction (Y1) is 5.147, also greater than 1.671, leading to the acceptance of Ha and rejection of H0. This shows that job satisfaction positively influences employee performance (Y2), confirming Hypothesis 3.
4. The t value for organizational culture (X1) is 2.409, greater than 1.671, resulting in the acceptance of Ha and rejection of H0. With a significance value of 0.000, organizational culture positively impacts job satisfaction (Y1), confirming Hypothesis 4.
5. The t value for transformational leadership (X2) is 2.744, exceeding 1.671, leading to the acceptance of Ha and rejection of H0. The significance value of 0.000 indicates that transformational leadership positively affects job satisfaction (Y1), confirming Hypothesis 5.

6. The direct effect of organizational culture (X1) on employee performance (Y2) is 0.213, while the indirect effect through job satisfaction (Y1) is $0.478 \times 0.527 = 0.252$. Since the indirect effect is greater, job satisfaction mediates the effect of organizational culture on employee performance, confirming Hypothesis 6.
7. The direct effect of transformational leadership (X2) on employee performance (Y2) is 0.224, while the indirect effect through job satisfaction (Y1) is $0.471 \times 0.527 = 0.248$. As the indirect effect is greater, job satisfaction mediates the effect of transformational leadership on employee performance, confirming Hypothesis 7.

CONCLUSION

Based on result and discussion, that can be concluded: Organizational culture has a positive and significant effect on employee performance, Transformational leadership has a positive and significant effect on employee performance, Job satisfaction has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on job satisfaction. Transformational leadership has a positive and significant effect on job satisfaction. Job satisfaction can mediate the effect of organizational culture on employee performance. Job satisfaction can mediate the effect of transformational leadership on employee performance.

REFERENCES

- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1). <https://doi.org/10.32528/ipteks.v4i1.2109>
- Afza, R., Siregar, D. I., & Zaki, H. (2022). Analisis Pengaruh Kepemimpinan Transformasional Dan Perilaku Kerja Inovatif Terhadap Kinerja Karyawan [Analysis of the Influence of Transformational Leadership and Innovative Work Behavior on Employee Performance]. *DeReMa (Development Research of Management): Jurnal Manajemen*, 17(1). <https://doi.org/10.19166/derema.v17i1.4170>
- Amran, A., & Taher, T. (2021). Analisis Pengaruh Disiplin Kerja Dan Budaya organisasi Terhadap Kinerja Karyawan PT. PLN Persero Area Muara Bungo. *Jurnal Manajemen Sains*, 1(1). <https://doi.org/10.36355/jms.v1i1.473>
- Annisa Kharenina Augustine, Alda Clarissa Sunaryo, & Yohanes Firmansyah. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan. *Juremi: Jurnal Riset Ekonomi*, 2(1), 147–156. <https://doi.org/10.53625/juremi.v2i1.2691>
- Aulia, U. (2022). Pelatihan Metodologi Penelitian Eksperimen Bagi Mahasiswa Tingkat Akhir. *Genitri Jurnal Pengabdian Masyarakat Bidang Kesehatan*, 1(1). <https://doi.org/10.36049/genitri.v1i1.54>
- Chi, H., Vu, T., Nguyen, H. V., & Truong, T. H. (2023). How financial and non-financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2173850>
- Deddy, A. (2022). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Badan Pengelola Pajak Dan Retribusi Daerah (BPPRD) Kota Jambi. *Jurnal Manajemen Terapan Dan Keuangan*, 11(01). <https://doi.org/10.22437/jmk.v11i01.17274>

- Dessler, G. (2018). "Gary Dessler - Human resource management." In Human resource management / Gary Dessler, Florida International University.
- Djuraidi, A., & Laily, N. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 13(1).<https://doi.org/10.26623/jreb.v13i1.2182>
- Hasibuan. (2019). Manajemen Sumber Daya Manusia. *Jurnal Manajemen Pendidikan*, 9(2).
- Imbron, I., & Pamungkas, I. B. (2021). *Manajemen Sumber Daya Manusia*. Widina Bhakti Persada Bandung.
- Irmayanthi, N. P. P., & Surya, I. B. K. (2020). Pengaruh Budaya organisasi, Quality of Work Life Dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 9(4).<https://doi.org/10.24843/ejmunud.2020.v09.i04.p17>
- Irmayanti, P. A., Widiastini, M. A., & Suarmanayasa, I. N. (2020). Pengaruh Kompetensi dan Budaya Kerja Terhadap Kinerja Karyawan. *Prospek: Jurnal Manajemen Dan Bisnis*, 2(1).<https://doi.org/10.23887/pjmb.v2i1.26274>
- Kurniawan, H. (2022). Kepemimpinan Dalam Pendidikan Islam: Mengkritik Gaya Kepemimpinan Klasik Di Era Informasi. *Proceedings of Internasional Conference on Islamic Studies*, 1(1).
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGEOpen*, 10(1).<https://doi.org/10.1177/2158244019899085>
- Mahdi, I., Mas, N., & Kuncoro, K. (2022). Pengaruh Gaya Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Yang Dimediasi Kepuasan Kerja. *Jurnal Manajemen Sains Dan Organisasi*, 3(2).<https://doi.org/10.52300/jms0.v3i2.5515>
- Mangkunegara, & Anwar, P. (2023). *Manajemen Sumber Daya Manusia*. Bandung.
- Mathis, R. L., & Jackson, J. H. (2016). Human Resource Management: Personnel Human Resource Management. In *Harvard Business Review (Vol. 13, Issue January 2019)*.
- Mukaffi, Z., & Anam, S. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening. *Jurnal GeoEkonomi*, 11(1).<https://doi.org/10.36277/geoekonomi.v11i1.115>
- Nguon, V. (2022). Effect of Transformational Leadership on Job Satisfaction, Innovative Behavior, and Work Performance: A Conceptual Review. *International Journal of Business and Management*, 17(12).<https://doi.org/10.5539/ijbm.v17n12p75>
- Nurhuda, A., Sardjono, S., & Purnamasari, W. (2020). Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Lingkungan Kerja Terhadap Motivasi Dan Kinerja Karyawan Rumah Sakit Anwar Medika Jl. Raya Bypass Krian km. 33 Balongbendo – Sidoarjo. *IQTISHA Dequity Jurnal MANAJEMEN*, 1(1).<https://doi.org/10.51804/iej.v1i1.355>
- Pratama, G. (2020). Analisis Motivasi Kerja, Kepemimpinan Transformasional Dan Budaya organisasi Terhadap Kinerja Karyawan Dimediasi Kepuasan Kerja Pada Angkatan Kerja Generasi Z. *Jurnal Ekonomi : Journal of Economic*, 11(2).<https://doi.org/10.47007/jeko.v11i2.3503>
- Rafika, U. (2020). *Variabel Penelitian Dalam Penelitian Pendidikan*. *Jurnal Pendidikan*

- Dan Keislaman.
- Ramos, A., Koesmono, T., Ellitan, L., & Otok, B. W. (2023). The Influence of Strategic Leadership, Organizational Learning, and Organizational Culture on Organizational Performance through Organizational Citizenship Behavior in Timor-Leste National Police Using Structural Equation Modeling. *Journal of Economics and Business*, 6(1).<https://doi.org/10.31014/aior.1992.06.01.497>
- Ratnaningrum, R., Haryanti, F., & Nurhidayat, E. (2022). Pengaruh Gaya Kepemimpinan Transformasional Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Dinamika: Jurnal Manajemen Sosial Ekonomi*, 2(2).<https://doi.org/10.51903/dinamika.v1i1.227>
- Sapta, I. K. S., Muafi, M., & Setini, N. M. (2021). The Role of Technology, Organizational Culture, and Job Satisfaction in Improving Employee Performance during the Covid-19 Pandemic. *Journal of Asian Finance, Economics and Business*, 8(1).<https://doi.org/10.13106/jafeb.2021.vol8.no1.495>
- Setiawan, F., Nasution, A. P., & Zebua, Y. (2021). Analisis Kepemimpinan Transformasional Dan Kepuasan Kerja Terhadap Komitmen Organisasi Sebagai Variabel Moderating. *JURNAL DIMENSI*, 10(2).<https://doi.org/10.33373/dms.v10i2.3285>
- Sinambela, L. P. (2010). *Reformasi Pelayanan Publik: Teori, Kebijakan dan Implementasi*. In Bumi Aksara.
- Siregar, I. A. (2021). Analisis Dan Interpretasi Data Kuantitatif. *ALACRITY: Journal of Education*.<https://doi.org/10.52121/alacrity.v1i2.25>
- Sugiyono, Prof. Dr. (2019). *Metode Penelitian Pendidikan (Kuantitatif, Kualitatif, Kombinasi, R&d dan Penelitian Pendidikan)*. In Metode Penelitian Pendidikan.
- Supardi, & Aulia Anshari. (2022). Pengaruh Kepemimpinan Transformasional Dan Budaya organisasi Terhadap Kinerja Karyawan PTPN IX Batujamus. *Jurnal Publikasi Manajemen Informatika*, 1(1).<https://doi.org/10.55606/jupumi.v1i1.24>
- Supriyono, S. (2019). Pengaruh Budaya organisasi Dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening.
- Suriani, N., Risnita, & Jailani, M. S. (2023). Konsep Populasi dan Sampling Serta Pemilihan Partisipan Ditinjau Dari Penelitian Ilmiah Pendidikan. *Jurnal IHSAN: Jurnal Pendidikan Islam*, 1(2).<https://doi.org/10.61104/ihsan.v1i2.55>
- Wahjono, S. I., Ningrum, A. R., Wardhana, A., & Choidah, N. (2021). Pengaruh Lingkungan Kerja dan Budaya organisasi Terhadap Kinerja Karyawan PT. Siantar Top, Tbk di Sidoarjo. *ISOQUANT: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 5(2).<https://doi.org/10.24269/iso.v5i2.791>
- Wahyuni, S., & Andjarwati, T. (2020). Pengaruh Kepemimpinan Transformasional, Disiplin Kerja, Dan Stress Kerja Terhadap Kinerja Karyawan Pada PT. Titans Agency Prudential Life Assurance Di Surabaya. *JEM17: Jurnal EkonomiManajemen*, 5(2).<https://doi.org/10.30996/jem17.v5i2.4605>
- Wijaya, A., Susilo, S. R., Christin, L., Valencia, V., Salim, S. J., Angeline, M., & Vondrea, C. (2023). Digital Leadership Style on Employee Cohesiveness in Service Sector at Pandemic Era. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 7(1).<https://doi.org/10.24912/jmieb.v7i1.22751>