

---

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION AND JOB SATISFACTION ON THE PERFORMANCE OF BKKBN EMPLOYEES DEPUTY FOR ADVOCACY MOVEMENT AND INFORMATION

Muhammad Rizki Darmawan<sup>1</sup>, Beureukat<sup>2</sup>, Melati<sup>3</sup>, Kumba Digdowiseiso<sup>4\*</sup>

<sup>1,2,3,4</sup>Faculty of Economics and Business, Universitas Nasional, Jakarta, Indonesia

Email: rizkidarmawan2203@gmail.com<sup>1</sup>, beureukat@civitas.unas.ac.id<sup>2</sup>,

melati@civitas.unas.ac.id<sup>3</sup>, kumba.digdo@civitas.unas.ac.id<sup>4\*</sup>

### Abstract:

This study aims to analyze the influence of transformational leadership, work motivation, and job satisfaction on the performance of BKKBN Deputy for Advocacy and Information Mobilization. This study uses primary data and secondary data by distributing questionnaires to 96 respondents. Multiple linear regression analysis technique was performed using SPSS 23 software. The results of this study indicate that transformational leadership (X1), work motivation (X2), and job satisfaction (X3) have a positive and significant impact on employee performance (Y). The results of the study show that transformational leadership (X1) has a positive and significant effect on employee performance (Y) with grades  $t_{count} > t_{table}$  ( $3.207 > 1.661$ ) and value significance 0.002 which smaller of 0.05 ( $0.002 > 0.05$ ). Work motivation has a positive and significant effect on employee performance (Y) with a value of  $t_{count} > t_{table}$  ( $3.246 > 1.661$ ) and a significance value of 0.002 which is less than 0.05 ( $0.002 > 0.05$ ). Job satisfaction (X3) has a positive and significant effect on employee performance (Y) with value  $t_{count} > t_{table}$  ( $7.886 > 1.661$ ) and a significance value of 0.000 which is less than 0.05 ( $0.000 > 0.05$ ).

**Keywords:** Transformational Leadership, Work Motivation, Job Satisfaction, Employee Performance

---

### INTRODUCTION

---

The progress of industry and organizations is certainly influenced by the quality of performance of human energy sources. A person can be said to have good performance if that person does his or her job well. If an industry or organization does not have quality human resources, it will have a negative impact on the industry's performance as time goes by, because competition is so tight. Likewise, the opposite is true if an industry or organization has good quality human resources, then the company or organization will progress rapidly in competing in the business world.

In carrying out work targets and organizational work programs that have been prepared, they are basically used to realize the success of industrial or organizational goals. One method for realizing the success of industrial or organizational goals is to increase the quality and quantity of employee performance in the industry or organization. Usman (2009) stated that performance is basically an effort made from the results of work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, without violating the law, and compatible with morals or ethics. Meanwhile, Rivai and Basri (2012) stated that performance is the result or

level of success of a person in total over a certain period in carrying out tasks compared to various possibilities, such as standard work results, goals or objectives, or criteria that have been determined in advance and mutually agreed upon. . A person can produce good performance or not depending on the atmosphere and conditions at that time.

Increasing the quality of human resource performance depends on aspects that are influenced by the work satisfaction they receive and feel from an industry or organization. The satisfaction and dissatisfaction experienced by employees in carrying out their duties is something that always exists in an industry or organization. Gibson et al (2005), stated that the task of human energy resource management revolves around efforts to manage human factors with the capabilities they have so that a satisfactory and satisfactory human energy source can be obtained for the industry or organization. Meanwhile, Setiawan and Ghozali (2006) stated that job satisfaction is a pleasant or emotionally positive condition that originates from a person's evaluation of their work or work experience. A person with a high level of job satisfaction has positive feelings about the job, while a person who is dissatisfied has negative feelings about the job. Based on the results of research conducted by Nabilla Salsabil Sausan, Amrin Mulia Utama Nasution, & Hesti Sabrina (2021), it is stated that job satisfaction has a positive and significant influence on employee performance.

Job satisfaction is closely related to various aspects that influence employee performance, such as leadership and motivation. However, in practice, sometimes the aspects that influence job satisfaction are not paid enough attention by the organization or leaders. A leader must be a role model for all employees and staff who work in an industry or organization. A leader plays a significant role in changes in the implementation of an industry or organization. Leadership can be carried out well if a leader has good leadership emotional intelligence competencies. The leadership character expected by subordinates is honest, looking forward, inspiring, capable, fair, willing to provide support, broad-minded, smart, straightforward, reliable, brave, willing to work together, imaginative, caring, round-minded, mature, ambitious , loyal, able to self-regulate, and independent. Based on the results of research conducted by Ahmad Rivai (2020), it is stated that transformational leadership has a positive and significant effect on employee performance.

One of the interesting elements in fulfilling other jobs is work motivation. Representative execution will be high if there is inspiration support, and vice versa if workers are not driven by inspiration it will result in poor performance. With work motivation, it will be easier to achieve the presentation expected by the organization or association so that job satisfaction arises in completing good execution. According to Uno (2007), the definition of motivation is internal and external encouragement within a person which is indicated by desire and interest, encouragement and needs, hopes and ideals, appreciation and respect. Based on the results of research conducted by Jayanti Ardhani & Sri Langgeng Ratnasari (2019), it is stated that work motivation has a significant effect on employee performance.

BKKBN is a non-ministerial government institution in Indonesia which is responsible for managing population and family planning programs in Indonesia. The aim of the BKKBN is to achieve success in controlling population growth, improving the quality of human resources, and improving community welfare. BKKBN was founded in 1967 and has carried out many programs and activities to help Indonesian families in managing births and family planning.

Based on the background related to the influence of transformational leadership, work motivation, and job satisfaction on employee performance, the research objectives that have been determined are; (1) To find out and analyze the influence of transformational leadership on the performance of BKKBN employees, Deputy for Mobilization and Information Advocacy, (2) To find

out and analyze the influence of work motivation on the performance of BKKBN employees, Deputy for Mobilization and Information Advocacy, and (3) To find out and analyze The influence of job satisfaction on the performance of BKKBN employees, deputy for advocacy, mobilization and information.

**RESEARCH METHODS**

The research method used in the study is an associative causal research method with a quantitative approach. The data collection technique used in the study is a survey, which involves distributing questionnaires to the respondents. The study uses primary data, which is collected directly from the respondents, and secondary data, which is obtained from articles, journals, and other relevant sources. The population of the study is the employees of BKKBN Deputy for Mobilization and Information Advocacy, and the sample is selected using a simple random sampling technique. The data is collected using a Likert scale, and the analysis is carried out using the SPSS software. The study also includes a reliability test, a validity test, and an analysis of the relationship between the variables. The study aims to determine the relationship between the variables and to draw conclusions based on the data collected.

The data analysis methods used include descriptive analysis methods, inferential analysis methods, and multiple linear regression analysis methods. Hypothesis testing is a data analysis method used to test whether to reject or accept the hypothesis being tested. In this research, there are two ways to test the hypothesis, namely the t test (partial test) and the F test (simultaneous test)

Furthermore, hypothesis testing is a data analysis method used to test whether to reject or accept the hypothesis being tested. In this research, hypothesis testing is used to test the influence of the variables being tested on the dependent variable which is needed to measure the number of dependent variables.

**RESULTS AND DISCUSSION**

**Instrument Test**

**Validity test**

The validity test that will be involved in the research requires a sample of 96 respondents from BKKBN employees, Deputy for Advocacy, Mobilization and Information. The validity test was carried out in order to test the questionnaire items presented as an instrument for this research, whether they were suitable for use or not. If  $R_{count} > R_{table}$  which has a coefficient value of 0.2006 then the statement is considered valid and can be used by this research.

**Table 1. Validity Test Table**

No. Items	Variable	Corrected Item- Total Correlation/ R Count	R Table	Information
X1.1	Transformational leadership	0.626	0.2006	Valid
X1.2		0.647		Valid
X1.3		0.577		Valid
X1.4		0.727		Valid
X1.5		0.551		Valid
X2.1	Work motivation	0.636	0.2006	Valid
X2.2		0.794		Valid
X2.3		0.744		Valid
X2.4		0.526		Valid
X2.5		0.311		Valid
X3.1	Job satisfaction	0.678	0.2006	Valid
X3.2		0.651		Valid
X3.3		0.625		Valid
X3.4		0.741		Valid
X3.5		0.434		Valid

The Effect of Transformational Leadership, Work Motivation and Job Satisfaction on The Performance of BKKBN Employees Deputy for Advocacy Movement and Information

Y1.1	Employee Performance	0.784	0.2006	Valid
Y1.2		0.823		Valid
Y1.3		0.660		Valid
Y1.4		0.495		Valid
Y1.5		0.376		Valid

Source: SPSS 23 data processed by researchers in 2023

Based on the table above, it shows that all items in the statement have a corrected item correlation that is greater with the Rtable at N to 96, namely 0.2006, and it is stated that the statement items are valid so that the statement items can be continued at the next stage.

**Reliability Test**

Reliability testing is a process for measuring the extent to which a measurement instrument is reliable and consistent in producing similar or stable results when used repeatedly. Reliability is an important aspect in research because it measures the consistency and stability of the measuring instruments used. After the validity test has been declared valid, the next test that will be used is the reliability test using the Cronbach's Alpha formula where the research instrument can be said to be (reliable) if it has an alpha reliability of 0.6.

**Table 2. Reliability Test Table**

Variable	Cronbach's Alpha	Alpha	Information
Transformational leadership (X1)	0.611	0.6	Reliable
Work Motivation (X2)	0.601	0.6	Reliable
Job Satisfaction (X3)	0.614	0.6	Reliable
Employee Performance (Y)	0.637	0.6	Reliable

Source: SPSS 23 data processed by researchers in 2023

The results of reliability testing can be seen in the table above. It can be concluded that the statement items from the overall variables Transformational Leadership (X1), Work Motivation (X2), Job Satisfaction (X3) on Employee Performance (Y) in this research are reliable, because the good Cornbach's alpha value is above 0.6 and can be said then the overall value of this research variable is said to be good and acceptable.

**Classic assumption test**

**Normality**

The normality test is a statistical procedure used to test whether a sample or data has a normal distribution or approaches a normal distribution. The normality test tests whether the research regression model has normally distributed residuals or not. An indication of a good regression model is that the data is normally distributed. The method for detection is carried out using the Kolmogorov-Smirnov nonparametric statistical (KS) test.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		96
Normal Parameters, b	Mean	,0000000
	Std. Deviation	,75866466
Most Extreme Differences	Absolute	,071
	Positive	,044
	Negative	-,071
Statistical Tests		,071
Asymp. Sig. (2-tailed)		,200c,d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Data processed by SPSS 23

Based on the data above, it shows that Asymp Sig. (2-tailed) shows 0.200. This means that the regression model in this study both the dependent and independent variables have normal distribution in the sample. In accordance with the significance value  $> \alpha = 0.05$ , it can be concluded that the distribution of employee performance results based on Transformational Leadership, Work Motivation, and Job Satisfaction on Employee Performance has a significance level of  $\alpha = 0.05$  and the distribution is normal. Data distribution is said to be normal if the significance value is  $> 0.05$ .

**Multicollinearity**

The multicollinearity test is a statistical procedure used to identify multicollinearity problems in regression analysis or other statistical models. Symptoms of multicollinearity occur when the tolerance value (TOL) is smaller than 0.10 and the variance inflation factor (VIF) value is greater than 10.

**Table 4. Multicollinearity Test**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Be toler ant	VIF
1 (Constant)	6,287	2,143		2,933	,004		
Leadership Transformational	,153	,048	,241	3,207	,002	,978	1,023
Work motivation	,251	,077	,242	3,246	,002	,995	1,005
Job satisfaction	,311	,039	,594	7,886	,000	,973	1,028

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 23

- 1) The VIF value for the independent variable Transformational Leadership (X1) is  $1.023 < 10$  and the tolerance value is  $0.978 > 0.10$
- 2) The VIF value for the independent variable Work Motivation (X2) is  $1.005 < 10$  and the tolerance value is  $0.995 > 0.10$
- 3) The VIF value for the independent variable Job Satisfaction (X3) is  $1.028 < 10$  and the tolerance value is  $0.973 > 0.10$

So it can be concluded that the regression equation model does not have multicollinearity.

**Heteroscedasticity**

The Heteroscedasticity Test is a statistical procedure used to detect unequal variations (variance) of residuals (the difference between the observed value and the value predicted by the model) in regression analysis or other statistical models. A good regression model is homoscedastic or does not have heteroscedasticity. In this study, researchers used the Glejser test, and the test is shown in the table below.

**Table 5. Heteroscedasticity Test**

The Effect of Transformational Leadership, Work Motivation and Job Satisfaction on The Performance of BKKBN Employees Deputy for Advocacy Movement and Information

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,177	1,938		,608	,545
	Leadership Transformational	-.029	,038	-,078	-,754	,453
	Work motivation	-,007	,063	-,012	-,118	,906
	Job satisfaction	,013	,045	,030	,286	,776

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 23

The results from the table above state that the value of each independent variable, namely Transformational Leadership (X1), Work Motivation (X2), and Job Satisfaction (X3) using the Glejser model, obtained a significance result greater than 0.05 (> 0.05) and stated that this research did not have heteroscedasticity problems.

**Multiple Regression Analysis**

Multiple Regression Analysis is a statistical technique used to understand the relationship between one dependent variable (the variable you want to predict) and two or more independent variables (variables used to predict the dependent variable). Multiple Linear Regression Analysis is used to describe whether in the regression analysis there is an influence from the independent variables, namely Transformational Leadership (X1), Work Motivation (X2), Job Satisfaction (X3) on the dependent variable Employee Performance (Y) BKKBN Deputy for Mobilization and Information Advocacy.

**Table 6. Multiple Linear Regression Analysis**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,287	2,143		2,933	,004
	Leadership Transformational	,153	,048	,241	3,207	,002
	Work motivation	,251	,077	,242	3,246	,002
	Job satisfaction	,311	,039	,594	7,886	,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 23

From the results of multiple linear regression analysis in the table above we can describe the linear line equation, namely:

$$Y = 0.241 KT + 0.242 MK + 0.594 KK$$

Information:

KT = Transformational Leadership MK = Work Motivation

KK = Job Satisfaction KP = Employee Performance

B1KT: The transformational leadership regression coefficient has a value of 0.241 on the employee performance variable (Y). If the transformational leadership factor (X1) increases by 1%, employee performance will increase by 0.241 or 24.1% assuming the other independent variables are constant.

B2MK: The work motivation regression coefficient has a value of 0.242 on the employee performance variable (Y). If the Work Motivation factor (X2) increases by 1%, then employee performance will increase by 0.242 or 24.2% assuming the other independent variables are constant.

B3KK: The job satisfaction regression coefficient has a value of 0.594 on the employee performance variable (Y). If the job satisfaction factor (X3) increases by 1%, employee performance will increase by 0.594 or 59.4% assuming the other independent variables are constant.

**Model Feasibility Test**

**t test**

The t test is needed for researchers as a description of whether the independent variables, namely Transformational Leadership (X1), Work Motivation (X2), and Job Satisfaction (X3), have a positive and significant effect on the dependent variable, namely Employee Performance (Y) BKKBN Deputy for Mobilization and Information Advocacy. . In the table below is shown the hypothesis test for research.

**Table 7. T test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,287	2,143		2,933	,004
Leadership Transformational	,153	,048	,241	3,207	,002
Work motivation	,251	,077	,242	3,246	,002
Job satisfaction	,311	,039	,594	7,886	,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 23

The results of the t test in the table above can be described as a description of the research hypothesis as follows;

**Hypothesis test results one**

In table 7, it is described that the regression coefficient value for the transformational leadership variable has a positive value (0.241), so it can be said that the transformational leadership variable (X1) is directly proportional (positive) to the employee performance variable (Y). From the tcount value of the transformational leadership variable, it is 3.207, if seen from the tcount, it is greater than ttable with df 93 and the two-sided test is because the tcount > ttable value (3.207 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the transformational leadership variable influences employee performance. The significance value of 0.002 which is smaller than 0.05 (0.002 > 0.05) states that transformational leadership has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

**Hypothesis two test results**

In table 7, it is described that the regression coefficient value for the work motivation variable has a positive value (0.242), so it can be said that the work motivation variable (X2) is directly proportional (positive) to the employee performance variable (Y). From the tcount value of the work motivation variable, it is 3.246 when seen from the tcount which is greater than ttable with df 93 and the two-sided test is because the tcount > ttable value (3.246 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the work motivation variable influences employee performance. The significance value of 0.002 which is smaller than 0.05 (0.002

The Effect of Transformational Leadership, Work Motivation and Job Satisfaction on The Performance of BKKBN Employees Deputy for Advocacy Movement and Information

> 0.05) states that work motivation has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

**Results of hypothesis test three**

In table 3, it is described that the regression coefficient value for the job satisfaction variable has a positive value (0.594), so it can be said that the job satisfaction variable (X3) is directly proportional (positive) to the employee performance variable (Y). From the tcount value of the job satisfaction variable, it is 7.886, if seen from the tcount, it is greater than ttable with df 93 and the two-sided test is because the tcount > ttable value (7.886 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the job satisfaction variable influences employee performance. A significance value of 0.000 which is smaller than 0.05 (0.000 > 0.05) states that job satisfaction has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

**F test**

The F test (F-test) is a statistical technique used to compare variances between two or more groups or samples. In the table below is shown the F test for research.

**Table 8. F test**  
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53,060	3	17,687	29,759	,000b
	Residual	54,679	92	,594		
	Total	107,740	95			

- a. Dependent Variable: Employee Performance
  - b. Predictors: (Constant), Job Satisfaction, MotivationWork, Transformational Leadership
- Source: Data processed by SPSS 23

The results from the table above anova output show that the value of Fcount > Ftable (29.759 > 3.095) and the significant value = 0.000 is smaller than alpha, namely 5% ( $\alpha = 0.05$ ), so this model is in accordance with the data and this research is worth continuing. .

**Analysis of the Coefficient of Determination (R2)**

The coefficient of determination (R2) is needed to understand how many of the variables developed in the independent variables refined in this research can describe the dependent variable. The coefficient values of the coefficient of determination variables are shown in the table below.

**Table 9. Determination Coefficient Test**  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,702a	,492	,476	,771

- a. Predictors: (Constant), Job Satisfaction, Work Motivation, Transformational Leadership
- Source: Data processed by SPSS 23

Based on the table above, you can see that the coefficient of determination (R2) can be seen in the Adjusted R Squere (R2) table of 0.476, which means the influence of transformational leadership (X1), Work Motivation (X2), and Job Satisfaction (X3) on Employee Performance ( Y) at



the BKKBN Deputy for Advocacy, Mobilization and Information, it was 47.6%, while 52.4% of employee performance was determined by other variables outside the research.

## **Discussion**

### ***The Influence of Transformational Leadership (X1) on Employee Performance (Y)***

From the research results, it is stated that the regression coefficient value for the transformational leadership variable has a positive value (0.241), so it can be said that the transformational leadership variable (X1) directly proportional (positive) with the employee performance variable (Y). From the tcount value of the transformational leadership variable, it is 3.207, if seen from the tcount, it is greater than ttable with df 93 and the two-sided test is because the tcount > ttable (3.207 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the leadership variable transformational influence on employee performance. Significance value 0.002 which is smaller than 0.05 (0.002 > 0.05) states that transformational leadership has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

### ***Influence of Work Motivation (X2) on Employee Performance (Y)***

From the research results, it is stated that the regression coefficient value for the work motivation variable has a positive value (0.242), so it can be said that the work motivation variable (X2) is directly proportional (positive) to the employee performance variable (Y). From the tcount value of the work motivation variable, it is 3.246 when seen from the tcount which is greater than ttable with df 93 and the two-sided test is because the tcount > ttable value (3.246 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the work motivation variable influences employee performance. The significance value of 0.002 which is smaller than 0.05 (0.002 > 0.05) states that work motivation has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

### ***The Effect of Job Satisfaction (X3) on Employee Performance (Y)***

From the research results, the regression coefficient value for the job satisfaction variable has a positive value (0.594), so it can be said that the job satisfaction variable (X3) is directly proportional (positive) to the employee performance variable (Y). From the tcount value of the job satisfaction variable, it is 7.886, if seen from the tcount, it is greater than ttable with df 93 and the two-sided test is because the tcount > ttable value (7.886 > 1.661). So H0 is rejected and Ha is accepted and it can also be concluded that the job satisfaction variable influences employee performance. A significance value of 0.000 which is smaller than 0.05 (0.000 > 0.05) states that job satisfaction has a positive and significant effect on the performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

## **CONCLUSION**

This research aims to examine the influence of transformational leadership, work motivation and job satisfaction on the performance of BKKBN employees, Deputy for Mobilization and Information Advocacy, it can be concluded that: (1) The results of hypothesis testing prove that there is a positive and significant influence between transformational leadership on the performance of BKKBN employees Deputy for Mobilization and Information Advocacy, (2) Hypothesis testing results prove that there is a positive and significant influence between work motivation on the performance of BKKBN employees Deputy for Mobilization and Information Advocacy, and (3) Hypothesis testing results prove that there is a positive and significant influence between job satisfaction and performance of BKKBN employees, Deputy for Advocacy, Mobilization and Information.

## BIBLIOGRAPHY

---

- Andayani, L. (2013). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Biro Pemeliharaan Bangunan Dan Instalasi Sekretariat Jenderal Dpr-Ri. *motivation, work discipline, employee performance*, III(3), 284 - 295.
- Armawan, I. N. (2014). Pengaruh Gaya Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Pt. Fsg). *leadership style, work motivation, employees performance*, IV(3), 381 - 395.
- Cahyana, I. G., & Jati, I. K. (2017). Pengaruh Budaya Organisasi, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *organizational culture, job stress, job satisfaction, employee performance*, XVIII(2), 1314-1342.
- Desky, H. (2014). Pengaruh Etos Kerja Islami Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Rumah Makan Ayam Lepas Lhokseumawe. *Islamic Work Ethics, Leadership Style, Ayam Lepas*, VIII(2), 459-478.
- Diastuti, W. J. (2014). Pengaruh Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Karyawan Studi Kasus PT Sarinah (Persero) Jakarta. *Leadership Style, Job Satisfaction, Employee Performance*, IV(1), 114 - 122.
- Marimin, A. (2011). Pengaruh Gaya Kepemimpinan, Motivasi Kerja dan Budaya Organisasi terhadap Kinerja Karyawan pada Bank Muamalat Indonesia Cabang Surakarta. *Leadership Style, Work Motivation, Organization Culture*, II(1), 23-37.
- Putri, N. K., & Putra, I. M. (2017). Pengaruh Prinsip-Prinsip Good Corporate Governance, Motivasi, dan Budaya Organisasi Terhadap Kinerja Karyawan. *kinerja karyawan, GCG, motivasi, budaya organisasi*, XXI(2), 1660-1688.
- Ristanti, A. J., & Dihan, F. N. (2016). Pengaruh Kualitas Kehidupan Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pt Pertamina Persero Ru Iv Cilacap. *Quality of Work Life, Job Satisfaction, Performance*, V(1), 53-64.
- Utama, N. (2015). Pengaruh Pelatihan Kerja, Kepemimpinan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi di PT Midi Utama Indonesia, Tbk Area Jakarta). *Job Training, Leadership, Work Environment, Employee Performance*, V(3), 386 – 399.
- Yunarifah, U. N., & Kustiani, L. (2012). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pt. Kebon Agung Malang. *Motivasi Kerja, Kinerja Karyawan.*, VIII(2), 145-164.
- 

**Copyright holder:**

Muhammad Rizki Darmawan, Beureukat, Melati, Kumba Digdowiseiso (2023)

**First publication right:**

[Jurnal Syntax Admiration](#)

**This article is licensed under:**

