

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE MEDIATED BY WORK MOTIVATION AT THE COMMUNICATIONS AND INFORMATICS DEPARTMENT OF BINJAI CITY

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Abstract

The purpose of this study was to determine and analyze the effect of transformational leadership on employee performance mediated by work motivation at the Office of the Office of Communication and Informatics, Binjai City. This research was carried out at the Binjai City Communication and Information Office. This type of research is associative quantitative. The population in this study was 90 employees with ASN and honorary status at the Binjai City Communication and Information Office. The sampling technique in this research uses a saturated sample where the entire population is sampled. The results of this study indicate that: (1) Transformational leadership has a significant effect on employee performance with a T-statistic value of $3.275 > 1.96$ and a P-Value of $0.002 < 0.05$, which means that if employee transformational leadership increases, employee performance will increase. (2) Transformational leadership has a significant effect on work motivation with a T-Statistic value of $20.141 > 1.96$ and a P-Value of $0.000 < 0.05$ or it can be interpreted that if transformational leadership is increased then work motivation will also increase. (3) Work motivation has a significant effect on employee performance with a T-Statistic value of $3.956 > 1.96$ and a P-Value value of $0.000 < 0.05$ or it can be stated that the higher the level of employee work motivation, the more employee performance will increase. (4) The work motivation variable can mediate the influence between transformational leadership and employee performance at the Binjai City Communication and Information Office with a T-Statistic value of $3.682 > 1$.

Keywords: Transformational Leadership, Work motivation, Employee Performance

INTRODUCTION

The rapid progress of Technology, Information and Communication (ICT) has encouraged the expansion of information and communication access networks on a global scale, so that communication and information traffic becomes as if without regional boundaries, without national boundaries, without distance and time limits. (Ningsih, Ilyas, Bakri, Nasir & Zakaria, 2021).

The accelerated process of communication and dissemination of information characterizes this new society, causing the existence of communication and information technology to become absolute. These developments and advances have fundamentally changed and transformed lifestyles and ways of carrying out various activities, including in the field of government. The use of information technology in government environments at the central, provincial and district/city levels has experienced rapid progress (Ningsih, Ilyas, Bakri, Nasir & Zakaria, 2021).

According to (Djaja & Zainurrafiqi, 2021) Transformational leadership has a greater influence on individual readiness to change than psychological capital variables. Creating readiness for change is a proactive effort that must be made by leaders as agents of change to influence the beliefs, attitudes and intentions of organizational members. Readiness to

change will be reflected in the individual's beliefs, attitudes and intentions towards the changes that occur. Therefore, organizations have the capacity to make such changes successful through leaders.

The phenomenon that occurs at the Binjai City Communications and Informatics Service is the low work motivation of employees caused by the lack of a leader's role in providing support and motivation in completing tasks, the leader should provide inspiration and stimulation by example and good discipline in carrying out work, this It can be seen that there are still many employees who always procrastinate work which results in delays in completing tasks.

Transformational leadership is oriented to the process of building commitment to organizational goals and empowering followers to achieve these goals. According to (Kharis, 2015) Transformational leadership style is a type of leader who inspires followers to put aside their personal interests and has extraordinary influencing abilities.

Transformational leadership theory studies how leaders change organizational culture and organize organizational structures and carry out management strategies to achieve organizational goals (Rahmat, 2020). Meanwhile according (Yulk, Gary. A, 2013) Transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected.

To measure a person's transformational leadership style, this study refers to the indicators formulated by (Kharis, 2015) that is:

1) Charisma

Charisma is considered to be a combination of personal charm and charm that contributes to an uncanny ability to get others to support a vision as well as promote it passionately.

2) Inspirational Motivation

Inspirational motivation describes a passionate leader in communicating the idealistic future of the organization. Leaders use verbal communication or the use of symbols that are intended to motivate subordinates. Leaders motivate subordinates about the importance of the vision and mission of the organization so that all subordinates are encouraged to have the same vision. This shared vision motivates subordinates to work together to achieve long-term goals with optimism. So that leaders not only inspire individual enthusiasm but also team spirit.

3) Intellectual Stimulation

Intellectual stimulation describes leaders who are able to encourage employees to solve old problems in new ways. Leaders try to encourage subordinates' attention and awareness of the problems they face. Leadership then tries to develop subordinates' abilities to solve problems with new approaches or perspectives.

4) Individualized Attention

Individual attention illustrates that leaders always pay attention to their employees, treat employees individually, train and advise. The leader invites employees to be

observant in seeing the abilities of others. Leaders focus employees on developing personal strengths, both the quality of service provided, and the quality of work produced.

An inspiring leader will provide motivation for his subordinates. According to (Afandi, 2018) stated that motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and compelled to carry out activities with sincerity, pleasure, and earnestly so that the results of the activities he does get good results.

Meanwhile according to (Bana, 2016) Motivation is the driving force that causes a person to behave, provides direction and regulates behavior, and determines behavior towards certain goals. To measure the indicators of work motivation, this study refers to theory (Afandi, 2018) which mentions several indicators of motivation, namely as follows:

1) Remuneration

Everything in the form of goods, services, and money which is compensation received by employees for their services involved in the organization.

2) Working conditions

The condition or state of the work environment of a company where employees work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well.

3) Work facilities

Everything contained in the organization that is occupied and enjoyed by employees, both in direct connection with work and for the smooth running of work;

4) Work performance

The results achieved or desired by everyone at work. For each person the size is not the same because humans are different from each other;

5) Recognition from superiors

A statement given from the superior whether the employee has implemented the motivation that has been given or not;

6) The job itself

Employees who do their own work can be a motivation for other employees.

Performance or performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

According to (Mankunegara, 2017) Employee performance is the achievement of employee work results based on quality and quantity as work performance within a certain period of time which is adjusted to their duties and responsibilities. Meanwhile, according to (Afandi, 2018) Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics.

To measure performance in this study refers to the indicators stated by (Afandi, 2018) namely as follows:

1) Quantity of work output;

- 2) Quality of work;
- 3) Efficiency in carrying out tasks;
- 4) Work discipline;
- 5) Initiative;
- 6) Accuracy;
- 7) Leadership;
- 8) Honesty; and
- 9) Creativity.

The purpose of this study was to analyze and find out the role of employee motivation in mediating the relationship between transformational leadership and employee performance at the Office of Communication and Informatics, Binjai City. In the context of work motivation, the higher the employee's work motivation, the better the performance results. The concept of this research is as illustrated in the following conceptual framework:

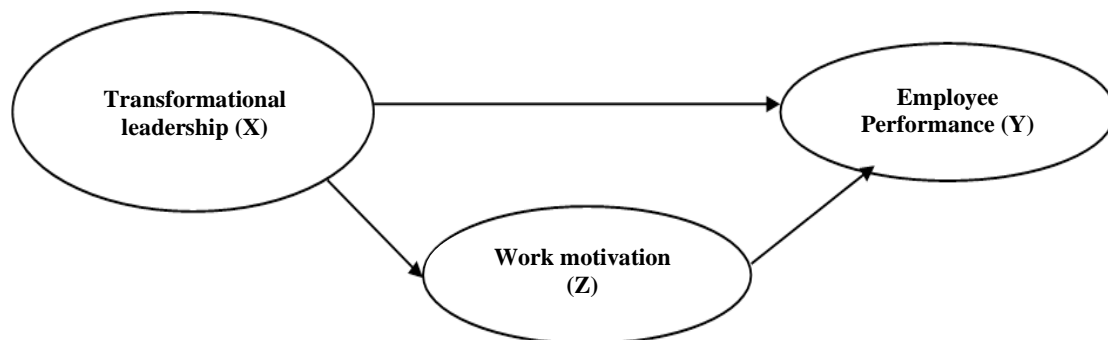


Figure 1. Conceptual Framework

METHOD

This type of research is casual associative quantitative research. This research was conducted at the Office of the Office of Communication and Informatics, Binjai City. The time of this research was carried out from May 2023 to July 2023. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study were 90 employees at the Binjai City Office of Communication and Information with the following details:

Table 1. Total Population

Status	Amount
ASN	20
Honorary	70
Total	90

The sampling technique used is the saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 90 employees.

The data to be used from this research is data from questionnaires distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

While the feasibility test that will be used in this study is the outer model test in order to obtain an outer loading value that meets the validity and reliability requirements. Structural model testing (Inner model) which includes the coefficient of determination test (R^2) to measure how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination / is in the range of zero (0) and one ($1R^2$) (Kuncoro, Munajad, 2013).

Goodness fit test to determine the extent to which the observed data conforms to the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and hypothesis testing (T-Statistic Test) which consists of a path coefficients test to test the direct influence of each independent variable individually on the dependent variable as well as the indirect influence of the intervening variables in influencing the independent variable on the dependent variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative. The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Ghozali & Latan, 2015) criteria value t table 1.96 with a significance level of 5%

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the outer model in this study uses algorithm analysis on *SmartPLS software version 3.0*, in order to obtain an outer loading value that meets the validity and reliability requirements.

1. Convergent Validity Test Results

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but in the research development stage the indicator values are 0.5 and 0.6 still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. Below are presented the results of the outer loading values in the following table.

Table 2. Outer Loading

Indicator	Outer Loading	Information
Transformational Leadership (X)		
KPT1	0.820	Valid

Indicator	Outer Loading	Information
KPT2	0941	Valid
KPT3	0.862	Valid
KPT4	0.828	Valid
KPT5	0.857	Valid
KPT6	0837	Valid
KPT7.1	0.844	Valid
KPT7.2	0.794	Valid
KPT8.1	0.840	Valid
KPT8.2	0.833	Valid
Work Motivation (Z)		
MK1	0.825	Valid
MK2.1	0.925	Valid
MK2.2	0.811	Valid
MK3.1	0867	Valid
MK3.2	0.730	Valid
MK4.1	0.858	Valid
MK4.2	0.741	Valid
MK5.1	0.829	Valid
MK5.2	0.892	Valid
MK6.1	0.812	Valid
Employee Performance (Y)		
KP1	0.655	Valid
KP2	0.880	Valid
KP3	0.676	Valid
KP4	0.799	Valid
KP5	0917	Valid
KP6	0.806	Valid
KP7	0.900	Valid
KP8	0937	Valid
KP9	0.715	Valid

Source: Smart PLS Output, 2023

Based on Table 2, it can be seen that all indicators have a loading factor value > 0.60 . According to (Ghozali, Imam & Latan, 2015) states that an indicator is declared valid if it has a loading factor value > 0.60 . Thus, it can be stated that all indicators in this research are declared valid and further research can be carried out. The following is displayed in the form of a structural model as shown in the following figure:

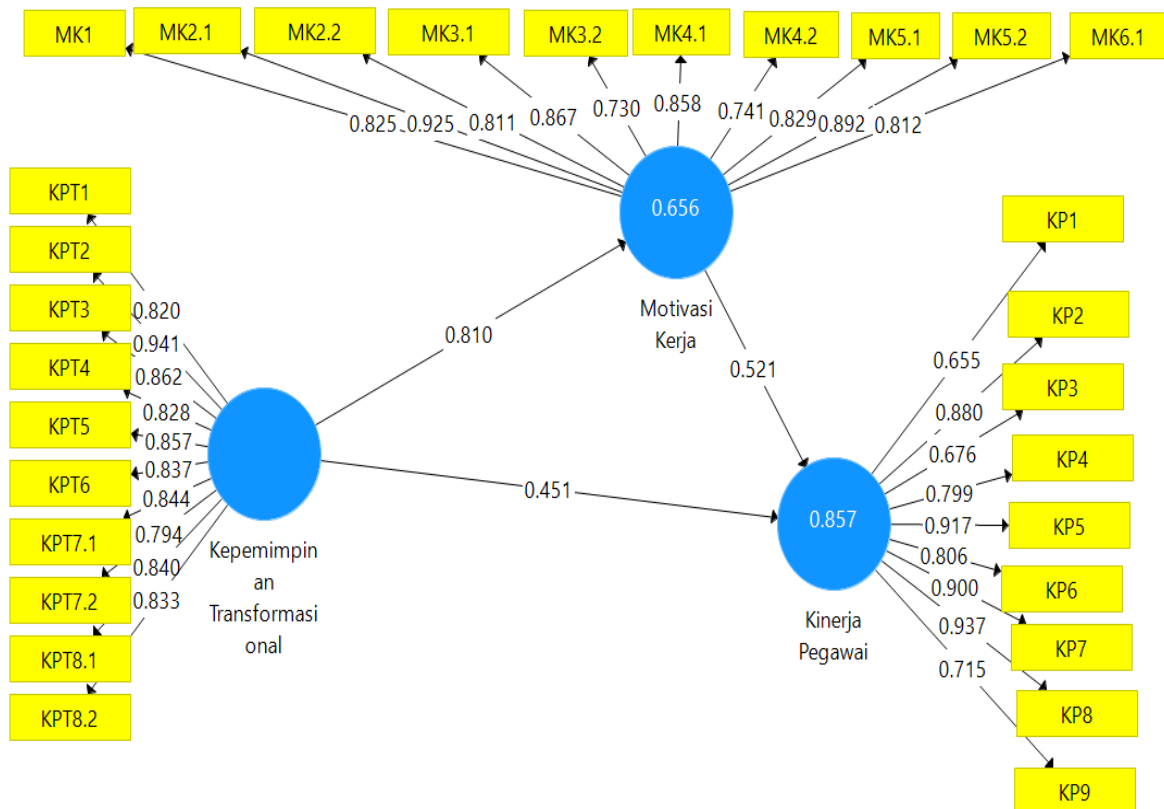


Figure 2. Outer Model Test Results

2. Test Results Discriminate Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement of the construct based on the principle that the indicator is highly correlated with the construct. Following are the results of cross loading from discriminant validity testing as in the following table.

Table 3. Discriminant Validity

Variable Indicator	Transformational Leadership (X)	Employee Performance (Y)	Work Motivation (Z)
KP1	0.570	0.655	0.621
KP2	0.847	0.880	0.830
KP3	0.742	0.676	0.584
KP4	0.742	0.799	0.675
KP5	0.788	0.917	0.799
KP6	0.685	0.806	0.704
KP7	0.678	0.900	0.826
KP8	0.778	0.937	0.846
KP9	0.516	0.715	0.546
KPT1	0.820	0.716	0.663

Variable Indicator	Transformational Leadership (X)	Employee Performance (Y)	Work Motivation (Z)
KPT2	0941	0.825	0.767
KPT3	0.862	0.779	0.687
KPT4	0.828	0.741	0.703
KPT5	0.857	0.740	0.697
KPT6	0.837	0.742	0.738
KPT7.1	0.844	0.738	0.662
KPT7.2	0.794	0.665	0.639
KPT8.1	0.840	0.707	0.631
KPT8.2	0.833	0.729	0.654
MK1	0.725	0.706	0.825
MK2.1	0.727	0.771	0.925
MK2.2	0.591	0.647	0.811
MK3.1	0.740	0.812	0.867
MK3.2	0.547	0.531	0.730
MK4.1	0.564	0.748	0.858
MK4.2	0.608	0.707	0.741
MK5.1	0.690	0.772	0.829
MK5.2	0.771	0.815	0.892
MK6.1	0.710	0.800	0.812

Source: Smart PLS Outputs, 2023

Based on table 3 it can be seen that the cross loading value in each indicator and variable is greater than other variables and indicators, the cross loading of transformational leadership variables shows that the cross loading of variable indicators is greater than the cross loading of other latent variables, the cross loading of employee performance variable indicators shows that the value of the cross loading indicator is greater than the other latent variables, the cross loading of work motivation also shows a greater value of the cross loading indicator than the cross loading of the latent variables. Based on this data, it can be discriminantly stated that the cross loading results are considered valid.

3. Composite reliability test results

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in table 4 below.

Table 4. Construct Reliability and Validity

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership (X)	0.956	0.962	0.717
Employee Performance (Y)	0.934	0.946	0.665
Work Motivation (Z)	0.950	0.957	0.691

Source: Smart PLS Outputs, 2023

Based on Table 4 it can be explained that the AVE value for each variable tested has a value of > 0.5 . This indicates that all variables in this study meet the criteria of discriminant validity. To determine reliability in this research, composite reliability values were used. The accepted value for the level of reliability is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a value of > 0.70 so that it can be stated that all the variables tested meet construct reliability.

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1) Coefficient of Determination Test Results (R²)

The coefficient of determination test (R²) is used to see whether the influence of certain independent latent variables on the dependent latent variable has a substantive influence. Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.857	0.853
Work Motivation (Z)	0.656	0.652

Source: Smart PLS Outputs, 2023

Based on table 5 it is known that the adjusted R square value of the employee performance variable is 0.853 or 85.30%, which means that the influence of transformational leadership on employee performance is in the high category. This means that the more transformational leadership increases, the more employee performance will increase. While the R Square value for employee performance variables is 0.857 or 85.70%, which means that the effect of transformational leadership on employee performance is 85.70% and the remaining 14.30% is influenced by other variables that have not been studied. Meanwhile, the Adjusted R Square value of the work motivation variable is 0.652 or 65.20%, which means that transformational leadership influences work motivation by 65.20% or in the medium category, which means that the better the transformational leadership, the higher the level of employee motivation. Furthermore, the

R square value of the work motivation variable is 0.656 or 65.60%, which means that transformational leadership influences work motivation by 65.60%, while the remaining 35.40% is influenced by other variables that have not been studied.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the model or statistical distribution being tested fits the observed data. The Goodness of Fit test aims to determine the extent to which the observed data conforms to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen by looking at the NFI value in the program. If the NFI value > SRMR and the closer to 1, the better the model (good fit). Based on the data processing that has been done using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Fit models

	Saturated Model	Estimated Model
SRMR	0.082	0.082
d_ULS	2,896	2,896
d_G	9,580	9,580
Chi-Square	2309,787	2309,787
NFIs	0.508	0.508

Source: Smart PLS Output, 2023

Based on table 6 it can be seen that the NFI value is $0.508 > 0.082$ so that it can be stated that the model in this study has sufficient goodness of fit and is suitable for testing research hypotheses.

Hypothesis Testing Results

After carrying out the inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 . The following are the results of Path Coefficients of direct influence between variables as in the following table.

Table 7. Path Coefficients (Direct Influence)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Transformational Leadership -> Employee Performance	0.451	0.455	0.138	3,275	0.002	Accepted

Transformational Leadership -> Work Motivation	0.810	0.819	0.040	20.141	0,000	Accepted
Work Motivation -> Employee Performance	0.521	0.518	0.132	3,956	0,000	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 7, it can be stated that transformational leadership has a significant effect on employee performance. This can be seen from the T-statistic value of $3.275 > 1.96$ with a P-Value value of $0.002 < 0.05$. This means that if employee transformational leadership increases, employee performance will increase. These results answer the first hypothesis in this study, namely transformational leadership has a significant effect on employee performance at the Office of Communication and Informatics, Binjai City.

Furthermore, on the effect of transformational leadership on work motivation, the data obtained for the T-Statistics value was $20.141 > 1.96$ with a P-Value of $0.000 < 0.05$ so that it can be stated that transformational leadership has a significant effect on employee motivation at the Office of Communication and Informatics, Binjai City. This can be interpreted that if transformational leadership is increased, work motivation will also increase. These results answer the second research hypothesis. Likewise, in the third hypothesis, work motivation has a significant effect on employee performance, with a T-Statistic value of $3.956 > 1.96$ with a P-Value of $0.000 < 0.05$, which means that work motivation has a significant effect on employee performance at the Binjai City Communication and Information Service Office or it can be stated that the higher the level of employee work motivation, the more employee performance will increase. To answer the fourth hypothesis, it can be seen by looking at the indirect effects between variables as shown in the following table.

Table 8. Indirect Effect (Indirect Effect)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Transformational Leadership -> Work Motivation -> Employee Performance	0.422	0.425	0.115	3,682	0,000	Accepted

Source: Smart PLS Output, 2023

Based on table 8, it can be explained that the T-Statistics value is $3.682 > 1.96$ with a P-Value value of $0.000 < 0.05$, which means that the work motivation variable can mediate the influence between transformational leadership and employee performance at the Binjai City Communication and Information Office.

The findings in this research are supported by research results from (Prayudi, 2020) which states that the transformational leadership style has a significant effect on work

motivation and employee performance. The results of the intervention test show that the transformational leadership style has an irreversible effect on employee performance through work motivation. Further research that also supports the results of research from (Djaja & Zainurrafiqi, 2021) which states that the results of this study indicate that Transformational Leadership has a positive and significant effect on Employee Performance. Motivation has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect on motivation, and transformational leadership has a positive and significant effect on employee performance with motivation as the intervening variable.

Likewise with the results of research from (Priyatmo, 2018) with the results of the study showing that transformational leadership influences employee performance positively both directly and indirectly by mediating job satisfaction. In addition, this study proved significantly that job satisfaction affects employee performance.

CONCLUSION

From the results of data analysis resulting from the research and discussion described above, it can be concluded that transformational leadership has a significant effect on employee performance with a T-statistic value of $3.275 > 1.96$ and a P-Value value of $0.002 < 0.05$, which means that if the employee's transformational leadership increases then employee performance will increase. Furthermore, transformational leadership also has a significant effect on work motivation with a T-Statistic value of $20.141 > 1.96$ and a P-Value value of $0.000 < 0.05$ so it can be stated that transformational leadership has a significant effect on employee work motivation at the Binjai City Communication and Information Office. This can be interpreted as meaning that if transformational leadership is improved, work motivation will also increase. Likewise, work motivation has a significant effect on employee performance with a T-Statistic value of $3.956 > 1.96$ and a P-Value value of $0.000 < 0.05$, which means that work motivation has a significant effect on employee performance at the Binjai City Communication and Information Office or can be stated The higher the level of employee work motivation, the more employee performance will increase. The results of the indirect influence test show that the T-Statistics value is $3.682 > 1.96$ with a P-Value value of $0.000 < 0.05$, which means that the work motivation variable can mediate the influence between transformational leadership and employee performance at the Binjai City Communication and Information Office. 05, which means that work motivation has a significant effect on employee performance at the Binjai City Communication and Information Service Office or it can be stated that the higher the level of employee work motivation, the more employee performance will increase. The results of the indirect influence test show that the T-Statistics value is $3.682 > 1.96$ with a P-Value value of $0.000 < 0.05$, which means that the work motivation variable can mediate the influence between transformational leadership and employee performance at the Binjai City Communication and Information Office. 05 which means that work motivation has a significant effect on employee performance at the Binjai City Communication and Informatics Office or it can be stated that the higher the level of employee motivation, the employee performance will increase. The results of the indirect effect test showed that the T-Statistics value was $3.682 > 1.96$ with a P-

Value of 0.000 < 0.05, which means that the variable of work motivation can mediate the influence between transformational leadership and employee performance at the Office of Communication and Information Technology, Binjai City.

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