

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. ABC



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Abstract

This study is motivated by the phenomenon of performance gaps at PT. ABC, as indicated by the suboptimal realization of sales targets (83–84%) and issues with Service Response Time (SRT) exceeding company standards. These conditions are strongly suspected to be influenced by unstable transformational leadership and work motivation factors. The purpose of this study is to analyze the effect of transformational leadership and work motivation on employee performance at PT. ABC, both partially and simultaneously, using a quantitative approach with a causal associative method. The population in this study consists of all 53 employees of PT. ABC, with the sampling technique using saturated sampling or census. Data were collected through questionnaires using a Likert scale that has been tested for validity and reliability, and then analyzed using multiple linear regression with the assistance of SPSS software. The results show that simultaneously, transformational leadership and work motivation have a positive and significant effect on employee performance, with a contribution of 83.9%. Partially, work motivation is found to be the most dominant variable influencing employee performance compared to leadership style, indicating that internal drive is a stronger factor in maintaining work quality and service timeliness. In conclusion, the synergy between inspirational leadership vision and strong motivation is proven to reduce operational obstacles within the company. Therefore, management is recommended to prioritize strengthening motivational aspects to ensure the achievement of overall organizational strategic targets.

Keywords: Transformational Leadership, Work Motivation, Employee Performance.

INTRODUCTION

The era of globalization and digitalization has created a business environment characterized by intense and complex competition (Mahmud & Sopiah, 2022). In this environment, the quality of human resources is a determining factor in organizational performance. Superior and consistent employee performance reflects the success of HR management in ensuring the company's survival (Mangkunegara, 2017). According to Muhammad Yunus (2020), performance is the work results achieved by employees based on the quality and quantity of their responsibilities. Therefore, a company's ability to achieve its strategic goals depends heavily on optimizing the contributions and productivity of its individuals.

PT. ABC operates as an authorized distributor of document solutions, including photocopiers, printers, and after-sales services. The company's success is determined by two main pillars: the achievement of sales targets by the sales team and the quality of professional after-sales service. However, the company currently faces internal challenges in the form of a performance gap. This is evident in fluctuations in sales target achievement and high Service Response Times (SRTs) in after-sales services.

Table 1.
Sales Target Achievement (January–March 2025)

Month	Sales Target (Units)	Realization (Units)	Percentage (%)
January 2025	130	108	83%
February 2025	135	112	83%
March 2025	140	117	84%

Source: PT. ABC (2025)

Sales data for the first quarter of 2025 shows that sales targets remain consistently within the 83–84% range of the company's target. Although there was a slight increase in March, this achievement still falls short of the company's ideal standard, which should be at least 90%. This indicates that optimizing work motivation and strengthening leadership roles are still needed to drive improved sales team performance.

Table 2.
Service Response Time (SRT) (January–March 2025)

Month	Standard SRT	Actual SRT	Difference
January 2025	2 hours	3.1 hours	+1.1 hours
February 2025	2 hours	3.0 hours	+1.0 hours
March 2025	2 hours	3.2 hours	+1.2 hours

Source: PT. ABC (2025)

In the after-sales service division, the Service Response Time (SRT) in the first quarter of 2025 remains above the company's internal standards. The actual SRT ranges from 3.0 to 3.2 hours, exceeding the maximum standard of 2 hours by 1.0 to 1.2 hours. This indicates that technician performance is not yet optimal, which is strongly suspected to be influenced by unstable work motivation and less effective direction and monitoring from direct supervisors.

Recent empirical evidence shows that amid rapid digital transformation, traditional leadership styles are no longer sufficient. Leaders today are required to act as catalysts for employees' psychological empowerment and cognitive flexibility (Helalat et al., 2025). Studies across various labor-intensive sectors indicate that when employees face performance gaps—such as the SRT issue at PT. ABC—the synergy between leadership vision and employees' intrinsic motivation becomes the primary driver for recovery and target achievement (Marigan et al., 2025).

Previous studies have demonstrated that transformational leadership has the ability to enhance work enthusiasm and encourage employees to perform beyond expectations (Oroh et al., 2024). On the other hand, work motivation, particularly intrinsic motivation, serves as a psychological factor that determines individual persistence (Ulinnuha & Zahra, 2025). Based on this research gap, this study examines the influence of Transformational Leadership and Work Motivation on Employee Performance at PT. ABC to provide both theoretical contributions and practical recommendations for management.

REVIEW OF LITERATURE

Transformational Leadership

Transformational leadership is a strategic leadership style that focuses on inspiring and empowering followers to transcend their personal interests in order to achieve a greater organizational vision. This process goes beyond mere transactional task exchange, representing a deeper approach to transforming employees' values, beliefs, and aspirations to align with the company's long-term mission (Kho et al., 2023; Oroh et al., 2024). As agents of change, transformational leaders are able to generate strong commitment that drives subordinates to achieve performance far beyond normal expectations through the operationalization of four main dimensions, known as the "Four I's": Idealized Influence, where leaders act as charismatic role models who instill trust and respect; Inspirational Motivation, through the ability to articulate a compelling vision that fosters team optimism; Intellectual Stimulation, which encourages employees to think critically and innovatively without fear of failure; and Individualized Consideration, through personalized guidance and support for each individual's career development needs (Helalat et al., 2025; Uygungil-erdoğan, 2025).

Recent empirical studies confirm that the implementation of this leadership style has a significant impact on productivity and work stability, especially when organizations face high performance pressures. Leaders are able to create a conducive work environment that fosters deep employee engagement, making transformational leadership a crucial catalyst that not only enhances technical performance and organizational efficiency but also strengthens intrinsic motivation and overall job satisfaction (Mahmud & Sopiah, 2022; Saputra, 2023).

Work Motivation

Work motivation is defined as a fundamental psychological force that underlies individual behavior, encompassing direction, intensity, and persistence in achieving organizational goals. It is not merely the willingness to work but a determinant of the extent to which employees are willing to exert their best potential for meaningful contributions to the organization (Marigan et al., 2025; Nusraningrum et al., 2024).

From a human resource management perspective, motivation acts as the primary driving force that transforms individual competencies into actual performance outcomes. Without proper motivation, even high technical abilities will not result in optimal performance (Ardiansyah et al., 2024; Riyanto et al., 2021). Theoretically, motivation is classified into two complementary dimensions: intrinsic motivation, which originates from internal satisfaction, responsibility, and personal interest in the nature of the work; and extrinsic motivation, which is driven by external factors such as compensation, bonuses, formal recognition, and working conditions (Prastyo et al., 2023; Yani et al., 2023).

The synergy between intrinsic and extrinsic motivation is crucial in building employee engagement, which ultimately enhances loyalty and dedication in facing dynamic operational challenges (Ibrahim et al., 2022). Recent empirical evidence also confirms that motivation has a positive and significant correlation with work effectiveness, where stable motivation helps employees remain resilient and adaptive to technological changes and competitive market demands (Riyanto et al., 2021). This is further supported by the findings of Nurlaela et al. (2025), which state that strong motivational drive is a determining factor in improving employee discipline and moral responsibility. Therefore, in the long term, effective motivation management will ensure the achievement of superior operational standards, efficient resource utilization, and sustainable organizational competitiveness.

Employee Performance

Employee performance refers to the actual work outcomes, both in terms of quality and quantity, achieved by an individual in carrying out organizational tasks in accordance with assigned responsibilities. In modern management perspectives, performance is not merely the completion of routine tasks but serves as a key indicator of organizational success in managing human resources to effectively achieve strategic targets (Atmaja et al., 2023; Syahputri & Harahap, 2022). As an outcome variable, superior performance reflects a company's ability to remain competitive through the optimization of productive contributions and work efficiency of its members amid dynamic market conditions, making high performance a fundamental determinant of long-term organizational sustainability and growth (Winarsih et al., 2023).

In the operational context of PT. ABC, performance measurement focuses on the dimensions of work quality, output volume (quantity), and timeliness, particularly in meeting the established Service Response Time (SRT) standards. The effectiveness of achieving these dimensions is highly dependent on consistent work discipline and the independence of technicians in resolving field-related issues (Ahadi & Pracoyo, 2023; Prastyo et al., 2023). In addition to technical factors, stable motivation has been proven to act as a driving force that encourages employees to perform beyond minimum standards, thereby adding value to the quality of the company's after-sales services. Consequently, systematic performance management becomes crucial to ensure that each unit within PT. ABC can contribute optimally to operational targets and customer satisfaction in a sustainable manner (Yunus, 2020).

Conceptual Framework

Based on the literature review presented, Transformational Leadership (H1) and Work Motivation (H2) are hypothesized to have a significant influence on Employee Performance (Y). This relationship is illustrated in the conceptual framework below.

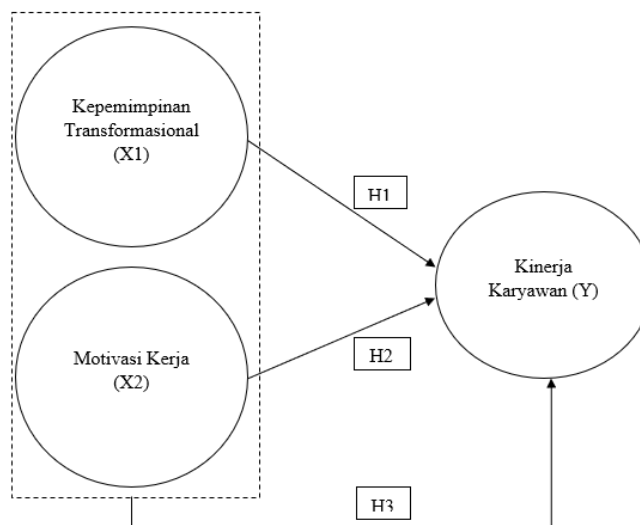


Figure 1.
Conceptual Framework of the Research

Research Hypothesis

Based on the conceptual framework and problem formulation, the hypotheses in this research are as follows:

H1: Transformational Leadership (X1) has a positive and significant effect on Employee Performance (Y) at PT. ABC.

H2: Work Motivation (X2) has a positive and significant effect on Employee Performance (Y) at PT. ABC.

H3: Transformational Leadership (X1) and Work Motivation (X2) simultaneously have a positive and significant effect on Employee Performance (Y) at PT. ABC.

RESEARCH METHOD

This study employed a quantitative approach with a causal associative method, aiming to analyze the causal relationship between transformational leadership and work motivation on employee performance (Sugiyono, 2013). The study population comprised all 53 employees of PT. ABC. The sampling technique used a saturated or census sampling method, resulting in the study population consisting of Supervisors/Coordinators, Sales & Marketing Admin, Technicians/Service Engineers, and Customer Support. Data collection was conducted through a questionnaire with a Likert scale (1–5). The instrument's quality was then tested through validity and reliability tests using Cronbach's Alpha standards. The collected data were processed using SPSS software through multiple linear regression analysis to examine the influence of variables, both partially through t-tests and simultaneously through F-tests. Furthermore, the model's effectiveness in explaining variations in employee performance variables was measured using the coefficient of determination (R^2). This overall approach is expected to provide an accurate picture of the factors driving productivity at the research site.

Table 3.
Variable Measurement

Variable	Dimension	Indicator	Reference
Transformational Leadership (X1)	Idealized Influence	My leader serves as a role model whom I respect and trust. My leader demonstrates consistency between words and actions (integrity). My leader has a strong sense of pride in the company and their profession.	(Afsar et al., 2019)
	Inspirational Motivation	My leader articulates an inspiring and optimistic vision of the company's future. My leader uses language and symbols to enhance team spirit. My leader motivates employees to prioritize collective goals over personal interests.	
	Intellectual Stimulation	My leader encourages employees to seek new methods in solving work-related problems. My leader encourages employees to question outdated assumptions and ineffective status quo. My leader accepts and considers innovative ideas even if they involve risks.	
	Individualized Consideration	My leader acts as a mentor or coach who pays attention to my career development needs. My leader provides personal guidance and support to help me reach my full potential. My leader treats each employee as an individual with unique needs and aspirations.	
Work Motivation (X2)	Intrinsic Motivation	I feel challenged to complete complex tasks because I enjoy the work. I feel personally satisfied when I successfully solve difficult problems without supervisor assistance.	(Nurlaela et al., 2025)

Employee Performance (Y)	Extrinsic Motivation	I feel that my work at PT. ABC has meaningful purpose and value. The company provides formal recognition (rewards) or fair appreciation for my work achievements. I believe that good performance provides opportunities for promotion and career advancement. The compensation (salary and bonuses) I receive is appropriate for my workload and responsibilities.	(Auliya & Suhana, 2024)
	Quality	I produce work (reports, services, installations) with high accuracy and minimal errors. My work results consistently meet the quality standards set by the company, especially in after-sales services.	
	Quantity	I am able to complete the targeted volume of work (e.g., number of units distributed or installed) within the specified time period. I consistently deliver output that exceeds the company's minimum standards.	
	Timeliness	I always complete tasks and responsibilities within the specified deadlines. I provide customer service responses promptly (low Service Response Time) in accordance with company standards.	
	Effectiveness	I utilize resources (time, energy, equipment) efficiently to avoid waste. I successfully achieve the main objectives of my work with optimal results.	

Independence	I am able to handle technical problems or work-related issues without always waiting for direct instructions from my supervisor. I have a high level of initiative to take corrective actions independently.
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Table 4.
Respondent Characteristics

Respondent Characteristics	Category	Total (People)	Percentage (%)
Gender	Male	47	88.7
	Female	6	11.3
Age	18–25 Years	31	58.5
	26–34 Years	20	37.7
	35–44 Years	1	1.9
	≥ 45 Years	1	1.9
Position	Technician	37	63.8
	Staff/Admin	18	31.0
	Supervisor	2	3.4
	Manager	1	1.7
Length of Service	< 1 Year	12	22.6
	1–3 Years	23	43.4
	4–6 Years	10	18.9
	> 6 Years	8	15.1

Based on Table 4, it can be concluded that the majority of respondents in this study were male, 47 (88.7%), while 6 (11.3%) were female. In terms of age, the majority of respondents were in the 18–25 age range (31) (58.5%), followed by 20 (37.7%) aged 26–34, while the number of respondents over 35 was relatively small. This indicates that the company's workforce is dominated by productive-age employees.

In terms of job title, the majority of respondents were technicians (37) (63.8%), followed by staff/administrators (18) (31.0%), and supervisors and managers accounted for a smaller proportion. This reflects that the majority of respondents were operational employees directly involved in the company's technical and service activities. Meanwhile, based on length of service, the majority of respondents had 1–3 years of service (23) (43.4%), followed by employees with less than 1 year and 4–6 years of service. This indicates that most employees have sufficient work experience to understand the company's culture and work systems.

RESULT AND DISCUSSION

Table 5.
Validity Test

Variable	Instrument	r-count	r-table	Description
Transformational Leadership (X1)	X1.1	0.953	0.2656	Valid
	X1.2	0.891	0.2656	Valid
	X1.3	0.917	0.2656	Valid
	X1.4	0.890	0.2656	Valid
	X1.5	0.866	0.2656	Valid
	X1.6	0.919	0.2656	Valid
	X1.7	0.883	0.2656	Valid
	X1.8	0.894	0.2656	Valid
	X1.9	0.938	0.2656	Valid
	X1.10	0.949	0.2656	Valid
	X1.11	0.925	0.2656	Valid
	X1.12	0.892	0.2656	Valid
Work Motivation (X2)	X2.1	0.925	0.2656	Valid
	X2.2	0.867	0.2656	Valid
	X2.3	0.891	0.2656	Valid
	X2.4	0.871	0.2656	Valid
	X2.5	0.918	0.2656	Valid
	X2.6	0.874	0.2656	Valid
Employee Performance (Y)	Y1	0.936	0.2656	Valid
	Y2	0.955	0.2656	Valid
	Y3	0.953	0.2656	Valid
	Y4	0.904	0.2656	Valid
	Y5	0.927	0.2656	Valid
	Y6	0.962	0.2656	Valid
	Y7	0.927	0.2656	Valid
	Y8	0.959	0.2656	Valid
	Y9	0.883	0.2656	Valid
	Y10	0.955	0.2656	Valid

Source: SPSS 26 Data Processing

Table 6.
Reliability Test

Variable	Cronbach's Alpha Coefficient	Description
Transformational Leadership (X1)	0.984	Reliable
Work Motivation (X2)	0.965	Reliable
Employee Performance (Y)	0.987	Reliable

Source: SPSS 26 Data Processing

After passing the validity test, the next crucial step is to ensure the reliability of the measurement instrument through a Reliability Test. Based on Table 6, the test results show that all research variables have very high Cronbach's Alpha values, above the minimum threshold of 0.60. Transformational Leadership (X1) recorded a value of 0.984, Work Motivation (X2) 0.965, and Employee Performance (Y) 0.987. These values, which approach 1.00, indicate that the questionnaire used has very strong internal consistency. This means that this research instrument is capable of producing stable and consistent results when repeated measurements are taken at different times on the same subjects.

Table 7.
T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.467	1.104		-0.423	0.674
	Transformational Leadership (X1)	0.348	0.088	0.404	3.936	0.0002
	Work Motivation (X2)	0.989	0.173	0.587	5.725	0.0005
a. Dependent Variable: Employee Performance						

Source: SPSS 26 Data Processing

Based on the results of the multiple linear regression analysis, the regression equation obtained is:

$$Y = -0.467 + 0.348X1 + 0.989X2$$

These results indicate that transformational leadership (X1) and work motivation (X2) have a positive effect on employee performance (Y). The transformational leadership regression coefficient of 0.348 indicates that increased transformational leadership will improve employee performance, while the work motivation regression coefficient of 0.989 indicates a greater effect on employee performance. The t-test results indicate that both independent variables have a significance value <0.05, thus having a significant partial effect on employee performance. Furthermore, based on the standardized beta coefficient, work motivation is the variable with the most dominant influence on employee performance at PT. ABC.

Table 8.
F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4039.559	2	2019.780	773.095	0.000 ^b
	Residual	130.629	50	2.613		
	Total	4170.189	52			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Transformational Leadership						

Source: SPSS 26 Data Processing

To examine the simultaneous influence of the independent variables, an F-test was conducted, as shown in Table 8. The data processing results showed a significance level of 0.000, which is much lower than the 0.05 (5%) level. This result provides a strong statistical basis, indicating that Transformational Leadership and Work Motivation simultaneously have a very significant influence on Employee Performance. This confirms that to significantly improve performance, companies cannot rely solely on one aspect but must integrate an inspiring leadership style with strong motivational drive.

Table 9.
Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.920 ^a	0.845	0.839	2.889
a. Predictors: (Constant), Work Motivation, Transformational Leadership				

Source: SPSS 26 Data Processing

Table 9 (Coefficient of Determination) demonstrates the extent to which the model is able to explain performance variables. The Adjusted R Square value of 0.839 indicates that 83.9% of the variation in employee performance at PT ABC can be accurately explained by Transformational Leadership and Work Motivation. These two factors are the primary determinants of employee productivity. Meanwhile, the remaining 16.1% is influenced by other external factors not included in this research model, such as compensation, the physical work environment, or organizational culture.

Discussion

The results of this study indicate that transformational leadership and work motivation have a positive and significant influence on employee performance at PT. ABC. Partially, transformational leadership has been shown to improve employee performance through the leader's role in providing clear direction, motivation, inspiration, and attention to employee needs. Work motivation has also been shown to play a significant role in encouraging employees to perform optimally, both through internal incentives and external factors such as rewards and recognition. The characteristics of respondents, who were predominantly productive-age employees with medium tenure, indicate that employees are relatively responsive to an inspirational leadership style and have a high need for motivation to support performance achievement.

Simultaneously, transformational leadership and work motivation significantly influence employee performance, indicating that the two variables complement each other in creating optimal performance. The high coefficient of determination indicates that a significant portion of the variation in employee performance can be explained by these two variables, thus providing strong explanatory power for the research model. However, other factors outside the research model also influence employee performance, such as the work environment, compensation system, and workload. Therefore, companies are advised to continue developing transformational leadership and increasing employee work motivation as a strategic effort to improve employee performance sustainably.

CONCLUSION

Based on the results of an in-depth analysis of the research data, it can be concluded that employee performance at PT. ABC is largely determined by the quality of transformational leadership and the level of work motivation possessed by employees. Transformational leadership has proven to be a strategic instrument capable of shifting the work paradigm of employees from merely fulfilling tasks to a commitment to the organization's vision. Through the dimensions of intellectual stimulation and individual attention, this leadership style successfully encourages technicians to be more independent and creative in facing technical obstacles in the field. Meanwhile, work motivation emerged as the most fundamental and dominant driver of productivity in this research model. Strong internal motivation and the fulfillment of appropriate extrinsic needs have proven effective in minimizing previous performance gaps, such as delays in Service Response Time (SRT) and failure to achieve operational targets. Overall, the harmonious integration between inspirational leaders and highly motivated employees creates a synergy that is able to improve after-sales service standards and strengthen the company's competitive position in the document solutions industry.

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