

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, JOB MOTIVATION, REWARD ON JOB SATISFACTION AND JOB PERFORMANCE



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Abstract

The study aimed to analyze the relationship among transformational leadership, motivation, and reward on job satisfaction, and also examine the effect of transformational leadership, motivation, reward, and job satisfaction on job performance in the Ministry of Industry. The population in this study are employees of the Ministry of Industry with a total of 202 employees as a sample. The determination of the sample was carried out using the non-probability sampling by purposive sampling method. The data analysis technique used is the Structural Equation Modelling (SEM) method. The technique of data collection used is by distributing questionnaires through the Google Form application. The analytical method used is SEM-PLS analysis. The results showed there was a significant effect of Transformational Leadership on Job Satisfaction. There was a significant effect of Motivation on Job Satisfaction. There was a significant effect of Reward on Job Satisfaction. There was no significant effect of Transformational Leadership on Job Performance. There was a significant effect of Motivation on Job Performance. There was a significant effect of Reward on Job Performance. There was no significant effect of Job Satisfaction on Job Performance. Transformational Leadership, motivation, and reward play essential roles to determine employee Job Satisfaction and Job Performance. Leaders can use Transformational Leadership, motivation, and reward as factors to enhance job satisfaction and job performance. Future research is expected to use mediating variables to analyze the role of job satisfaction which mediates the effect of Transformational Leadership, motivation, and reward on job performance.

Keywords: Transformational Leadership, Motivation, Reward, Job Satisfaction, Job Performance

INTRODUCTION

Improving job performance is in line with efforts to develop Human Resources (HR) for civil servants who are qualified, competitive, and proud to serve the nation. This is in line with the bureaucratic reform carried out in the framework of running good governance and in line with the government's priority programs outlined in the 2005-2025 National Long-Term Development Plan (RPJPN). Bureaucratic reform is related to thousands of overlapping processes between government functions, involves millions of employees, and requires a huge budget. One form of the reform setback program is strengthening the implementation of employee management (State Civil Apparatus/ ASN). Implementation of management employees is important because it is related to improving ASN performance in it. A quality ASN is demonstrated by good performance and will have a slow impact on increasing the performance of ministries or government agencies.

The government has issued regulations in the form of Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021 concerning the Simplification of Organizational Structure in Government Agencies for Simplification of Bureaucracy. The regulation was then implemented in the form of abolishing echelon III, IV, and V structural positions in government agencies. The follow-up to the abolition of structural positions is the equalization of positions into functional positions.

To observe employees in realizing Good Governance performance, it is necessary to conduct a performance appraisal. The goal is to find out how far employees can carry out their duties in accordance with the provisions set by the organization. If the employee can achieve the performance standards set by the organization or even higher, then the employee's performance is good (high). Conversely, if employees cannot reach the standards set, their performance is low (bad). Employee performance is determined by many factors that influence performance, namely transformational leadership, motivation, rewards, and job satisfaction.

With the current Ministry organizational structure consisting of Structural Officers and Functional Officers as leaders of work units and work groups, leadership is an important factor that can influence the employees (ASN) who are under them. The leadership style that is currently being developed is transformational leadership.

Transformational leadership is a leadership style that seeks to transform the values shared by subordinates to support the vision and goals of the organization.

REVIEW OF LITERATURE

An official with a transformational leadership style is a leader who has visionary insight and always strives to improve and develop the organization. Transformational leadership is a leadership style that seeks to transform the values shared by subordinates to support the vision and goals of the organization. Transformational leadership is described as a process in which leaders play ideal role models and encourage creativity, provide inspirational motivation, and engage in supporting and guiding followers to achieve the shared vision and goals of the organization (Mahmood, Uddin, & Fan, 2018). Through the transformation of these values, it is expected that good relations between members of the organization can be built so that a climate of mutual trust arises between members of the organization. Meanwhile, the characteristics of transformational leadership are as follows: having idealism, inspiring, stimulating subordinates to think, paying attention to the people they lead, and respecting the differences among the members they lead.

Motivation has different meanings, such as one's desires, needs, wishes, and drives (Badura et al., 2020). Motivation is the process of stimulating people to take appropriate actions to achieve their goals or targets (Liu et al., 2021). Motivation can be considered as a reaction that arises from within or outside of a person to make a response of encouragement or avoidance (Suranta, 2002; Saputra et al., 2019). According to Nyinyimbe (2020), motivation is an ideal tool for achieving employee goals, and superior performance at work, which leads to organizational effectiveness.

Highly motivated employees are a competitive advantage for the organization because their performance allows them to achieve predetermined organizational goals (Adebisi and Oladipo, 2015) and with better conditions (Tran and Do, 2020). The motivational system can be seen as a process that allows changes in methods to achieve employee motivation through changes in the environment and working conditions (Glaz et al., 2017). When employees feel admired and involved in organizational processes, such as decision-making, they will increase their productivity levels and consequently become more motivated (Dobre, 2013). According to Chipunza and Matsumunyane (2018), work

motivation can be seen as an “internal state” that allows employees to be encouraged to achieve organizational goals and good performance results.

According to ForNientied and Toska (2019), the development of new behaviors by employees is due to the organizational context and personal experience of each employee, which allows them to increase, or not, their work motivation. However, Glaz et al. (2017) stated that collective motivation, namely group motivation, increases productivity. According to Pancasila et al. (2020), work motivation is regulated by the process of satisfying needs. This means that satisfied employees will do everything that is asked of them to achieve company or organizational goals, thereby increasing their performance.

Rewards can be a factor that determines employee satisfaction and performance. Awards are classified into 2 (two) categories, namely, financial and non-financial (Willsen, 2020). Financial awards can consist of cash, commissions, and bonuses, while non-financial rewards include promotions, flexible time, childcare, program assistance, medical assistance, and opportunities for continuing education. Both types of rewards can be used to improve employee behavior and performance. However, organizational rewards are then divided into two main forms namely, extrinsic and intrinsic (Alhmoud & Rjoub, 2020). Extrinsic rewards consider tangible benefits such as career development, promotions, various growth opportunities, monetary compensation, and work-life balance (Surephong et al., 2020). Besides that, intrinsic rewards are immaterial because they are more related to the satisfaction that comes with the responsibility and support of colleagues (Hidayat, 2019). Leaders seek superior strategies to increase employee motivation to achieve optimal levels of performance (Yousuf & Siddiqui, 2019).

Job satisfaction can be defined as emotional feelings that come from work experiences or individual job evaluations, expressing employees’ feelings about work (Asad-Khan et al., 2019). There is a relationship between job satisfaction and employees’ attitudes and feelings toward their work and/or duties (Huynh and Hua, 2020). Thus, job satisfaction is considered to be a pleasant or unpleasant emotional state resulting from the evaluation of a job and/or assigned task. Employees who achieve high job satisfaction, reduce their desire to leave the organization. However, employees need to feel secure, be satisfied with salary and promotions, feel recognized, and achieve personal fulfillment (Soleimani and Einolahzadeh, 2017). Besides these factors, the freedom offered to

employees in making their own decisions and methods, increased job satisfaction, service quality, and productivity are also important factors to consider (Pang and Lu, 2018). Pujol-Cols and Dabos (2019) highlight the importance of organizations considering the working conditions they offer employees to moderate the psychosocial impact of job satisfaction.

Job performance conceptually is the level of success of an employee in carrying out work. Employee performance is one tool to see the behavior of an employee in carrying out his work. Performance can describe the success or success of employees in carrying out a job that is their duty. Performance can be displayed in the form of measurement results or assessments with certain methods and techniques for the processes and results of one's work.

Job performance plays an important role in the success or failure of any company (Yang & Ai, 2020). Companies must identify ways to produce the best performance from their employees (Bao et al., 2021). Employee performance refers to how they carry out the tasks and tasks assigned, including the results and behavior they show when performing their tasks (Abbas & Sagsan, 2019). Dynamic companies make employee performance a driving force for their success and continuously work to ensure their improvement (Jeni et al., 2020). Performance can be measured in terms of quantity, quality, and/or work efficiency (Tian et al., 2021). According to Campbell and Wiernik (2015), job performance refers to certain patterns of behavior and results that can be observed and analyzed against certain standards that an organization has put together based on all-encompassing goals.

Transformational leadership developed into a theoretical approach that is widely used in the current leadership literature (Alrowwad and Abualoush, 2020; Chan, 2020; Keskes et al., 2018) and has become one of the most studied leadership styles (Aboramadan and Dahleez, 2020). Transformational leadership has a significant influence on employee attitudes and behavior. In addition, transformational leadership has an impact on job satisfaction (Jung and Avolio, 2000). Leadership explains how a person can influence others to achieve certain goals. Transformational leaders can influence teams to increase expected job performance and job satisfaction (Bass and Riggio, 2010). They help team members grow and develop by responding to needs, empowering, and adapting to individual, group, and organizational goals.

Job satisfaction results from employee perceptions of how well a person's performance in serving everything is considered important through work results (Luthans, 2011). Job satisfaction reflects one's feelings about a job. This can be seen from his positive attitude towards a job and everything that is encountered around his work environment. Every organization should monitor job satisfaction because it will affect absenteeism, workforce turnover, work morale, complaints, and other important organizational issues.

Based on previous research, there is strong evidence of a relationship between transformational leadership and job satisfaction (Alamiret al., 2019; Bank et al., 2016; Bartram and Casimir, 2007; Chang and Lee, 2007; Eliophotou Menon, 2014; Griffith, 2004; Han et al., 2020; Hu et al., 2010; Hughes and Avey, 2009; Mickson et al., 2020; Sim and Lee, 2018; Yaghoubipoor et al., 2013). Transformational leadership has a significant and positive effect on job satisfaction in Pakistan and America (Barnett, 2018; Shah et al., 2017). Hilton et al. (2021) also stated that the four dimensions of transformational leadership have a positive relationship with job satisfaction. Based on the literature review and previous research, the hypothesis is set as follows:

H1: The Effect of Transformational Leadership on Job Satisfaction

Work motivation has an influence on job performance is very related. Working without motivation will reduce job satisfaction. Intrinsic motivation can bring satisfaction to employees (Tran and Do, 2020), but high extrinsic motivation tends to affect job satisfaction (Yang et al., 2015). According to Febrianti and SE (2020), increasing employee morale and job satisfaction is a major organizational concern in the current era. Different motivational theories provide different understandings of employee motivation and job satisfaction, for example, process, need-based, and reinforcement theories. Ali and Anwar (2001) established that although motivation and job satisfaction are interdependent terms, they cannot be used interchangeably. The motivational process considers job satisfaction as an important aspect (Safdar et al., 2020).

Paais and Pattiruhu (2020) state that the extent to which job satisfaction depends on both intrinsic and extrinsic motivational factors. Bayraktar et al. (2017) stated that intrinsic motivation plays an important role in influencing employee associations with companies. Employees with higher intrinsic motivation can be associated with higher employee loyalty

and vice versa, Alshmemri, Shahwan-Akl, and Maude (2017) reported that intrinsic factors lead to greater employee motivation and promote work commitment in the workplace. From an extrinsic motivation perspective, Catharina and Victoria (2015) cite job security as one of the most integral extrinsic factors that have a sizeable impact on employee job satisfaction. In addition, compensation, including salary and benefits, also has a direct impact on employee job satisfaction. However, a study by Breugh, Ritz, and Alfes (2018) reported an insignificant relationship between intrinsic motivation and job satisfaction.

The linkage of motivation to job satisfaction greatly influences work results. High motivation in a person is characterized by the emergence of the desire to obtain satisfactory work results in carrying out his work. Research conducted by Hayati & Caniago (2014); Nduka (2016); Jayaweera (2015) concluded that work motivation has a positive and significant effect on teacher job satisfaction. Motivation influences teacher performance positively. Then it was also reinforced by research conducted by de Juana-Espinosa & Rakowska (2018) which concluded that there was a positive relationship between motivation and job satisfaction.

H2: The Effect of Job Motivation on Job Satisfaction

Job satisfaction relates to one's feelings or attitudes about the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and so on. Job satisfaction is a person's feelings and evaluation of his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs, and desires. Nazir et al. (2016) stated that rewards play an important role in encouraging employees to commit to persist which leads to greater job satisfaction. Based on research conducted by Kumari et al. (2022) there is a positive influence relationship between rewards and job satisfaction.

H3: The Effect of Rewards on Job Satisfaction

Several previous studies have noted that transformational leadership has a positive influence on job satisfaction, productivity, and employee performance (Al-Amin, 2017; Mangkunegara and Hudin, 2016; Manzoor et al., 2019). In particular, Mangkunegara and Huddin (2016) investigated the effect of transformational leadership on job satisfaction and job performance, and the results indicated that transformational leadership has a positive effect on employee performance.

By adopting the right leadership style (such as a transformational leadership style), managers can exert a significant influence on employee commitment, efficiency, productivity, and job satisfaction. Al Amin (2017) noted that transformational leadership has a positive influence on job performance, while Buil et al. (2019) reported a positive relationship between transformational leadership and performance. Manzoor et al. (2019) also emphasize the importance of transformational leadership in driving performance. Micson et al. (2021) also emphasize the role of transformational leadership in improving job outcomes.

H4: Effect of Transformational Leadership on Job Performance

The effect of work motivation on job performance is closely related. Working without motivation will reduce the level of job performance. Therefore, with high motivation, the work we complete will get satisfying achievements for ourselves and for others. Performance influences employee work motivation such as getting the salary received, benefits, workspace conditions, workplace safety, workplace equipment, relations between subordinates and superiors, relations between colleagues, and work rules and discipline. Work units that can see and apply motivation as a system that supports mature work performance achievers are able to run an organization well because they understand how to make their workers try to give maximum performance.

Saengchai, Siriattakul, and Jermittiparsert (2019) argue that enthusiasm naturally increases which increases productivity when employees feel motivated and competent. As a result, employee motivation is dominant in determining the success of every organization and ensures that work continues smoothly without hindrance and in a proficient manner (Ahsan, Nasir, & Abbas, 2020; Zainal, 2017). A study by Yousaf, Yang, and Sander (2015) examined the role of employees' intrinsic and extrinsic motivation in task and contextual performance and identified that task and contextual performance were positively influenced by extrinsic motivation. However, the study identified a non-significant relationship between intrinsic motivation and contextual performance. Guo and Ling (2020) studied whether leader motivation impacts task performance and employee contextual performance and identified a positive relationship between them.

H5: The Effect of Job Motivation on Job Performance

Considering all these factors, job performance is influenced by motivational factors that follow awards and ultimately play an important role in improving organizational performance (Koralege & Priyashantha, 2019). The amount of financial and non-financial rewards plays an important role in retaining employees in an organization or company. This in turn leads to increased performance (Prasetyani et al., 2021). Based on research conducted by Kumari et al. (2022) there is a positive influence relationship between rewards and job performance

H6: The Effect of Rewards on Job Performance

Job satisfaction has received the attention of many researchers because most of them believe that it plays an important role in individual performance in organizations (Mohammad et al., 2017). In general, it is believed that happy workers are more likely to be productive workers. However, a review of the literature reveals contradictory findings about the relationship between job satisfaction and employee job performance. The study of Brayfield and Crockett (1955) is one of the most prominent which highlights the non-significant correlation between employees' job satisfaction and their job performance. Hünefeld, Gerstenberg, and Hüffmeier (2020) also showed that job satisfaction was not significantly associated with job performance and was labeled as having minimal or no relationship. A study by Alsafadi and Altahat (2021) also reported a similar non-significant relationship between the relationship of variables.

On the other hand, several studies have published that job satisfaction is strongly related to employee performance. Idris et al. (2020) suggested that job satisfaction creates happiness and increases employee morale and motivation, which leads to increased productivity. Wolomas, Asaloei, and Werang (2019) concluded that satisfied employees who have positive feelings about their jobs tend to do their jobs better. Al Ali et al. (2019) confirmed that satisfied employees perform their duties more creatively. Given the inconsistent findings about the relationship between job satisfaction and job performance, this study examines the direct relationship between job satisfaction and job performance.

H7: The Effect of Job Satisfaction on Job Performance

From these problems, it is necessary to carry out scientific research to examine more deeply the influence of transformational leadership, motivation, and rewards on job satisfaction and job performance. The purpose of this study was to analyze the effect of

transformational leadership, work motivation, rewards on job satisfaction, and the effect of transformational leadership, job motivation, rewards, and job satisfaction on job performance at the Ministry of Industry.

RESEARCH METHOD

This research is descriptive research with a quantitative approach. This study also uses a quantitative approach that describes and summarizes various conditions, situations, and variables. Data analysis is quantitative/statistical in nature with the aim of testing the established hypotheses. Furthermore, the quantitative research design used is hypothesis testing, to examine the influence of transformational leadership, motivation, and rewards and their influence on job satisfaction and employee performance at the Ministry of Industry.

RESULTS AND DISCUSSION

In this study, the sample used was 202 employees within the Ministry of Industry. In sampling, this study used non-probability sampling, namely the purposive sampling method, which is a method of sampling where the meaning of purposive sampling according to Sugiyono (2018) is a sampling technique with certain considerations. The data used in this study is primary data and used and sampled in this study are samples and data obtained in one span of time or are cross-sectional in nature at the Ministry of Industry for the 2022 period.

To determine the sample size, the Maximum Likelihood estimation in the Structural Equation Model (SEM) is used, which is 100-200 (Hair et al., 2014). Therefore, based on the need for researchers to use data analysis techniques using the Structural Equation Model and also because later the maximum likelihood estimation technique will be used which requires a sample size of 100-200 samples, the researchers will take as many as 100-200 samples to fulfill one of the requirements data analysis methods using SEM.

In this study, data collection techniques were used by distributing questionnaires. A questionnaire is a data collection method that is carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2018). The questionnaire was distributed via the Google Form application to Ministry of Industry employees where the

questionnaire consisted of 56 statement items from 5 variables. The questionnaire, of there are 3 parts: the first consists of an introductory sentence, the second includes respondent data, and the third contains instructions for filling out the questionnaire along with a list of statement items for each variable. All research variables are interval scale as measured by a 5-point Likert scale.

The analytical method used is Analysis on SEM-PLS. In a multi-dimensional model, the data processing technique used in Partial Least Square (PLS) is a second-order construct, namely by dividing the research stages into two parts, the higher-order construct and the lower-order construct.

Table 1
Demographics of Respondents

No.	Characteristics	Description	Value	%
1	Gender	Male	109	54
		Female	93	46
2	Age	21 – 30	73	36,1
		31 – 40	95	47,0
		41 – 50	25	12,4
		51 – 60	9	4,5
3	Education	Bachelor Degree	133	65,8
		Master Degree	69	34,2
4	Position	Staff	98	48,5
		Junior Expert Functional Officials	57	28,2
		Middle Expert Functional Officials	16	7,9
		Structural Officials	6	3,0
		Others	25	12,4

Discussion of results should be argumentative and should point out how the findings, theories, previous studies, and empirical facts are relevant and contribute something new to the knowledge of Sharia economics development.

Characteristics of respondents based on gender can be seen that the respondents each consisted of 109 men (54%) and 93 women (46%). The percentage is quite balanced between male and female employees within the Ministry of Industry. Characteristics of respondents by age group showed that the number of respondents in the age group 21-30 years was 73 people (36.1%), 31-40 years were 95 people (47%), 41-50 years were 25

people (12.4%) and 9 people aged 51-60 years and over (4.5%). The demographic characteristics of the respondents based on the age of the lecturers show that most of the respondents are between 31 and 40 years old, 47%. This age includes the productive age and the retirement period which is still long.

Characteristics of respondents based on education level showed that 69 respondents (34.2%) had the last formal education degree and 133 respondents (65.8%) had undergraduate education. Characteristics of respondents based on position showed that respondents who had positions as executive staff were 98 people (48.5%), junior expert functional officials were 57 people (28.2%), middle expert functional officials were 16 people (7.9%), structural officials as many as 6 people (3%), and others as many as 25 people (12.4%). Characteristics of respondents based on work experience were respondents with 0–1 year of work experience of 38 people (18.8%), 1-5 years of work experience of 60 people (29.7%) 6-10 years of work experience of 20 people (9.9%) 11-20 years of work experience as many as 84 people (41.6%). Based on the characteristics of the respondents, it shows that the respondents have quite diverse background profiles.

Evaluate R2

Based on the R2 value, it is known that the variables that influence job satisfaction such as Transformational Leadership, Motivation, and Rewards, together have an effect of 0.710 or 71.0%, which means that job satisfaction is able to explain the variance of Transformational Leadership, Motivation, and Rewards of 71%. The test results for the R2 value for the performance construct are 0.443 meaning that performance is able to explain the variance of Job Satisfaction, Transformational Leadership, Motivation, and Rewards of 44.3%.

Goodness of Fit (GOF)

The following is the result of calculating the Goodness of Fit (GOF) model:

Table 2
The Results of the Average Communalities Index

Variable	(AVE)	R ²
Transformational leadership	0.850	
Job motivation	0.452	
Reward	0.423	
Job Satisfaction	0.685	0,710

Job Performance	0.879	0,443
GOF	0.617	

Based on the table, the average result for commonalities is 0.617. The calculation results show that the GOF value is 0.617 more than 0.36 so it is categorized as a large GOF, meaning that the model is very good (has high ability) in explaining empirical data.

Table 3
Examining the Hypothesis

Hypothesis	Coefficient	p-Value	Decision
H1: The Effect of transformational leadership on job satisfaction	0.576	0.000	Accepted
H2: The Effect of job motivation on job satisfaction	0.239	0.005	Accepted
H3: The Effect of reward on job satisfaction	0.113	0.075	Accepted
H4: The Effect of transformational leadership on job performance	0.011	0.913	Rejected
H5: The Effect of job motivation on job performance	0.340	0.000	Accepted
H6: The Effect of reward on job performance	0.404	0.000	Accepted
H7: The Effect of job satisfaction on job performance	-0.025	0.798	Rejected

The Effect of Transformational Leadership on Job Satisfaction

In the previous section, Table 3 was presented which describes the results of the statistical test and the hypothesis decisions. Table 3 shows the coefficient value of transformational leadership of 0.576 meaning that each increase in the perception of transformational leadership by one unit will increase the perception of employee job satisfaction in harmony. The results also show that the probability value of transformational leadership is $0.000 < 0.05$ (alpha 5%) so there is sufficient evidence to state that there is a positive effect of transformational leadership on the perception of employee job satisfaction at the 95% confidence level. The results of this study support the results of previous research, namely, research (Barnett, 2018 and Shah et al., 2017) which proves that transformational leadership has a significant and positive influence on job satisfaction. The results of this study strengthen the statement of Jung & Avolio (2000) which states that Transformational Leadership has an impact on job satisfaction and reinforces the statement of Bass & Riggio (2010) that transformational leaders can influence teams to improve expected job performance and increase job satisfaction.

The Effect of Job Motivation on Job Satisfaction

Based on Table 3, the results of the hypothesis test for the second indicator of the motivation coefficient have a value of 0.239. This value interprets that the high perceived motivation is directly proportional to the high perceived employee job satisfaction. The probability value resulting from the test is $0.005 < 0.05$ (alpha 5%) so there is sufficient evidence to state that there is a positive effect of motivation on employee job satisfaction at the 95% confidence level. The results of this study support the results of previous research, namely, research by Kumari et al. (2021) who found that there was a significant positive relationship between job motivation and job satisfaction, and research by de Juana-Espinosa & Rakowska (2018) which concluded that there was a positive relationship between motivation and job satisfaction. The results of this study indicate that if an organization or company wants to increase employee job satisfaction, job motivation plays an important role in this regard.

The Effect of Rewards on Job Satisfaction

Referring to the test results presented in Table 3, it is known that the reward coefficient has a value of 0.113. This coefficient means that each time the perceived reward increases by one unit, the employee's perceived job satisfaction will increase. The probability value resulting from the test is $0.075 < 0.10$ (alpha 10%) so there is sufficient evidence to state that there is a positive effect of rewards on employee job satisfaction at the 90% confidence level. The results of this study support the results of previous research, namely, research by Kumari et al. (2021) and Danish & Usman (2010) who found that there is a significant positive relationship between rewards and job satisfaction. The results of this study indicate that awards are instruments that can be given to employees if the organization or company wants to increase employee job satisfaction.

The Effect of Transformational Leadership on Job Performance

Referring to the test results presented in Table 3, it is known that the coefficient of transformational leadership is 0.011. This coefficient means that each perception of transformational leadership increases by one unit, and the perception of job performance will increase in harmony. Table 4 also summarizes the probability value of the relationship $0.913 > 0.05$ (alpha 5%) from transformational leadership on job performance, so there is sufficient evidence to state that transformational leadership is not significant for job

performance at the 95% confidence level. The results of this study contradict the results of previous research, namely research (Al-Amin, 2017; Mangkunegara and Hudin, 2016; Manzoor et al., 2019) which found that transformational leadership has a positive effect on job satisfaction, productivity and job performance. The results of this study also do not strengthen the findings of Al Amin (2017) who noted that transformational leadership has a positive effect on job performance and Buil et al. (2019) who reported a positive relationship between transformational leadership and job performance.

The Effect of Job Motivation on Job Performance

Based on Table 3, the results of the hypothesis test for the second indicator of the motivation coefficient have a value of 0.340. This value interprets that the high perceived motivation is directly proportional to the high perceived job performance. The probability value resulting from the test is $0.000 < 0.05$ (alpha 5%) so there is sufficient evidence to state that there is a positive influence of motivation on job performance at the 95% confidence level. The results of this study support the results of previous research, namely, research by Kumari et al. (2021) who found that there is a significant positive relationship between job motivation and job performance and is consistent with research by Riyanto, Sutrisno, and Ali's (2017) which found that there is an impact of job motivation on the level of employee commitment and job performance. The results of this study also reinforce the opinion of Saengchai, Siriattakul, and Jermisittiparsert (2019) which states that enthusiasm naturally increases which will increase productivity when employees feel motivated and competent.

Based on the results of this study, it shows the importance of performance motivation in improving job performance which will have an impact on increasing organizational productivity and effectiveness. Job motivation helps employees in self-development and achieving personal goals, which in turn makes it easier for organizations to achieve short-term goals and long-term goals. Organizations that can see and apply motivation as a system that supports mature work performance achievers are able to run an organization well because they understand how to make their workers try to give maximum performance. Employee motivation is dominant in determining the success of every organization and ensures that the work continues smoothly without hindrance and in a

proficient manner (Ahsan, Nasir, & Abbas, 2020; Zainal, 2017). Leaders must motivate employees in order to improve organizational performance and productivity.

The Effect of Rewards on Performance

The results of the analysis of the sixth indicator in Table 3 show that the coefficient of the award has a value of 0.404. This coefficient means that each time the perceived reward increases by one unit, the employee's perceived performance will increase. The probability value resulting from the test is $0.000 < 0.05$ (alpha 5%) so there is sufficient evidence to state that there is a positive effect of rewards on employee performance at the 95% confidence level. The results of this study support the results of previous research, namely, research by Kumari et al. (2021) who found that there is a significant positive relationship between rewards and job performance. The results of this study support research conducted by Martono, Khoiruddin, and Wulansari's conclusions (2018) which found that rewards play an important role in determining employee's job performance in an organization. Rewards play an important role in increasing employee morale to make maximum efforts which have an impact on increasing employee performance and organizational productivity. Organizational leaders use incentives to inspire their workers to achieve their goals. In addition, an effectively designed reward program can attract new talent to the organization and motivate current employees to meet predetermined work standards and organizational goals.

The Effect of Job Satisfaction on Job Performance

Table 3 gives the results of testing the hypothesis of the seventh indicator of satisfaction with a coefficient value of -0.025. These results illustrate that the perception of job satisfaction is not directly proportional to job performance, if job satisfaction increases then the perception of job performance does not increase in harmony. Table 3 also summarizes the probability value of the relationship $0.798 > 0.05$ (alpha 5%) from job satisfaction to employee performance, so that there is sufficient evidence to state that job satisfaction is not significant to job performance at the 95% confidence level. The results of this study support previous research conducted by Hünefeld, Gerstenberg, and Hüffmeier (2020) which showed that job satisfaction was not significantly associated with performance and was labeled as having minimal or no relationship, as well as research conducted by Alsafadi and Altahat (2021) who reported no significant relationship between

job satisfaction and job performance. On the other hand, the results of this study contradict several previous studies which proved that job satisfaction is strongly related to employee job performance. Idris et al. (2020) suggested that job satisfaction creates happiness and increases employee morale and motivation, which leads to increased productivity. Wolomas, Asaloei, and Werang (2019) concluded that satisfied employees who have positive feelings about their jobs tend to do their jobs better.

CONCLUSION

Based on the results of research conducted at the Ministry of Industry, it was concluded that Transformational Leadership has a positive and significant effect on Job Satisfaction. Job motivation has a positive and significant effect on job satisfaction. Rewards have a positive and significant effect on job satisfaction. Transformational Leadership has no significant effect on Job Performance. Job motivation has a positive and significant effect on job performance. Rewards have a positive and significant effect on performance. Job Satisfaction has no significant effect on job performance. Transformational Leadership, Job Motivation, and Rewards have an important role in determining employee Job Satisfaction. Organizational leaders can use Job Motivation and Reward factors to improve employee performance. The research model uses five (5) variables with each relationship in the research model being analyzed by SEM-PLS.

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