



(RESEARCH ARTICLE)



Improving employee performance through leadership, motivation and job satisfaction at PT Kharisma Pemasaran Bersama Nusantara Medan

Harry Mulya Pranata and Slamet Widodo *

Management Study Program, Universitas Pembangunan Panca Budi, Indonesia.

International Journal of Science and Research Archive, 2024, 13(01), 2437–2445

Publication history: Received on 04 August 2024; revised on 08 October 2024; accepted on 10 October 2024

Article DOI: <https://doi.org/10.30574/ijrsra.2024.13.1.1706>

Abstract

This study aims to analyze the influence of Transformational Leadership, Work Motivation, and Job Satisfaction on Employee Performance and Organizational Commitment at PT. Kharisma Pemasaran Bersama Nusantara Medan. Data were collected through a survey of company employees and analyzed using relevant statistical methods. The results showed that Transformational Leadership (X1) and Work Motivation (X2) have a significant influence on Employee Performance (Y), but do not affect Organizational Commitment (Z). Conversely, Job Satisfaction (X3) has a significant influence on both variables, namely Employee Performance and Organizational Commitment. Furthermore, Employee Performance (Y) is also proven to have a significant influence on Organizational Commitment (Z). However, the Organizational Commitment variable cannot act as a mediator between Transformational Leadership, Work Motivation, and Job Satisfaction with Employee Performance. This finding indicates that while the right leadership and motivation strategies can improve performance, increasing organizational commitment requires a more comprehensive approach. Based on these results, it is recommended that companies focus on developing transformational leadership, increasing work motivation through incentives, and periodically monitoring and providing feedback to improve employee satisfaction and commitment. This study also recommends comparative studies and the development of more holistic models in further research.

Keywords: Transformational Leadership; Work Motivation; Job Satisfaction; Employee Performance; Organizational Commitment

1. Introduction

Modern companies in the era of globalization are increasingly aware of the importance of internal factors in improving organizational performance, (11) One of the main factors that has been shown to have a significant impact on employee performance is leadership, motivation, and job satisfaction, (23). PT Kharisma Pemasaran Bersama Nusantara Medan, as a company engaged in marketing, understands that employee performance is an important asset in achieving company goals. According to (29), employee performance is influenced by various internal factors, including effective leadership, strong motivation, and high job satisfaction.

In a dynamic work environment, transformational leadership is one of the leadership models that is considered effective in inspiring, motivating, and improving employee performance (11). This leadership model has several characteristics that make it successful in a work world that is constantly changing kinetically, (5). The leader's self-transformation is the first step in this model, which is then followed by his/her influence on the work team (15). Transformational leadership promotes good collaboration and communication between work teams. In a dynamic work environment, similarities and good relationships between employees are vital to building effective team performance. Transformational leaders will help overcome differences and turn conflicts into opportunities for learning and growth (7).

* Corresponding author: Slamet Widodo

Transformational leadership also assumes that every employee has great potential to develop and improve, (28). Transformational leaders help identify each employee's strengths and weaknesses and create appropriate learning plans to help them achieve their desired growth goals. This makes employees feel valued and introduces them to learning experiences that are beneficial in improving their performance (8). Furthermore, transformational leadership demonstrates the ability to overcome new challenges and adapt to ongoing changes in the workplace. Transformational leaders continually seek to understand and address new problems that arise and promote innovation in finding better solutions (22).

High work motivation is also considered as the main driver of employees to achieve optimal results. Work motivation can be obtained from various factors, including clear goals, rewards, and learning opportunities. According to (11), high work motivation makes employees happier to work and strive harder to produce optimal results. In addition, Employee job satisfaction plays an important role in influencing their performance (11). Job satisfaction is employee awareness of the quality of their work environment and can affect employee productivity and loyalty (33). Employees who are satisfied with their work environment tend to be more productive and more stable in the long term.

Until now, there has not been much research that explores the relationship between these factors simultaneously in the work environment of PT Kharisma Pemasaran Bersama Nusantara Medan. Therefore, this study aims to investigate the influence of transformational leadership, work motivation, and job satisfaction on employee performance in the company. In addition, this study will also test the role of organizational commitment as a mediating variable in the relationship between these factors and employee performance. With a better understanding of the factors that influence employee performance, it is hoped that companies can develop more effective management strategies to improve employee productivity and work quality, as well as strengthen their competitive position in the market (2).

2. Literature review

2.1. Transformational Leadership

A leadership style that inspires and motivates subordinates with a clear vision, individual support, and encouragement for creativity and innovation, (12). Operationalization of leadership is measured using the Multifactor Leadership Questionnaire (MLQ) which includes aspects such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Transformational leadership remains a major focus in human resource management research due to its significant influence on employee performance and commitment, (26). According to (6), transformational leadership involves efforts to motivate and inspire subordinates through creating a strong vision, communicating the necessary values, and providing the support needed to achieve common goals. This leadership style is oriented towards employee development and empowerment, which includes four main dimensions: idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration (6).

A study by (5) showed that transformational leadership has a significant positive impact on employee performance in various industrial sectors. Transformational leaders are able to create a supportive work environment and motivate employees to achieve optimal results, which ultimately improves overall organizational performance.

PT Kharisma Pemasaran Bersama Nusantara Medan, transformational leadership is expected to play an important role in improving employee performance. With leaders who are able to inspire, motivate, and empower employees, the company can create a productive and innovative work environment.

2.2. Work Motivation

Work motivation is the level of internal drive that drives individuals to achieve goals and feel satisfied in the context of work, (19). The operationalization of work motivation is measured using a work motivation scale that includes aspects of intrinsic motivation (personal achievement) and extrinsic motivation (financial rewards).

Work motivation is an important factor that influences employee performance. According to (9), work motivation involves an individual's need to achieve, gain power, and have a positive affiliation at work. Work motivation can be influenced by internal factors such as career goals and job responsibilities, as well as external factors such as recognition and rewards (9).

The updated expectancy theory by (31) suggests that individuals will be motivated to achieve goals when they believe that the effort made will produce desired and rewarded results. Good work motivation management is important for organizations to achieve goals and improve employee performance.

Research by (17) shows that work motivation contributes significantly to improving employee performance, with increased work motivation potentially increasing employee performance by 20-25%. In the context of PT. Kharisma Pemasaran Bersama Nusantara Medan, employee work motivation is a critical factor in achieving organizational goals.

2.3. Job Satisfaction

Job satisfaction is an individual's perception of the level of satisfaction and happiness in work, (14). Operationalization of job satisfaction is measured using a job satisfaction scale that includes satisfaction with working conditions, work relationships, and recognition of achievements.

Job satisfaction is an important concept in human resource management, as it has a direct impact on employee performance and organizational success. (18) define job satisfaction as a positive feeling that arises when an individual's needs and expectations are met in their job. High levels of job satisfaction are associated with better employee performance, higher employee retention, and increased loyalty and commitment to the organization (18).

Research by (16) found a significant positive correlation between job satisfaction and employee performance. Factors that contribute to job satisfaction include a supportive work environment, opportunities for growth, recognition of achievement, and effective communication between superiors and subordinates. Transformational leadership has also been shown to increase job satisfaction by creating a motivating and supportive work climate.

2.4. Employee Performance

Employee performance is the level of achievement of individual work results in accordance with organizational goals, (24). Operationalization of employee performance is measured using performance indicators such as sales target achievement, quality of work results, absenteeism levels, and participation in company initiatives.

Employee performance is a crucial aspect in the success of an organization. Employee performance includes not only target achievement, but also productivity, work quality, and contribution to organizational goals, (25). According to the modern performance theory proposed by (3), employee performance is influenced by a combination of psychological, social, and organizational factors.

Research by (32) shows that transformational leadership, work motivation, and job satisfaction have a significant positive correlation with employee performance. Effective transformational leaders can inspire and guide employees to achieve optimal results. High work motivation encourages employees to achieve their goals better, while job satisfaction creates a positive and supportive work climate, (27).

2.5. Organizational Commitment

Organizational commitment is the level of loyalty, identification, and attachment of an individual to the organization (30). The operationalization of organizational commitment is measured using an organizational commitment scale that includes aspects of affective commitment, normative commitment, and instrumental commitment.

Organizational commitment reflects the level of employee attachment, identification, and involvement with the goals, values, and culture of the organization. According to (20), organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Research shows that high organizational commitment has a positive impact on employee performance and overall organizational success (20).

Organizational commitment can act as an important mediating variable in the relationship between transformational leadership, work motivation, and job satisfaction, (10). Research by (21) shows that effective transformational leadership can increase organizational commitment by creating a positive and supportive work environment.

In this study, organizational commitment is tested as a mediating variable in the relationship between transformational leadership, work motivation, job satisfaction, and employee performance at PT Kharisma Pemasaran Bersama Nusantara Medan.

3. Research methods

This study adopts a quantitative approach that is explanatory in nature. This approach was chosen to allow for a more in-depth analysis of the relationship between the variables studied, namely transformational leadership, work motivation, job satisfaction, organizational commitment, and employee performance.

This research was conducted at PT Kharisma Pemasaran Bersama Nusantara Medan, a company engaged in the marketing and distribution of consumer products. The company's head office is located in Jakarta. The selection of this location was based on the large number of employees and diverse backgrounds and work experiences, which allows for good representation in this study. In this study, there were 190 respondents, namely employees of PT Kharisma Pemasaran Bersama Nusantara Medan.

The research instrument used as a tool to collect data in this study uses a Likert scale. The scale used to measure between independent, mediating, and dependent variables. With the data analysis technique used multiple linear regression to obtain research results in accordance with the formulation of the problem.

4. Research result

4.1. Validity Test

Validity testing is used to assess the extent to which a research instrument can measure what it should measure. An instrument is considered valid if the Pearson correlation value is greater than 0.05. In this study, the validity test was conducted by looking at the "corrected item-total correlation" value of each questionnaire item against the total score. Based on the results of the validity test using SPSS, it is known that all items from the 25 questions in the research instrument have a correlation value greater than 0.05. This indicates that all questions in the questionnaire are valid and able to measure the variables studied.

4.2. Reliability Test

The reliability of the instrument is tested to determine the consistency of respondents' answers when faced with the same questions at different times. From the results of the reliability test conducted using SPSS, the Cronbach's Alpha values for the variables in this study can be seen in the following table:

Table 1 Cronbach's Alpha value

No	Variables	Cronbach's Alpha Value
1	Transformational Leadership	0.744
2	Work motivation	0.783
3	Job satisfaction	0.739
4	Employee performance	0.780
5	Organizational Commitment	0.713

Cronbach's Alpha value above 0.60 indicates that all instruments used in this study have a high level of reliability. This means that the instrument can be relied on to measure the relevant variables.

4.3. Classical Assumption Test

- **Normality Test:** The normality test aims to test whether the residual data is normally distributed or not. Based on the results of the normality test using SPSS, the Asymp.Sig. value obtained is 0.922, greater than 0.05. This indicates that the research data is normally distributed.
- **Multicollinearity Test** Multicollinearity test is conducted to determine whether or not there is a relationship between independent variables in the regression model. From the results of the test conducted, all research variables have a VIF value <10 and a Tolerance value > 0.10 . This indicates that there are no symptoms of multicollinearity among the independent variables in this study.

- **Heteroscedasticity Test**The heteroscedasticity test is conducted to test whether there is inequality of residual variance between observations in the regression model. Based on the Glejser test, only the Transformational variable shows symptoms of heteroscedasticity with a Sig.Glejser value of 0.039 < 0.05. Meanwhile, other variables do not show symptoms of heteroscedasticity, with a Sig.Glejser value greater than 0.05.

4.4. Path Analysis

This study uses path analysis to test the influence of independent variables on dependent variables both directly and through mediator variables.

4.4.1. Path Regression Model I

Partial Hypothesis Test (t-Test)

Testing was conducted to see the influence of Transformational Leadership, Work Motivation, and Job Satisfaction on Employee Performance. The results of the t-test show the following:

- **Transformational Leadership (X1)** has a t-count value of 2.400 (greater than the t-table of 2.3021) with a significance value of 0.019 (less than 0.05), which indicates a significant influence on Employee Performance (Y).
- **Work Motivation (X2)** has a t-count value of 3.884 (greater than the t-table of 2.3021) with a significance value of 0.000 (less than 0.05), indicating a significant influence on Employee Performance (Y).
- **Job Satisfaction (X3)** has a t-count value of 3.350 (greater than the t-table of 2.3021) with a significance value of 0.001 (less than 0.05), which indicates a significant influence on Employee Performance (Y).

Simultaneous Hypothesis Test (F Test)

The results of the F test show an F-count value of 25.903 with a significance value of 0.000 (less than 0.05), which indicates that simultaneously, the variables Transformational Leadership, Work Motivation, and Job Satisfaction have a significant effect on Employee Performance.

Coefficient of Determination Test

The R value of 0.735 and R Square of 0.541 indicate that 54.10% of the variation in Employee Performance (Y) can be explained by the variables Transformational Leadership, Work Motivation, and Job Satisfaction. The remaining 45.90% is influenced by other variables not discussed in this study.

4.4.2. Path Regression Model II

Partial Hypothesis Test (t-Test)

Based on the results of the t-test, the regression model formed shows the influence of independent variables on the Organizational Commitment variable (Z):

- **Transformational Leadership (X1)** does not have a significant influence on Organizational Commitment (Z) with a t-count value of 0.240 < t-table 2.3021 and a significance value of 0.811 > 0.05.
- **Work Motivation (X2)** also does not have a significant influence on Organizational Commitment (Z) with a t-count value of -0.194 < t-table 2.3021 and a significance value of 0.847 > 0.05.
- **Job Satisfaction (X3)** has a significant influence on Organizational Commitment (Z) with a t-count value of 2.323 > t-table 2.3021 and a significance value of 0.02 < 0.05.
- **Employee Performance (Y)** also has a significant influence on Organizational Commitment (Z) with a t-count value of 3.136 > t-table 2.3021 and a significance value of 0.03 < 0.05.

Simultaneous Hypothesis Test (F Test)

The results of the F test show that simultaneously, the variables Transformational Leadership, Work Motivation, Job Satisfaction, and Employee Performance have a significant effect on Organizational Commitment.

The results above indicate that the variables of Job Satisfaction and Employee Performance have a significant influence on Organizational Commitment, while Transformational Leadership and Work Motivation do not have a significant

influence on Organizational Commitment. This study provides in-depth insight into how these variables interact with each other in an organizational context.

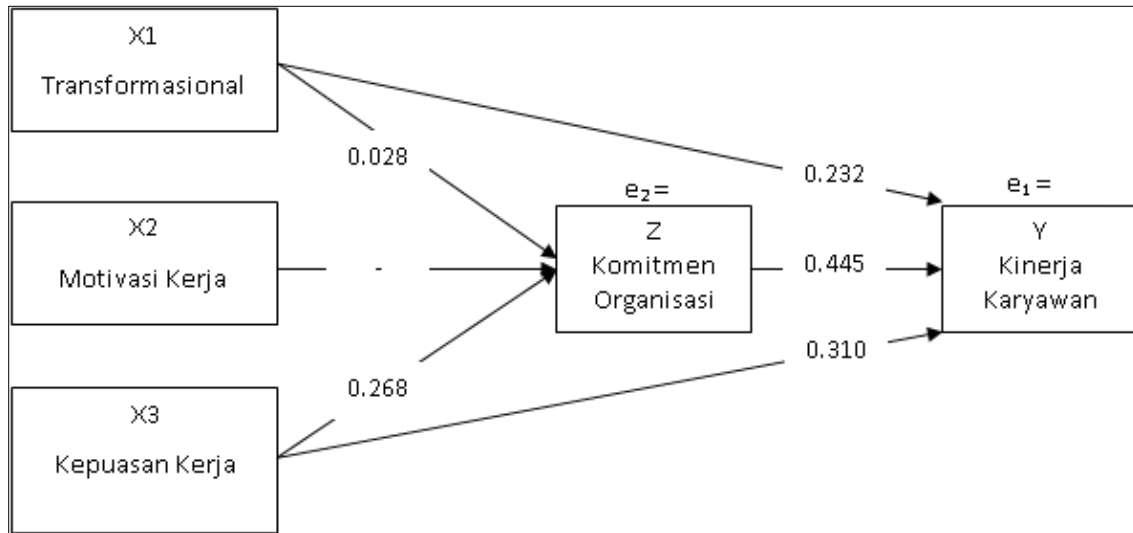


Figure 1 Path Diagram

5. Discussion

5.1. The Influence of Transformational Leadership on Employee Performance at PT. Kharisma Pemasaran Bersama Nusantara

Based on the results of the partial hypothesis test or t-test, it was found that the transformational leadership variable has a significant influence on employee performance. With a t-count value of 2.4000 which is greater than the t-table of 2.3021 and a significance value of 0.019 which is smaller than 0.05, it can be concluded that transformational leadership significantly affects employee performance at PT. Kharisma Pemasaran Bersama Nusantara.

This transformational leadership plays an important role in creating a work environment that can motivate and inspire employees to achieve optimal performance. Leaders with this leadership style tend to focus on developing the company's vision, inspiring employees, and encouraging them to exceed expectations. As a result, employees feel more motivated and committed to making maximum contributions to the company.

Transformational leadership can increase employee morale and loyalty, which in turn has a positive impact on improving their performance. This finding emphasizes the importance of leadership that is able to motivate employees to achieve better results through behavioral transformation and work culture.

5.2. The Influence of Work Motivation on Employee Performance at PT. Kharisma Pemasaran Bersama Nusantara

The t-test analysis shows that work motivation also has a significant influence on employee performance at PT. Kharisma Pemasaran Bersama Nusantara. With a t-count of 3.884 which is greater than the t-table of 2.3021 and a significance value of 0.000 which is smaller than 0.05, work motivation is proven to be a key factor in improving employee performance.

High work motivation, both intrinsic and extrinsic, drives employees to achieve better performance. Factors such as personal goals, job satisfaction, and the drive to gain recognition and appreciation from the company are the main drivers in improving performance. This shows that companies need to pay serious attention to efforts to improve employee work motivation through various incentives, development opportunities, and the creation of a supportive work environment.

By increasing work motivation, PT Kharisma Pemasaran Bersama Nusantara can improve overall employee performance, which will ultimately contribute to achieving organizational goals more effectively.

5.3. The Influence of Job Satisfaction on Employee Performance at PT. Kharisma Pemasaran Bersama Nusantara

Based on the results of the analysis, job satisfaction was also found to have a significant influence on employee performance. With a t-count value of 3,350 which is greater than the t-table of 2.3021 and a significance value of 0.001 which is smaller than 0.05, it can be concluded that job satisfaction significantly affects employee performance at PT. Kharisma Pemasaran Bersama Nusantara.

Job satisfaction plays an important role in determining how well employees perform their jobs. Employees who are satisfied with their jobs tend to perform better, which can be caused by factors such as positive perceptions of the work environment, good relationships with coworkers and superiors, and opportunities for career growth. Therefore, company management needs to focus on efforts to improve employee job satisfaction as a strategy to improve their performance.

Improving job satisfaction not only impacts individual employee performance but can also strengthen employee retention and loyalty to the company. This is important for PT. Kharisma Pemasaran Bersama Nusantara to maintain high performance sustainability and achieve the company's long-term goals.

5.4. Organizational Commitment Plays a Role as a Mediating Variable in the Relationship Between Transformational Leadership, Work Motivation, Job Satisfaction and Employee Performance at PT. Kharisma Pemasaran Bersama Nusantara

Based on the results of the path test of model II, it was found that the organizational commitment variable was unable to act as a mediating variable in the relationship between transformational leadership, work motivation, and job satisfaction on employee performance at PT Kharisma Pemasaran Bersama Nusantara.

These results indicate that although transformational leadership, work motivation, and job satisfaction have a direct and significant effect on employee performance, organizational commitment does not play a mediating role in this relationship. This finding may be due to the unique nature of PT. Kharisma Pemasaran Bersama Nusantara, where organizational commitment is not a major determinant in mediating the relationship.

6. Conclusion

Based on the results of data analysis conducted in this study, it can be concluded several important findings related to the influence of research variables on employee performance and organizational commitment at PT. Kharisma Pemasaran Bersama Nusantara:

- Transformational Leadership (X1) has a significant influence on Employee Performance (Y), but does not affect Organizational Commitment (Z). This shows that although transformational leadership style is able to improve employee performance, it does not directly affect employee commitment to the organization.
- Work Motivation (X2) also has a significant influence on Employee Performance (Y), but does not affect Organizational Commitment (Z). This finding indicates that strong motivation can improve employee performance, but does not always increase their loyalty or commitment to the company.
- Job Satisfaction (X3) not only has a significant effect on Employee Performance (Y), but also on Organizational Commitment (Z). This indicates that employees who are satisfied with their jobs not only perform better but also tend to have a higher commitment to the company.
- Employee Performance (Y) has a significant influence on Organizational Commitment (Z), confirming that increasing employee performance contributes to increasing their commitment to the organization.
- Organizational Commitment (Z) does not act as a mediating variable in the relationship between Transformational Leadership, Work Motivation, and Job Satisfaction on Employee Performance at PT. Kharisma Pemasaran Bersama Nusantara. This shows that organizational commitment does not become a bridge connecting independent variables with employee performance.

6.1. Suggestions and Recommendations

Based on the findings of this study, several suggestions and recommendations that can be given are as follows:

- It is recommended to conduct a thorough evaluation of employee needs and preferences, especially those related to the work environment, recognition, and career development opportunities. This understanding will help in designing more effective strategies to improve employee satisfaction and performance.

- It is important for companies to invest in developing effective transformational leadership. This can be done through training, mentoring, or structured leadership development programs, which will help leaders motivate and inspire employees more effectively.
- It is recommended to identify factors that can increase employee work motivation, both through financial and non-financial incentives, in order to design more appropriate strategies to increase motivation and, in turn, employee performance.
- Continuous monitoring of employee satisfaction and performance levels is recommended. Regular feedback not only helps in identifying areas for improvement but also provides appreciation for employee contributions, which in turn can increase their motivation and satisfaction

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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