

**THE ROLE OF MOTIVATION MEDIATES THE EFFECT OF
TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF THE
DENPASAR POLICE CRIMINAL INVESTIGATION UNIT**

Fransiskus Yepta Terang Ginting and Ida Bagus Ketut Surya
Faculty of Economics and Business, Udayana University, Bali, Indonesia

<http://doi.org/10.35409/IJBMER.27022.3453>

ABSTRACT

This study aims to analyze the role of motivation in mediating the effect of transformational leadership on the performance of Denpasar Police Criminal Investigation Unit personnel. This research was conducted at the Denpasar Bali Police with a sample of 90 personnel. Methods of data collection using a questionnaire. Determination of the sample using total sampling. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The results showed that transformational leadership had a positive and significant effect on the performance of Denpasar Police Criminal Investigation Unit personnel. Motivation has a positive and significant effect on the performance of Denpasar Police Criminal Investigation Unit personnel. Transformational leadership has a positive effect on the motivation of Denpasar Police Criminal Investigation Unit personnel. Motivation plays a partial role in mediating the influence of transformational leadership on the performance of Denpasar Police Reskrim Sat personnel. The results of this study illustrate that better transformational leadership can increase motivation, with increased motivation will improve the performance of Denpasar Police Criminal Unit personnel.

Keyword: Transformational leadership, motivation, personnel performance.

1. INTRODUCTION

Motivation is the encouragement the organization gives so that the performance of personnel increases. The motivation given by the Denpasar Police based on the general daily *Tribun Bali* on 31 October 2021, reported that the Denpasar Police Investigation and Criminal Unit (Sat Reskrim) together with the West Denpasar Police Criminal Investigation Unit received a reward from the Denpasar Police Chief, Located in the Denpasar Police apple field, Denpasar Police Chief Kombes Pol Jansen Avitus Panjaitan, SIK, MH gave rewards to 36 of its members who had succeeded in disclosing several cases. One of the cases that was successfully uncovered and made the Denpasar Police Chief give a reward related to the disclosure of the beating case which resulted in the victim's death.

Data in table 1.1 shows that the performance of the Denpasar Police Criminal Investigation Unit is high, as evidenced by its ability to carry out its duties properly and has good organizational influence for the Denpasar Police in general. However, at the time of the initial survey conducted with five personnel, it was found that the performance of the personnel had not been achieved, such as the task performance of the personnel in carrying out the activities carried out, sometimes not in accordance with the SOP and skills possessed. In addition to these problems, the performance of personnel is still not good, based on the Regulation of the Head of the National Police of the Republic of Indonesia Number 6 of 2019 concerning Investigations of Criminal Acts,

there are still some that cannot be carried out by personnel properly, especially in article 8 paragraph 1, concerning investigators who are required to make Reports on Results Investigations in writing to investigators, but this has not been fully carried out by personnel, so that by not reporting immediately it will slow down the handling of the case being handled. In addition, the performance of personnel is still not good, especially in terms of making SP2HP quickly. This means that the personnel violates Article 10 paragraph 5, regarding Every development of case handling in criminal investigation activities as referred to in paragraph (1), an SP2HP must be issued.

Therefore, this research was conducted to determine the factors that influence the performance of the Denpasar Police Criminal Investigation Unit personnel. According to Mahsun (2013), research on performance is important because performance is an illustration of how well activities, programs and policies are implemented in order to fulfill the vision and goals of the organization. Rivai and Sagala (2011) define performance as "actual behavior in a job by each employee as a type of work performance created by employees in line with their individual duties in a company or organization."

Transformational leadership is one aspect that can affect performance. Transformational leaders, according to Avolio and Bass (2011), inspire people to achieve more than they set out to do, and often even more than they imagined. Transformational leaders, those who identify the need for change, then create a vision and implement it consistently. In previous research, the transformational leadership style has a direct positive and significant effect on employee performance as evidenced by Al-Amin (2017). The same thing was also found by Sazli & Ardiani (2019), Djuraidi & Laily (2020), Yanti & Marsudi (2021) who found a positive influence of transformational leadership on performance. This means that the better the transformational leadership, the better the performance of subordinates. However, the results differ from several previous studies such as those of Cahyono et al., (2014), Prabowo et al., (2017) and Siswatiningsih et al., (2018) which found Transformational Leadership had no effect on performance.

Another factor that affects performance is motivation. Motivation, is a person's ability to motivate himself without the help of others. For personnel of the Denpasar Police Criminal Investigation Unit, motivation is very important in achieving good performance or it can be said that motivation will be related to employee performance. Research by Rahsel (2016), Amalia & Fakhri (2016) and Lavianti (2020) found a positive effect of motivation on employee performance. This means that the more motivated employees can improve employee performance. However, it is different from the research by Marnis (2012), Prabowo et al., (2017), Syawal (2018), Muhamad et al., (2019), which found motivation did not affect performance.

2.LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Good transformational leaders can inspire co-workers, subordinates, clients, and can even put groups, organizations or society before their own self-interest. Transformational leaders go beyond the self-esteem of each subordinate in achieving good performance. This is one of the characteristics that distinguishes transformational leadership from transactional leadership (Shamir, 1991). Research by Cahyono et al., (2014), Ekaningsih (2014), found a positive effect of transformational leadership on performance. The same thing was also found by Sazli & Ardiani (2019), Djuraidi & Laily (2020), Bastaria et al., (2020), Rafia et al., (2020) and Yanti & Marsudi (2021) who found a positive influence of leadership transformational to performance. Research by

Khan et al., (2020) and Tian et al., (2020) also revealed a positive effect of transformational leadership on performance. This means that the better the transformational leadership can improve the performance of personnel.

H1: Transformational leadership has a positive and significant effect on personnel performance.

Transformational leaders, according to Avolio & Bass (2011), inspire people to achieve more than they set out to do, and often even more than they imagined. Such leaders set more difficult goals for themselves and, as a result, often achieve better results. True transformative leaders help their employees become more morally mature. They elevate their followers to positions of leadership. They broaden and broaden the interests of the people they lead. Transformational leadership will be more acceptable if the leader's capacity to motivate workers is strong. According to Luthans (2015), transformational leadership encourages subordinates to achieve more than they can, or in other words can increase employee confidence. Research by Cahyono et al., (2014), Ahmad, et al., (2014), Gopal & Chowdhury (2014), Arman et al., (2018), Al-Malki. & Juan (2018), Prayudi (2020), Bastaria et al., (2020) and Suong (2020) suggest that there is a positive influence of transformational leadership on motivation. The same thing was also expressed by Shafi et al, (2020) and Huynh (2021) who revealed that good transformational leadership can motivate subordinates. This means that the better the transformational leadership can increase the motivation of personnel.

H2: Transformational leadership has a positive and significant effect on employee motivation.

Motivation, as defined in the definition above, is a person's ability to motivate himself without the help of others. A person's ability to find reasons or incentives to act is extraordinary. The process of getting the urge to act is basically the process of discovering one's hidden desires. Everyone has a strong desire to act, but external influences often stifle that urge. Loss of hope and helplessness indicate a reduction in this drive. Motivation is one of the important things in implementing employee performance in the workplace. For employees, motivation is very important in achieving good performance or it can be said that motivation will be related to the achievement of employee performance. Research by Joseph (2015), Jayaweera (2015), Rahsel (2016), Robescu & Georgiana (2016), Amalia & Fakhri (2016) and OTLavianti (2020), Kuswati (2020), which found a positive effect of motivation on employee performance . This means that the more motivated employees can improve employee performance.

H3: motivation has a positive and significant effect on performance

Research by Tacunan et al., (2014), Lidawati & Prawoto (2019), Lutfi & Siswanto (2020), Septiani & Andreani (2020), Anam & Mukaffi (2020), Veliando & Yanuar (2021), Simatupang (2021) found the influence of managerial leadership performance on performance through motivation. Transformational leadership improves follower motivation, morale, and performance through various mechanisms. This includes linking followers' sense of identity and self to the project and the collective identity of the organization; being a role model for followers who inspires them and keeps them interested; challenges followers to take greater ownership of their work, and understands followers' strengths and weaknesses, so leaders can align followers with

tasks that improve their performance.

Delivering vision and motivating are the two core jobs of effective leadership. According to traditional transformational leadership literature, transformational leaders guide and drive employee concern by conveying a vision that increases employee awareness and consideration of the importance of organizational values, goals, and performance. Thus, a fundamental theory of transformational leadership is a strong emphasis on the part of the composite vision; that is, setting idealized goals that the organization seeks to achieve. Transformational leaders, through clear speech, have their greatest influence on followers' sentiments by cultivating feelings of success and proficiency in them. Transformational leaders are far better able to improve organizational outcomes according to requirements by developing human resources and making modifications justified.

Transformational leadership has the power to increase the ability of psychological empowerment which is known as intrinsic motivation. The notion of motivation is known as the set of reasons why people behave the way they do, for example, intrinsic motivation is a state of motivation in which employees are driven by their interest in the job rather than a contract-forward approach to completing a task.

According to operational arrangements, increasing employee motivation has become one of the most impactful human resource strategies. Most organizations tend to build, maintain and develop their HR strategy, only to motivate their employees so that short term goals and long term goals can be achieved. In previous research variables that can be influenced by employee intrinsic motivation such as performance, creativity, and results are relevant. This means that individual behavior affects the quality of work.

Motivation has an important role between cognitive abilities and work performance. Short-term goals can be achieved through the self-interest of an individual. Also, a study shows that there is a significant and direct relationship between intrinsic motivation and job performance. Furthermore, intrinsic motivation describes an important contribution in the progress and growth of the organization. Performance is built not only for the individual level but also includes group and organizational performance. In most work situations, where an employee's motivation is high, the employee usually tries to get a job constantly, and personnel will develop interpersonal associations with others, doing better when they enjoy it in the process of completing their tasks effectively. Conversely, if workers feel demotivated, it can result in low work performance.

H4: Transformational leadership has a positive and significant effect on personnel performance through motivation.

3.METHODS

The research was conducted at the Denpasar Bali Police. The scope of the research is limited to the object of research on the performance of personnel with the subjects in this study being the personnel of the Denpasar Bali Police reskim. This location was chosen due to several problems related to personnel performance at the Denpasar Bali Police reskim personnel. In this study the population in question was all the personnel of the Denpasar Police Criminal Investigation Unit, totaling 90 personnel. The sampling technique in this study is total sampling. Total sampling is taking the same sample as the existing population.

The data analysis technique used in this study uses Structural Equation Modeling (SEM) or a structural equation model based on variance or component-based SEM called Partial Least

Square (PLS).

4.RESULT AND DISCUSSION

Table 1. Convergent Validity

Indicators	Loading Factor		Information
Transformational Leadership (TL)			
TL1	0.853	≥0.50	Passed
TL2	0.723	≥0.50	Passed
TL3	0.939	≥0.50	Passed
TL4	0.826	≥0.50	Passed
TL5	0.654	≥0.50	Passed
TL6	0.730	≥0.50	Passed
TL7	0.935	≥0.50	Passed
TL8	0.936	≥0.50	Passed
TL9	0.884	≥0.50	Passed
Motivation (M)			
M1	0.855	≥0.50	Passed
M2	0.868	≥0.50	Passed
M3	0.746	≥0.50	Passed
M4	0.574	≥0.50	Passed
M5	0.806	≥0.50	Passed
M6	0.658	≥0.50	Passed
M7	0.568	≥0.50	Passed
M8	0.746	≥0.50	Passed
Personnel Performance (PP)			
PP1	0.764	≥0.50	Passed
PP2	0.675	≥0.50	Passed
PP3	0.742	≥0.50	Passed
PP4	0.522	≥0.50	Passed
PP5	0.609	≥0.50	Passed
PP6	0.634	≥0.50	Passed
PP7	0.838	≥0.50	Passed
PP8	0.874	≥0.50	Passed
PP9	0.842	≥0.50	Passed

Primary Data, 2022

The results of processing using SmartPLS can be seen in the table above. Based on the table, for indicators that have a loading factor value of ≥ 0.50 , it means that the initial model meets convergent validity.

Table 2. Discriminant Validity

	TL	M	PP	Result
TL1	0.859	0.638	0.771	Passed
TL2	0.727	0.527	0.548	Passed
TL3	0.946	0.757	0.784	Passed
TL4	0.829	0.665	0.744	Passed
TL7	0.936	0.746	0.817	Passed
TL8	0.941	0.737	0.799	Passed
TL9	0.889	0.675	0.772	Passed
M1	0.854	0.856	0.821	Passed
M2	0.701	0.868	0.679	Passed
M3	0.600	0.746	0.568	Passed
M4	0.315	0.573	0.341	Passed
M5	0.573	0.805	0.637	Passed
M6	0.365	0.658	0.451	Passed
M7	0.247	0.567	0.359	Passed
M8	0.594	0.747	0.636	Passed
PP1	0.624	0.604	0.764	Passed
PP2	0.479	0.514	0.676	Passed
PP3	0.563	0.604	0.743	Passed
PP4	0.306	0.378	0.523	Passed
PP5	0.406	0.444	0.609	Passed
PP6	0.439	0.552	0.634	Passed
PP7	0.750	0.655	0.838	Passed
PP8	0.835	0.716	0.873	Passed
PP9	0.760	0.707	0.841	Passed

Primary Data, 2022

Based on the table above, it can be seen that the cross-loading value for each indicator of each latent variable is already greater than the cross-loading value when associated with other latent variables. It can be concluded that overall the estimated latent variables meet good discriminant validity.

Table 3. Average Variance Extracted (AVE)

Variable	AVE (Average Variance Extracted)
TL	0.772
M	0.641
PP	0.675

Primary Data, 2022

Based on the table above, the AVE value > 0.5 is obtained, so it can be concluded that all variables in the model meet the criteria of discriminant validity.

Table 4. Composite Reliability

Variable	Composite Reliability	Result
TL	0.959	Passed
M	0.902	Passed
PP	0.943	Passed

Primary Data, 2022

Based on the table above it can be concluded that all constructs meet the criteria of being reliable. This is indicated by the value of the construct having a composite reliability value of more than 0.60.

Table 5. R² Test Results

Konstruk	R Square	R Square Adjusted
TL	0.617	0.610
M	0.816	0.811

Primary Data, 2022

The R^2 value of 0.617 for transformational leadership (TL) shows that there is an influence of transformational leadership (TL) variables on personnel performance (PP) of 61.7%, while the remaining 38.3% is explained by other variables outside of TL. The R^2 value for motivation (M) is 81.6%, indicating that the personnel performance variable (PP) is influenced by the motivation variable (M) of 81.6%, while the remaining 18.4% is influenced by other variables not discussed in this study.

Table 6. Hypothesis Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1 TL → PP	0.455	0.458	0.109	4.192	0.000
H2 TL → M	0.455	0.443	0.085	5.377	0.000
H3 M → PP	0.373	0.371	0.117	3.182	0.002
H4 TL → M → PP	0.423	0.421	0,161	3.873	0.001
Hypothesis	T Statistics (O/STDEV)	T tabel (1.96)	P Values	Result	Conclusion
H1 TL → PP	4.192	> 1.96	0.000	H ₀ Rejected	Significant
H2 TL → M	5.377	> 1.96	0.000	H ₀ Rejected	Significant
H3 M → PP	3.182	> 1.96	0.002	H ₀ Rejected	Significant
H4 TL → M → PP	3.873	>1,96	0.001	H ₀ Rejected	Significant

Primary Data, 2022

The relationship between TL (Transformational Leadership) to PP (Personnel Performance) is significant with a T-statistic of 4.192 > 1.96. The original sample value is 0.455 which indicates that TL (Transformational Leadership) has a positive and significant effect on PP (Personnel

Performance)

The relationship between TL (Transformational Leadership) to M (Motivation) is significant with a T-statistic of $5.377 > 1.96$. The original sample value is 0.455 which indicates that TL (Transformational Leadership) has a positive and significant effect on M (Motivation).

Relationship between M (Motivation) to PP (Personnel Performance) is significant with a T-statistic of $3.182 > 1.96$. The original sample value is 0.373 which indicates that it has a positive and significant effect on PP (Personnel Performance).

The relationship between TL to M to PP is significant with a T-statistic of $3.873 > 1.96$. The original sample value is 0.423 which indicates that TL (Transformational Leadership) has a positive effect on PP (Personnel Performance), through M (Motivation).

5. CONCLUSION

Transformational leadership has a positive and significant effect on motivation, transformational leadership has a positive and significant effect on personnel performance and motivation has a positive and significant effect on personnel performance and motivation plays a role in mediating the effect of transformational leadership on personnel performance.

This research also contributes to the theory Based on the theory of Social Exchange Theory at the Criminal Investigation Unit of the Denpasar Police, there is social exchange between leaders and personnel. Good transformational leadership will motivate the Denpasar Police Criminal Investigation Unit personnel so that the person will provide feedback in the form of good personnel performance. In this case, there is a social exchange where the leader wants good performance from subordinates and personnel to expect motivation in the form of awards given by the leadership.

The essence of this theory is that interpersonal relationships can be continued and stopped. This is because in the development of interpersonal relations, each person has certain experiences, so that he can compare the motivational factors and goals of interpersonal relations carried out between several people. The greater the benefits derived from the relationship, the greater the chance that the relationship will continue

The results of this research can practically be used by organizations as inputs and considerations related to policy making in an effort to improve personnel performance. The Denpasar Police Criminal Investigation Unit should pay attention to and increase the motivation possessed by personnel, so that personnel are more confident in their abilities. According to operational arrangements, increasing employee motivation has become one of the most impactful human resource strategies. Most organizations tend to build, maintain and develop their HR strategy, only to motivate their employees so that short-term goals and long term goals can be achieved. By taking this into account, the Denpasar administrative unit can improve personnel performance.

REFERENCES

- Aguinis, H. (2013). *Performance Management Third Edition*. New Jersey: Pearson Education
- Ahmad, F. Abbas, T. Latif, S. & Rasheed, A. (2014). Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector. *Journal of Management Policies and*

-
- Practices, 2(2), 11–25
- Al-Amin, M. (2017). Transformational Leadership And Employee Performance Mediating Effect Of Employee Engagement. *North South Business Review*, 7 (2), 28-40.
- Al-Malki, M. & Juan, W. (2018), Leadership Styles and Job Performance: a Literature Review, *Journal of International Business Research and Marketing*, (3) 3. 38 - 48
- Amalia, S., & Fakhri, M. (2016). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Gramedia Asri Media Cabang Emerald Bintaro. *Jurnal Computech & Bisnis*, 10(2), 119–127
- Anam, S & Mukaffi, Z. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening. *Jurnal GeoEkonomi ISSN-Elektronik*, (11) 1, 102-110
- Antonio. (2016). *Remunerasi, Kompensasi dan Benefit*. Jakarta: Rana Pustaka
- Arikunto, S. (2019). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Arman, R. Wardi, Y & Evanita, S. (2018). The Effect of Transformational Leadership and Motivation on Employee Performance. *Advances in Economics, Business and Management Research*. (64) 2. 1043 - 1051
- Armstrong, M. (2014). *Performance Management Key Strategies and Practical Guidelines*. London and Philadelphia: Kogan Page
- Avolio, B. J., & Bass, B. M. (2011). *Developing Potential Across A Full Range Of Leadership Cases on Transactional and Transformational Leadership*. New Jersey: Lawrence Erlbaum Associates
- Bastaria, A. Eliyanab, A & Wijyantib, A,W. (2021). Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise. *Management Science Letters*. 10 (2) 2883–2888
- Budyatna, M. (2015). *Teori-Teori Mengenai Komunikasi Antar Pribadi*. Jakarta: Kencana.
- Cahyono, U, T. Maarif, M, S & Suharjo. (2014). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Di Perusahaan Daerah Perkebunan Jember. *Jurnal Manajemen & Agribisnis*, 11 (2), 68-76
- Djuraidi, A & Laily, N. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Moderating. *Jurnal Riset Ekonomi dan Bisnis*. 13 (1), 1-13.
- Ekaningsih, A, S. (2014). The Effect of Transformational Leadership on the Employees' Performance through Intervening Variables of Empowerment, Trust, and Satisfaction (A Study on Coal Companies in East Kalimantan). (6) 22. 111 – 117.
- Gopal, R. & Chowdhury, R. G. (2014). Leadership styles and employee motivation: An empirical investigation in a leading oil company in India. *International journal of research in business management*, 2(5), 1-10.
- Huynh, T, T, S. (2021). A study on the effect of transformational leadership on work motivation: A case of employees at small and medium enterprises in Vietnam. *Management Science Letters*. 11 (2021) 41–48
- Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation : A Study of Hotel Sector in', *International Journal of Business and Management*, 10 (3) 271–278.
- Joseph, B. (2015). The effect of employees ' motivation on organizational performance', *Journal of Public Administration and Policy Research*, 7(5). 62– 75

-
- Khan, H. Rehmat, M. Butt, T,H . Farooqi, S & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafng: a mediation model. *Future Business Journal*. 6 (1). 2-13
- Kuswati, Y (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. (3) 2. 995-1002
- Lidawati, M & Prawoto (2019). The Impact Of Transformational Leadership And Motivation On Employee Performance With Job Satisfaction As Intervening Variable In Indonesian Banking Industry During Digital Transformation. *Journal of Industrial Engineering & Management Research*. (2) 4. 51-66.
- Lutfi, M & Siswanto. (2020). A Transformational Leadership and It's Implication on Employee Performance through Organizational Culture and Motivation. *Jurnal Bisnis dan Manajemen*. (2) 2, 192-200
- Marnis. (2012). Transformational Leadership In The Efforts Of Increasing Motivation, Performance, And Job Satisfactions At Pt Bank Mandiri Tbk. *Journal of Economics, Business, and Accountancy Ventura*. 15 (2) 273 – 288
- Muhamad, R., Trang, I., Motivasi, P., Dan, I., Terhadap, K., Muhamad, R., Bisnis, E., & Manajemen, J. (2019). Pengaruh Motivasi Intrinsik Dan Kompensasi Terhadap Komitmen Organisasi Dan Kinerja Karyawan (Studi Pada Karyawan PT. Konka Solusindo Manado). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(1), 731–740
- Oktavianti, N. (2020). Pengaruh Motivasi dan Kepuasan Kerja terhadap Kinerja Kerja Karyawan PT. DEW Indonesia. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(2), 148-158.
- Prabowo, T, S. Noermijati & Irawanto, D, W. (2017). The Influence Of Transformational Leadership And Work Motivation On Employee Performance Mediated By Job Satisfaction. *Journal of Applied Management (JAM)*.16 (1), 171-178
- Rafia, R. Sudiro, A & Sunaryo. (2020). The Effect Of Transformational Leadership On Employee Performance Mediated By Job Satisfaction And Employee Engagement. *International Journal of Business, Economics and Law*. (21) 5. 119- 125.
- Rahsel, Y. (2016). Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Administrasi Pusat Universitas Padjadjaran Bandung (Studi Pada Bagian Administrasi Umum UNPAD). *Jurnal Manajemen Magister*, 02(01), 213-223.
- Rivai, V., & Sagala, E. J. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Jakarta: Raja Grafindo Persada.
- Robescu, O & Georgiana, A. (2018). The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Studies*. (1) 1. 21- 28
- Sazly, S & Ardiani, Y. (2019). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Pegawai pada Kantor Kecamatan Cengkareng Jakarta Barat. *Perspektif* 17 (2), 184-194.
- Shafi, M. Zoya, B. Lei, Z. Song, X & Sarker, N,I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review* 25 (1) 166-176
- Septiani. A & Andreani. F. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Motivasi Kerja Pada PT. Harindra Surya Sempurna. *AGORA*. (8) 2, 11-21.

-
- Simatupang. (2021). Pengaruh Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Pegawai Melalui Motivasi Kerja Sebagai Variabel Intervening Pada Badan Kepegawaian Daerah Kabupaten Tapanuli Tengah. *Jurnal Of Management*, (2) 1, 12-21.
- Siswatiningsih, I. Raharjo, K & Prasetya, A. (2018). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional Dan Kinerja Karyawan. *Jurnal Bisnis dan Manajemen*. 5 (2), 146-157
- Suong, H, T. (2020). The Impacts of Transformational Leadership on Motivation of Employees: The Case of Employees at Vietnamese Small and Medium Enterprises. *Wseas Transactions on BUSINESS And economics*. (17) 4. 31-32
- Syawal, M. A. (2018). Pengaruh Motivasi, Kepuasan Kerja, dan Komitmen Organisasional Terhadap Kinerja Karyawan pada Cv. Mega Jasa. *Jurnal Administrasi BisnisEkonomi*, 1(1), 1-5.
- Tacunan, R, J, A. e Supartha, W, G & Riana, I, G. (2014). Pengaruh Kepemimpinan Transformasional Terhadap Motivasi Dan Kinerja Karyawan (Studi Kasus Pada PT. Pandawa). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, (3) 9, 533- 550.
- Tian, H. Iqbal, S. Akhtar, S. Qalati,S,I. Anwar, F & Khan, M,A. (2020). The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through Organizational Citizenship Behavior and Communication. *Frontiers in Psychology*. 11 (314). 1-11
- Veliando. M & Yanuar (2021). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Yang Dimediasi Oleh Motivasi. *Jurnal Manajerial dan Kewirausahaan*, (3) 2, 407-416
- Yanti, D, A, W & Mursidi. (2021). Pengaruh Kepemimpinan Transformasional Dan Kompetensi Terhadap Kinerja Karyawan. *Jurnal Manajemen Strategi dan Aplikasi Bisnis*,4 (1), 23 – 34