

---

# The Influence of Transformational Leadership Intrinsic Motivation and Work Discipline on Employee Performance

Hikmah Nurjanah, Linda Puspita Herawati, Lisa Harry Sulistiyowati

Faculty of Economy, Universitas Swadaya Gunung Jati, Cirebon, Indonesia

Corresponding Author\*: [lisaharry@ugj.ac.id](mailto:lisaharry@ugj.ac.id)

---

## ABSTRACT

**Purpose:** This research aims to analyze the influence of Transformational leadership, intrinsic motivation, and work discipline on turnover intention at Cirebon Regency Secretariat.

**Design/methodology/approach:** This type of research uses a quantitative approach and uses primary data. The population in the study was 110 employees of Cirebon Regency Secretariat. The sampling technique in this research uses saturated samples, namely a sampling technique that uses all population members as samples data collection through questionnaires. The analysis method used is the Statistical Product and Service Solution (SPSS) Version 25 method.

**Findings:** The results of this study show that transformational leadership effects employee performance, intrinsic motivation effects employee performance, and work discipline effects on employee performance.

**Research limitations/implications:** This research focuses on the influence of transformational leadership, Intrinsic motivation and work discipline on employee performance.

**Practical implications:** Based on the research results of the three variables, namely transformational leadership, intrinsic motivation and work discipline, both directly and indirectly, it turns out that they simultaneously influence employee performance. Based on the research results, variable transformational leadership, Intrinsic motivation and work discipline have a join (simultaneous) effect on employee performance at the Cirebon Regency Secretariat.

**Originality/value:** This paper is Original

**Paper type:** Research paper

**Keyword:** Transformational Leadership, Intrinsic Motivation, Work Discipline, Employee Performance.

Received : November 4<sup>th</sup>

Revised : February 18<sup>th</sup>

Published : March 31<sup>th</sup>

---

## I. INTRODUCTION

The enactment of Law No. 23/2014 on Regional Government has led to various structural, functional, and cultural changes in the order of regional governance. One of the most essential changes is related to the position of the main tasks and functions of government institutions. Regional empowerment as an effort to improve the performance of government officials can occur when government officials can change themselves in order to implement regional autonomy. In the era of regional autonomy, the enthusiasm for reform is still very much felt in life, which leads to the spirit to leave the old order, which is not open towards a more democratic, accountable, and transparent government, so as to realize good governance. It is evident that the implementation of regional autonomy is not that easy to be implemented by each region because a region must be able to prepare itself in order to foster better human resources. Therefore, the implementation of regional autonomy is very important in improving the performance of the apparatus.

Likewise, with Government Regulation Number 18 of 2016, in the formulation of the duties and functions of each regional apparatus, the Regional Secretariat, as a staff element, essentially carries out the function of coordinating policy formulation and coordinating the implementation of regional service tasks and regional technical institutions, starting from the planning process, implementation, monitoring and evaluation, reporting,

and administrative services. In addition, the Regional Secretariat also carries out other general government functions that are not covered by the duties of regional offices and technical institutions, such as handling cooperation affairs, borders, and others. In carrying out its main duties and functions as well as in an effort to achieve the vision and mission of the Cirebon Regency Government, the Regional Secretariat always strives to continuously improve its performance as a reliable staff element in all aspects, including the implementation of good governance. In the following years, the Regional Secretariat prioritized increasing the capacity, speed, and quality of services, as well as the efficiency and effectiveness of resource management. Given that humans are the driving force behind other resources in improving performance, the main challenge for the Cirebon Regency Regional Secretariat apparatus in this era of autonomy is the development of quality human resources with a broad horizon and the ability to think. The benchmark for improving employee performance is due to the application of leadership style, work motivation, and work discipline.

The success and success of an organization's performance are determined by the quality of its human resources, leaders, and subordinates, so that the understanding of performance is fulfilled. To measure the performance of government apparatus as an element of employees, it is usually measured by the appearance of work, discipline, and attendance of employees. Good employee performance will have an impact on the overall performance of the organization or company, which in turn can be seen in the achievements of the organization or company. Performance is the result of work achieved by someone in an organization in order to achieve organizational goals in a certain period of time. Tika (2011: 121). Employee performance is an individual thing because each employee has an unequal capacity when doing his job. Performance in government is a response to the success or failure of predetermined company goals. Leaders sometimes do not monitor employee performance unless their performance is at such a bad stage that the government or company experiences a fatal crisis. Leaders have an essential position in the organization; it is necessary to have a leader to be able to direct and influence each member of the organization. The leader is someone who has responsibility for the sustainability of the organization. They must guide and manage their members to achieve the goals of the organization. In carrying out his leadership duties, a leader has different lead patterns and styles.

(Northouse, 2013; Yukl, 2011). Leadership is one of the processes affecting a group of people to achieve common goals.

One of the popular theories built by leadership in the West is the model of transformational leadership story.

(Conger 2002). views transformational leadership as the leadership that goes beyond incentives for performance, to develop and encourage workers intellectually and creatively, as well as to transform their own concerns into an essential part of the organization's mission. In this view transformational leadership has an important role in influencing members within the organization and involving members to contribute to the organization

consciously. In addition, transformational leadership also provides the perspective that organizational leaders are also responsible for being leaders of changes that will occur within the organization.

Intrinsic motivation has been studied since the early 1970s. Intrinsic motivation is the self-desire to find new things and new challenges, to assess one's potential, to observe and to gain knowledge. It is influenced by an interest or enjoyment in the task itself, and exists within the individual rather than depending on external pressures or a desire for reward.

In 1973, Lepper et al. studied that intrinsic motivation represents a motivation to indulge in an activity purely for the reason of the activity itself. When individuals are intrinsically motivated, they practice activities for the interest and enjoyment those activities provide (Csikszentmihalyi, 1975), and they typically perform at relatively high levels (Amabile, 1996; Grolnick & Ryan, 1987). Intrinsic motivation has appeared as an important phenomenon for educators, a natural wellspring of learning and achievement that can be systematically undermined by parent and teacher practices (Ryan & Stiller, 1991). Because intrinsic motivation results in high-quality learning and creativity, it is especially important to detail the factors and forces that engender and undermine it. Findings suggest that perceiving oneself as competent at an activity often promotes enjoyment of that activity, as does the presence of "optimal" challenges (Csikszentmihalyi et al., 1975) and valuing competence in the activity (Elliot et al., 2000).

Motivation is important because it supports human behavior so that they want to work hard and enthusiastically toward achieving optimal things. Motivation, as an encouragement, is an important factor in carrying out optimal work. Without motivation, an employee feels reluctant to do a job well. Employee performance will be achieved if there is a willingness from oneself and can be encouraged by other parties. In addition to leadership and motivation, work discipline is a factor that affects performance. Work discipline is crucial for a company or government agency to realize company goals. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility towards the tasks. Discipline is the sixth human resource function of the most important human resource management operative function because the more employee discipline, the higher the work performance they can achieve. Without good employee work discipline, it is difficult for companies to achieve optimal work results.

Latainer (Sutrisno, 2019: 87) defines "discipline as a force that develops in the body of employees and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior." According to Sumadhinata (2018), work discipline is a tool managers use to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness of someone to obey all rules and social norms that apply in a company. Meanwhile, according to Fererius Hetlan (Muhyadin, 2019), work discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him.

Employee performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Performance is defined as "the achievement or achievement of a person regarding the tasks assigned to him. Performance is the result obtained by organizations, either profit- or non-profit-oriented, that are produced over a period of time."

Based on several understandings that encourage the above, it can be concluded that when the influence of transformational leadership, intrinsic motivation, and employee discipline decreases, employee performance will decrease, and vice versa, if motivation and work discipline increase, performance will also increase in a company. So the achievement of the performance of employees of the Cirebon Regency Regional Secretariat is very influential with the increase in transformational leadership, intrinsic motivation, and work discipline. If these three things are applied, the greater the influence and good impact on employee performance and the higher the performance achieved by employees. Likewise, on the contrary, the decline in transformational leadership, intrinsic motivation, and work discipline has a greater influence on the decline in employee performance in a company.

## **A. Literatur Review**

### **1. Transformational Leadership**

Burns (1978) defined a transactional leader as the one who leads through social interchange—he changes one thing into another, suggests a financial reward for good results, or punishes financially for unachieved results. A transactional leader changes valuable things with his subordinates in mutual agreement to pursue higher goals.

Stogdill (1974) had the same opinion at the beginning of the 1970s when he stated that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept" While Bennis admits the difficulty of understanding the concept (1959, p. 259), "of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for the top nomination.

Transformational leadership can produce a vast array of individual, group, and organizational outcomes (Lynch, 2015).

### **2. Intrinsik Motivation**

In 1973, Lepper et al. studied that intrinsic motivation represents a motivation to indulge in an activity purely for the reason of the activity itself. When individuals are intrinsically motivated, they practice activities for the interest and enjoyment those activities provide (Csikszentmihalyi, 1975), and they typically perform at relatively high levels (Amabile, 1996; Grolnick & Ryan, 1987). Intrinsic motivation has appeared as an important phenomenon for educators, a natural wellspring of learning and achievement that can be systematically undermined by parent and teacher practices (Ryan & Stiller, 1991). Because intrinsic motivation results in high-quality learning and creativity, it is especially important to detail the factors and forces that engender and undermine it. Findings suggest that perceiving oneself as competent at an activity often promotes enjoyment of that activity, as does the presence of "optimal" challenges (Csikszentmihalyi et al., 1975) and valuing competence in the activity (Elliot et al., 2000).

According to self-determination theory, all people seek to satisfy three inherent psychological needs: the need for developing competence, the need for relatedness (creating meaningful connections with others), and the need for autonomy (perceiving that one is able to initiate and regulate one's own actions). Satisfaction with these psychological needs promotes intrinsic motivation (Deci, Vallerand, Pelletier, & Ryan, 1991). Motivation can fall anywhere on the continuum from amotivation (lack of the intent to act), to extrinsic motivation (seeking to avoid punishments and gain external rewards), to introjected regulation (studying or behaving well because one feels pressure from within), to identified regulation (recognizing the importance or value in developing a behavior or skill), and finally, to intrinsic motivation (behavior motivated purely by the inherent benefits) (Deci et al., 1991; Ryan & Deci, 2000).

### **3. Work Discipline**

Latainer (Sutrisno, 2019: 87) defines "discipline as a force that develops in the body of employees and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior." According to Sumadhinata (2018), work discipline is a tool managers use to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness of someone to obey all rules and social

norms that apply in a company. Meanwhile, according to Fererius Hetlan (Muhyadin, 2019), work discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him.

Discipline is a manifestation of employees' respect for the rules and regulations in the organization. Employees who ignore or frequently violate these rules and regulations require a higher level of compliance (Mustofa et al., 2021). Conversely, if employees are obedient and adhere to company regulations, it reflects good compliance. Specifically and generally, compliance refers to actions taken to correct incorrect behavior and attitudes exhibited by employees. In other words, work discipline is the state or willingness of employees to comply with the applicable rules in the organization, which ultimately affects the achievement of the organization's goals.

This work discipline must continue to be held and become a principle for employees so that their contribution to supporting the success of various operational functions of the company can increase. The loss of work discipline will affect the efficiency and effectiveness of job duties.

Work discipline can be interpreted as an attitude to respect, obey, and comply with the regulations applied, both written and unwritten, and also to be able to perform them and accept the punishment if there was a violation during performing the duty and authority (Gomes, 2000). "Discipline of work is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness.

person's willingness to comply with all laws and social norms prevailing in a company (Rivai, 2004).

#### **4. Employee Performance**

According to Whitmore in Hamzah (2012), performance is the ability of someone to carry out required functions. According to Whitmore, an understanding is one that demands the bare minimum requirements for success. As a result, Whitmore asserts that the representatives' performance bears a significant amount of responsibility for someone's work. Dessler defines performance as "work performance," namely the comparison of the results of specified standards. Whereas, according to Mangkunagara, performance is the consequence of both the quality and amount of labor accomplished by an individual in carrying out assigned tasks. In other words, performance is a representation of someone's labor; in other words, performance is a person's performance. This work is related to the tasks performed by someone who is responsible for them.

Performance is defined as the sum of an employee's actions and inactions. A worker's performance is based on the quality and quantity of work he or she does while completing his or her obligations in line with his or her responsibilities. However, without management's sincere efforts, it is not easy to boost employee performance (Kristiana et al., 2020). The importance of employee performance as an organizational driver to achieve the goals of the organization refers to the work ability of an employee about what he can do or not. According to Ikon (2019), employee performance is a function of the ability of human resources to complete tasks or work

## **II. METHODS**

According to Kirkan (2011), transformational leadership is a leadership pattern used by leaders to change the current situation by following those who follow their organization's problems through inspiration, persuasion, and excitement to achieve a higher understanding of the vision for the realization of shared goals within the organization.

(Ryan & Deci, 2000, 2017.). Intrinsic motivation is the inherent tendency to seek out novelty and challenge, to explore and investigate, and to stretch and extend one's capacities.

(Hersona & Sidharta, 2017). Work discipline is implementing management to strengthen organizational guidelines, The dimensions of work discipline are preventive, progressive, and corrective.

The population in this study at the Cirebon Regency Regional Secretariat is 110 employees, using saturated samples. The type of data used in this study is primary data. Researchers used a questionnaire as a data collection medium that was distributed directly to respondents.

The data collection technique in this study is an instrument test consisting of a validity test and a reliability test. In this study, the validity test was used to test the effect of the transformational leadership variable (X1), intrinsic motivation (X2), work discipline (X3), and employee performance (Y) by comparing the rcount value with the rtable value. If the rcount value Y of the rtable value is positive, the validity test is declared valid, while the reliability test in this study is according to Guildford (1956). There are several reliability criteria, namely: y0.20, which includes very low reliability; 0.20–0.40, which includes low reliability; 0.41–0.70, which includes medium reliability; 0.71–0.90, which includes high reliability; and 0.91–1.0, which includes very high reliability.

The classical assumption test consists of a normality test. The normality test in this study uses normal PP plots of the regression table regarding questionnaire items that are detected normally in the table. The

multicollinearity test is carried out to detect the presence or absence of multicollinearity symptoms in this study by paying attention to the VIF and tolerance numbers. Multiple linear regression is used to predict the relationship between one related variable and three independent variables; the coefficient of determination is used to measure the extent of the model's ability to run the dependent variable; hypothesis testing, consisting of the t test (persial), is carried out with separate acceptance and rejection criteria. partial, while the F test (simultaneous) is a test carried out with acceptance and rejection criteria together. Persial, while the F test (simultaneous) is a test carried out with acceptance and rejection criteria together.

### III. RESULTS AND DISCUSSION

The data instrument test consists of a validity test and a reliability test. The following is a table of validity tests and reliability tests.

*Table 1 Validity Test Results*

<i>No</i>	<i>Variable</i>	<i>R. Count</i>	<i>R. table</i>	<i>Information</i>
1	<i>Transformational leadership (X1)</i>			
	1	0.386	0,1576	Valid
	2	0.680	0,1576	Valid
	3	0.577	0,1576	Valid
	4	0.744	0,1576	Valid
	5	0.629	0,1576	Valid
	6	0.753	0,1576	Valid
	7	0.758	0,1576	Valid
	8	0.597	0,1576	Valid
	9	0.638	0,1576	Valid
2	<i>Intrinsic Motivation (X2)</i>			
	1	0.632	0,1576	Valid
	2	0.538	0,1576	Valid
	3	0.799	0,1576	Valid
	4	0.778	0,1576	Valid
	5	0.586	0,1576	Valid

<i>No</i>	<i>Variable</i>	<i>R. Count</i>	<i>R. table</i>	<i>Information</i>
3	<i>Work Discipline (X3)</i>			
	1	0.327	0,1576	Valid
	2	0.439	0,1576	Valid
	3	0.630	0,1576	Valid
	4	0.665	0,1576	Valid
	5	0.695	0,1576	Valid
	6	0.703	0,1576	Valid
	7	0.672	0,1576	Valid
4	<i>Employee Perfomance (Y)</i>			
	1	0.623	0,1576	Valid
	2	0.711	0,1576	Valid
	3	0.700	0,1576	Valid
	4	0.646	0,1576	Valid
	5	0.682	0,1576	Valid
	6	0.753	0,1576	Valid
	7	0.725	0,1576	Valid
	8	0.783	0,1576	Valid
	9	0.721	0,1576	Valid
	10	0.712	0,1576	Valid
	11	0.744	0,1576	Valid
	12	0.731	0,1576	Valid
	13	0.749	0,1576	Valid
	14	0.769	0,1576	Valid
	15	0.739	0,1576	Valid
	16	0.665	0,1576	Valid
	17	0.603	0,1576	Valid
	18	0.565	0,1576	Valid

<i>No</i>	<i>Variable</i>	<i>R. Count</i>	<i>R. table</i>	<i>Information</i>
	19	0.546	0,1576	Valid
	20	0.690	0,1576	Valid
	21	0.662	0,1576	Valid
	22	0.652	0,1576	Valid

The correlation of each statement item has a calculated r-value greater than the r-table, so based on the validity test, it shows that all statement items on the variables of transformational leadership, intrinsic motivation, and work discipline on employee performance are declared valid and can be used as search instruments.

*Table 2 Reliability Test Results*

<i>Variabel</i>	<i>Cronbach Alfa</i>	<i>Information</i>
<i>Transformational Leadership (X1)</i>	0,887	<i>Hight reliability</i>
<i>Intrinsic Motivation (X2)</i>	0,851	<i>Hight reliability</i>
<i>Work Discipline (X3)</i>	0,831	<i>Hight reliability</i>
<i>Employee Perfomance (Y)</i>	0,955	<i>Hight reliability</i>

Based on the table above, it is known that the results of reliability testing of all independent indicators and the dependent variable show reliability, so it is stated that all indicators have proven high reliability.

The classic assumption test consists of a normality test and a multicollinearity test. The following is a table of normality tests and multicollinearity tests.

*Table 3 Normality Test*

<i>N</i>	<i>Unstandardized Residual</i>
	110
<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>
	.0000000
	<i>Std.</i>
	6.74627970
	<i>Deviaton</i>
<i>Most Extreme Differences</i>	<i>Absolute</i>
	.080
	<i>Positive</i>
	.058
	<i>Negative</i>
	-.080

*Test Statistic* .080

*Asymp. Sig. (2-tailed)* .081<sup>c</sup>

Based on the table above, it can be seen that the union of normality with the Kolmogorov-Smirnov test, namely the Asymp.Sig. (2-tailed), is  $0.081 > 0.05$ , which means that the data is normally distributed. This can also be seen from the P-Plot images as follows:

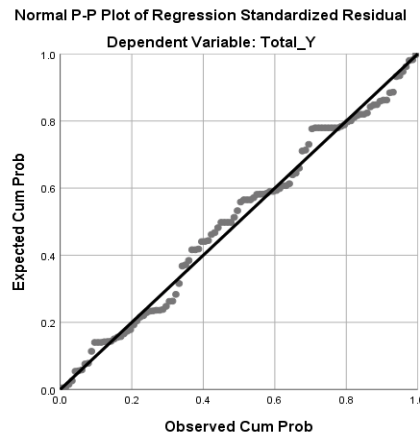


Figure 1 NormalityTestResults

Based on the table above, the regression model used in this study is normally distributed because the questionnaire items are around the normality threshold.

Table 4 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Konstan)		
Transformational Leadership	.630	1.586
Intrinsic Motivation	.561	1.781
Work Discipline	.830	1.205

Based on the table above, the multicollinearity test from the data output results shows that the regression model used does not show symptoms of multicollinearity.

Table 5 Multiple Linear Regression Test Results

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 15.494 + 0,223 X_1 + 0,356X_2 + 0,259X_3$$



*Tabel 6 model Summary*

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
<i>1</i>	<i>.654<sup>a</sup></i>	<i>.427</i>	<i>.411</i>	<i>6.841</i>

Based on the coefficient of determination test tab, it is known that the adjusted R square value is 0.41.1%, or 41%, which means that the effect of transformational leadership, intrinsic motivation, and work discipline on employee performance is 41%, and the remaining 59% is influenced by other factors not examined.

*Tabel 7 T-test results (partial)*

<i>Model</i>	<i>Unstandardized Coefficient</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Kesalahan</i>	<i>Beta</i>		
<i>(Konstan)</i>	<i>38.051</i>	<i>7.656</i>		<i>4.970</i>	<i>.000</i>
<i>Transformational Leadership</i>	<i>1.391</i>	<i>7.656</i>	<i>.578</i>	<i>7.360</i>	<i>.000</i>
<i>Intrinsic Motivation</i>	<i>1.623</i>	<i>.312</i>	<i>.447</i>	<i>5.196</i>	<i>.000</i>
<i>Work Discipline</i>	<i>1.429</i>	<i>.277</i>	<i>.445</i>	<i>5.161</i>	<i>.000</i>

Based on the results of the t test using SPSS version 25, it is known that the transformational leadership variable (X1) has a positive effect on employee performance. This is evidenced by the tcount value of 7.360, which is greater than the t table value of 1.98217. Intrinsic motivation (X2) has an effect on employee performance. This is evidenced by the tcount value of 5.196, which is greater than the t table of 1.98217. While work discipline (X3) affects employee performance, This is evidenced by the tcount value of 5.161, which is greater than the t table of 1.98217.

So it can be concluded that H1 is accepted, H2 is accepted, and H3 is accepted.

*Table 8 F Test Results (simultaneous)*

<i>Model</i>	<i>Sum of Square</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig</i>
<i>Regression</i>	<i>3700.215</i>	<i>3</i>	<i>1233.405</i>	<i>26.355</i>	<i>.000b</i>
<i>Residual</i>	<i>4960.840</i>	<i>106</i>	<i>46.800</i>		
<i>Total</i>	<i>8661.005</i>	<i>109</i>			

Based on the table above, it can be seen that the significant value of 0.000 is less than 0.05, indicating that the variables of transformational leadership, intrinsic motivation, and work discipline have a joint influence (simultaneously) on employee performance at the Cirebon Regency Secretariat.

#### IV. CONCLUSION

Based on the results of this study, it can be concluded that transformational leadership affects employee performance at the Cirebon Regency Regional Secretariat, intrinsic motivation affects employee performance at the Cirebon Regency Regional Secretariat, and work discipline affects employee performance at the Cirebon Regency Regional Secretariat. Suggestions given by researchers: (1) For the Cirebon Regency Regional Secretariat Agency, from the results of the study, it can be seen that transformational leadership, intrinsic motivation, and work discipline affect employee performance at the Cirebon Regency Regional Secretariat. Therefore, company leaders can strive to improve employee transformational leadership styles. This can include efforts to better understand and meet the individual needs of employees. Agencies can also try to create a work environment that encourages intrinsic motivation, such as by providing challenging and meaningful work, providing constructive feedback, and rewarding employee achievement. Implement clear and consistent work rules and procedures to help improve work discipline. (2) Although this study provides significant insights, there are still opportunities for further research. In-depth research could be directed towards further combining these variables and exploring how they interact with each other and influence employee performance. For example, consider whether transformational leadership is more effective in improving employee performance with high intrinsic motivation and good work discipline. This research opens a window to further understand the complex relationship between transformational leadership, intrinsic motivation, and work discipline.

#### ACKNOWLEDGMENTS

This article was not preliminarily sponsored by any organization, and there is no conflict of interest to disclose. A special thanks goes to the editor and reviewers for their valuable time in reviewing this paper.

#### REFERENCES

- Deviani, E., Isyanto, P., & Yani, D. (2023). Implementation of Work Discipline on the Performance of KJ Pharmacy Employees. *Journal Integration of Social Studies and Business Development*, 1(1), 23–27.
- Galantika, G., Prastyadewi, M. I., & Adhika, I. N. R. (2023). Pengaruh Kepemimpinan Transformasional, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Soka Minimarket Badung. *Values*, 4(1), 217–227.
- Khotimah, K., & Iristian, J. (2024). *The Influence of Job Stress , Work Environment , and Compensation on Turnover Intention at PT . Cahaya Bintang Plastindo Lamongan*. 7(1), 39–46.
- Putri, S. A., Mirzania, A., & Hartanto, M.Pd, D. D. (2020). the Importance of a Transformational Leadership Model in Managing Organizational Culture. *Journal of Leadership in Organizations*, 2(1), 49–56.
- Makki, A., & Abid, M. (2017). Influence of Intrinsic and Extrinsic Motivation on Employee’s Task Performance. *Studies in Asian Social Science*, 4(1), 38.
- Aulia, D., Resawati, R., & Tinggi Ilmu Ekonomi Pasundan, S. (2023). The Influence of Work Discipline and Non-Physical Work Environment On Employee Performance (Case Study in One of The Local Government Institutions in The City of Bandung). *Majalah Bisnis & IPTEK*, 16(1), 107–118.
- Krismiati, K. (2021). The Efficiency of Employee Performance in Enhancing the Service of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of Biak Numfor Regency on Providing Land Certificates. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(3), 5762–5772.
- (Himawaty & Widodo, 2022)Himawaty, R., & Widodo. (2022). Peran Employee Engagement Terhadap Employee Performance. *Jwm (Jurnal Wawasan Manajemen)*, 10(3), 167–177.
- Navickaitė, J. (2013). the Expression of a Principal’S Transformational Leadership During the Organizational Change Process: a Case Study of Lithuanian General Education Schools. *Problems of Education in the 21st Century*, 51(1), 70–82.
- (Dr. Shaikhah J. Alainati et al., 2023)Dr. Shaikhah J. Alainati, Dr. Nouf S. Almonawer, & Dr. Faisal A. Al-Hammad. (2023). Transformational Leadership in Education: Review of Literature. *The International Journal of Business & Management*, 11(2), 73–88.
- (Sugma, 2022)Sugma, S. H. (2022). The Effect Of Work Behavior And Work Environment On Employee Performance. *At-Tadbir : Jurnal Ilmiah Manajemen*, 6(2), 169.
- (Andi Hamdayana Asmar 2021)Andi Hamdayana Asmar, et al. 2021. “Pengaruh Gaya Kepemimpinan, Fasilitas Kerja, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Sekertariat Daerah Kabupaten Pinrang.” *Journal of Accounting Finance (JAF)* 2(2):133–47.

- Mawardi, Rimah, Herry Krisnandi, Kumba Digidowiseiso, and Sarina Ismail. 2024. "The Influence of Communication, Work Motivation and Work Discipline on Employee Performance." *International Journal of Social Service and Research* 4(01):224–35. doi: 10.46799/ijssr.v4i01.680.
- Northouse, P. G. 2013. "Journal of Leadership in Organization." *Leadership: Theory and Practice, 6th Ed., Sage, Thousand Oaks, CA.*
- Yukl, G. 2011. "Journal of Leadership in Organizations." *Leadership in Organizations. New Delhi: Dorling Kindersley (India).*
- Abuhamdeh, Csikszentmihalyi. 1975. "Intrinsic and Extrinsic Motivational Orientations in The Competitive Context: An Examination of Person-Situation Interactions. University of Chicago, Claremont Graduate University."
- Conger, M. n.d. "Journal of Leadership in Organizations." *Leadership Learning to Share the Vision. Organizational Dynamics* 19 (3): 45-52.
- Burns, J., M. 1978. "Leadership. New York: Harper."
- Mustofa, Indartono, S., & Sukidjo. t. 2021. "The Effect of Communication Style on Teaching Motivation, Work Ethics, Emotional Intelligence, Reading Proficiency and Knowledge Sharing. *Integration of Education*, 25(4) 562-576."
- Stogdill, R. M. 1974. "Handbook of Leadership: A Survey of Theory and Research, New York: Free Press."
- Lynch, M. 2015. "Becoming a Transformational School Leader. Retrieved from *Becoming a Transformational School Leader - The Advocate (Theadvocate.Org)*. The Advocate. 6 January. 2015."
- Deci, E.L., & Ryan, R. M. 2000. "The 'What' and 'Why' of Goal Pursuits: Human Needs and the Self-Determination of Behavior . *Psychological Inquiry*, 11(4), 227-268."
- Deci, E.L., Vallerand, R.J., Pelletier, L.G., & Ryan, R. 1991. "Motivation and Education: The Self-Determination of Behavior. *Psychology Inquiry*, 26(3-4), 325-346."
- Kristiana, A., Syaifulloh, M., & Riono, S. B. 2020. "Analisa Faktor - Faktor Yang Mempengaruhi Kinerja Karyawan Di Rsu Islami Mutiara Bunda. *Value : Jurnal Manajemen Dan Akuntansi*, 16(1), 104-114."
- Alami, P. C., Maryam, S., & Sulistiyowati, L. H. (2022). Pengaruh motivasi kerja dan lingkungan kerja terhadap disiplin kerja karyawan. *Jurnal Manajemen*, 14(1), 46-55.
- Maryam, S., Susijawati, N., & Sulistiyowati, L. H. (2020, March). Testing the Relationship of Leadership Style, Discipline of Work, and Organizational Culture on Performance of PT. K. In 1st International Conference on Accounting, Management and Entrepreneurship (ICAMER 2019) (pp. 152-156). Atlantis Press.