

The Role of Transformational Leadership, Work Environment on Job Satisfaction and Performance of Hospitals Employee during Digital Era

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ABSTRACT

The purpose of this study was to analyze the relationship of transformational leadership on employee job satisfaction, work environment on employee job satisfaction, transformational leadership on employee performance, work environment on employee performance. This research is a quantitative causality study that aims to examine the influence of transformational leadership and environmental variables. work on employee performance through job satisfaction. In addition, the research also aims to predict and develop theory. Seeing the shape of the model and the number of endogenous variables that are more than one, the appropriate analysis technique used is structural equation modeling (SEM) based on variance or partial least squares (PLS) with smartPLS 3.0 software tools. The respondents of this study were 270 hospital employees who were determined by the simple random sampling method. Data were obtained from distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The independent variables in this study were transformational leadership, work environment and job satisfaction. The dependent variable in this study is the performance of Hospitals Employee. The stages of data testing are validity test, reliability test, termination coefficient test and hypothesis testing. The results of this study indicate that transformational leadership has a positive effect on employee job satisfaction, the work environment has a positive and significant effect on employee job satisfaction, transformational leadership has an effect on employee performance, the physical work environment has an effect on employee performance.

Keywords: Transformational Leadership, Work Environment, Satisfaction, Performance, Digital Era

INTRODUCTION

Hospitals in Indonesia from 2016-2020 have increased by 12.86%. In 2016 the number of hospitals was 2,601, increasing to 2,985 in 2020. The Central Statistics Agency (BPS) noted that the number of hospitals (RS) in Indonesia was 3,112 units in 2021. This value increased 5.17% from the previous year's 2,959 units. This number consists of general hospitals and special hospitals. In detail, Indonesia had 2,514 public hospitals last year. Meanwhile, the other 598 units are special hospitals. Seeing the trend, the number of hospitals continues to increase every year. In 2011, the number of hospitals in the country was only 1,721 units. Ten years later, the number of hospitals increased by 80.8%. Service quality is said to be good if it is able to meet the expectations of patients as customers. Aspects of poor service quality need to be improved, including the timeliness of doctor's services, doctor's skills, politeness of officers in providing services and physical facilities. Research conducted According to Singgih et al. (2020) found factors that affected service quality during a pandemic, namely internally limited quantity and quality of human resources, readiness for procurement of facilities and infrastructure which was still difficult, implementation of health protocols that changed or reduced several process stages in the Standard Operating Procedure (SOP) for services. The patient's experience in obtaining health services will give a distinct impression to the patient which will have an impact on his future visits. According to

Rahmawati et al. (2020); Riyanto et al. (2021) service and consumer experience simultaneously have a significant effect on consumer satisfaction. In contrast to research according to Sumarsi et al. (2019); Rahmawati et al. (2020); Riyanto et al. (2021) showed that perceptions of the quality of health services had no positive effect on patient loyalty.

In the era of globalization, company leaders not only pay attention to ways to advance the company but also efforts to increase employee job satisfaction so they want to work better for the company. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) job satisfaction helps create positive attitudes in employees, raises their morale, improves their performance and creates pleasant relationships with their co-workers. Employees who are satisfied with their jobs tend to be more creative and innovative which helps businesses to grow, develop and bring about positive changes according to the market situation. Thus, organizations are able to compete at the international level. The theory of job satisfaction that underlies this research is the Two Factor Theory by Herzberg in 1959. This theory concludes that job dissatisfaction and job satisfaction arise from two hygiene variables which include salary, incentives, working conditions, and organizational policies. Variables that cause satisfaction include intrinsic motivation, achievement, knowledge, responsibility and all matters related to work and work performance rewards. According to Kishen et al. (2020); Kurniawan et al. (2022);

Rahmawati et al. (2020); Riyanto et al. (2021) states that leadership is a process for influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as a process for facilitating individual and collective efforts to achieve common goals. According to Yunarsih et al. (2020); Riyanto et al. (2021) one of the main components of becoming a transformational leader is the ability to determine direction, which also means forecasting and sometimes creating the future for a company or organization in increasing job satisfaction. Singgih et al. (2020); Sumarsi et al. (2019) if employees are overwhelmed by dissatisfaction with the compensation they receive, the impact on the organization will be very negative, meaning that if compensation problems cannot be resolved properly, it can reduce employee job satisfaction.

Work environment problems such as the use of room colors that are less bright, lighting in a dark workplace, lack of air circulation and work safety that is still lacking. The impact of these problems is on low job satisfaction. Compensation issues related to wages and benefits provided. According to Rahmawati et al. (2020); Riyanto et al. (2021) states that room lighting can affect a person's mood and create a certain atmosphere that is desired to be represented in a room. The work environment is everything that is around workers and can influence them in carrying out the tasks assigned to them. Transformational leadership style is a leadership model for a leader who tends to motivate subordinates to work better and

focuses on behavior to help transform individuals and organizations. According to Kishen et al. (2020); Kurniawan et al. (2022) stated that transformational leadership can be indicated as an idealized influence of inspiration, intellectual stimulation and intellectual stimulation (personal considerations). Other factors of transformational leadership style are also factors that can influence job satisfaction, namely motivation. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) Motivation is something that creates enthusiasm or encouragement to work, so that strong or weak employee motivation determines performance because a person's performance depends on the strength of his motives. Employees who perceive their work motivation positively tend to have job satisfaction such as working hard, maintaining a pace of hard work, and having behavior that can be self-controlled in a better direction. The type of motivation that can increase employee job satisfaction is intrinsic motivation.

According to Kurniasih et al. (2022); Novitasari (2020); Nugroho et al. (2020); Priarso (2022) Motivation is a driving force for work that originates from within the worker as an individual in the form of awareness of the importance or benefits or meaning of the work he is carrying out. This motivation comes from the work that is carried out either because it is able to meet needs or is fun or makes it possible to achieve a goal or because it gives certain positive hopes in the future. For example, workers who work dedicatedly solely because they feel

they want to have the opportunity to actualize or realize their self-realization to the fullest. In addition to intrinsic motivation factors there are also factors that can affect job satisfaction, namely the work environment. According to Priarso (2022); Prayuda (2019) work environment is everything that is around workers, which can affect a worker in carrying out the tasks given. Basically the notion of the environment is related to the elements that exist around the company that have a direct or indirect impact on the company. In the context of the work environment, it is defined as the elements that exist around employees, which have a direct or indirect impact on employee performance.

LITERATURE REVIEW

1. Transformational leadership

According to Purwanto et al. (2021); Prayuda (2019) said transformational leadership is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership, described as a leadership style that can motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously thought. According to Kurniasih et al. (2022); Novitasari (2020) Motivation is the impetus for a series of processes of human behavior in achieving goals says leadership Transformational is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership, described as a leadership style that can arouse employee motivation, so that they

can develop and achieve performance at a high level, exceeding what they previously thought.

2. Work environment

According to Rahmawati et al. (2020); Riyanto et al. (2021) the work environment is everything that is around the worker, which can affect a worker in carrying out the tasks assigned to him. Basically the notion of the environment is related to the elements around the company that have a direct or indirect impact on the company. In the context of the work environment, it can be defined as the elements that exist around employees, which have a direct and indirect impact on performance employee. According to Singgih et al. (2020); Sumarsi et al. (2019); Yunarsih et al. (2020) stated that a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission. Which can improve employee performance one of which must pay attention to the conditions of the work environment. When an employee works get protection and guaranteeing a sense of security at work, then employees will tend to have better work results. According to Kishen et al. (2020); Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) The work environment is the physical life in a company that affects workers in carrying out their duties. Human life is inseparable from the various circumstances of the surrounding

environment, between humans and the environment there is a very close relationship. The existence of a comfortable and safe work environment, the employee's performance will further increase. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) the indicators are as follows: facilities, level of security, relations between employees and good communication.

3. Job satisfaction

According to Singgih et al. (2020); Kishen et al. (2020); Kurniawan et al. (2022); Rahmawati et al. (2020) satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics. Job satisfaction in general means the workforce is motivated and committed to high quality performance. According to Rahmawati et al. (2020); Riyanto et al. (2021) one of the important tools in human resource management in an organization is the creation of employee job satisfaction. According to Sumarsi et al. (2019); Yunarsih et al. (2020); Kishen et al. (2020) stated that one part of a company has a very important role in determining the achievement of results in accordance with the goals of a company that have been set by the company's management and by knowing employee job satisfaction. According to Kishen et al. (2020); Riyanto et al. (2021) defines job satisfaction as a form of pleasant or unpleasant emotional attitude. Employees who are satisfied with their work

will appear in the emotional state of the employee. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. According to Yunarsih et al. (2020); Kishen et al. (2020) defines job satisfaction as a happy emotional state or positive emotion that comes from evaluating one's work or work experience. Job satisfaction by Kurniawan et al. (2022) is also defined as the result of employees' perceptions of how well their work provides things that are considered important. According to Singgih et al. (2020) explains that job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about his job, while someone with a low level of job satisfaction has negative feelings

4. Employee Performance

As previously stated, that the low performance of an employee will have an impact on organizational performance. In other words, employee performance can reflect organizational performance. Etymologically, performance comes from the word performance. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Performance is the result of a process or level of success of a person or whole during a certain period in carrying out their duties both in quality and quantity. Therefore, according to Kammerhoff et al. (2019),

performance is always measured from the aspect of results, not the efforts made by individuals, namely how well individuals can meet the demands of their work. From the definition of performance above, it can be concluded that employee performance is the work of employees as a whole or during a certain period both in quality and quantity based on criteria that have been determined and agreed upon in advance. Employee performance is influenced by many factors. In this study only two factors were studied, namely job satisfaction and work discipline. Job Satisfaction and Work Discipline are thought to be two factors that can affect employee performance. This is based on the opinion According to Asbari et al. (2021); Eliyana et al. (2019); Ismaya et al. (2020) stated that Employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction.

Transformational Leadership and Job Satisfaction

According to Asbari et al. (2021); Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) said that transformational leadership is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership is described as a leadership style that can arouse employee motivation, so that they can develop and achieve performance at a high level, exceeding what they previously

thought. There are several studies regarding the effect of transformational leadership on job satisfaction. The results of this study are supported by Yang's (2012) research that supervisors' performance in terms of transformational leadership can have a significant positive impact on subordinates' levels of job satisfaction. According to Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) said that organizations need to have transformational-type leaders to provide effective teams at work to increase job satisfaction. According to Kadiyono, et al. (2020); Kammerhoff et al. (2019) said that transformational leadership has a positive influence on job satisfaction. From previous research, the formulation of hypothesis 1 is based as follows.

H1: Transformational leadership has a positive and significant effect on employee job satisfaction.

Work Environment and Job Satisfaction

According to Kadiyono, et al. (2020); Kammerhoff et al. (2019) put forward what is meant by the work environment is everything that exists around workers who can influence themselves in carrying out the tasks that the company imposes on them. According to Ismaya et al. (2020); Gundersen et al. (2012) stated that room lighting can affect a person's mood and create a certain atmosphere that is desired to be represented in a room. There are several studies related to the influence of the work environment on job satisfaction. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff

et al. (2019) a good and comfortable work environment affects employee satisfaction at work, and is closely related to job satisfaction when viewed from employee work attitudes as one of the impacts of the working environment. According to Ismaya et al. (2020); Kammerhoff et al. (2019) in his research presented findings that the work environment is an important contributor to job satisfaction. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) stated the quality of the work environment as an important factor for job satisfaction. This research underlies the formulation of hypothesis 2.

H2: The work environment has a positive and significant effect on employee job satisfaction.

Transformational Leadership and employee performance

Several empirical studies that have been conducted, found a positive relationship between transformational leadership and performance. Research conducted; Kammerhoff et al. (2019) concerning the role of transformational leadership in improving the quality of relationships and employee performance, the results of this study state that transformational leadership is able to significantly influence the quality of relationships and employee performance. Furthermore, research conducted by Gundersen et al. (2012); Kadiyono, et al. (2020) also stated that transformational leadership has a significant effect on employee performance. Based on the findings from these studies, it can be argued that transformational leadership has a close correlation with employee performance. Therefore it is

necessary to test whether transformational leadership has an influence on employee performance, by formulating the following hypothesis:

H3: Transformational leadership has a positive and significant effect on employee performance.

Physical Work Environment and Employee Performance

Several empirical studies that have been carried out, found a positive relationship between the work environment and motivation. Research conducted by Kadiyono, et al. (2020); Kammerhoff et al. (2019) stated that physical work environment factors such as space for movement and room temperature regulation very dominantly affect employee performance. This research examines whether there is a direct or indirect effect of the physical work environment on performance. Research conducted by Asbari et al. (2021); Kadiyono, et al. (2020); Kammerhoff et al. (2019) found that there was an influence between physical work environment conditions and performance. In this study stated that one of the factors that motivates the engineering work team in work is the condition of the physical work environment, especially regarding the condition of space in the room. According to Kammerhoff et al. (2019) found that work environment and performance have a very close correlation. The purpose of this research is to design and measure performance for improving the work environment. In the following section we examine the relationship between work environment and performance. Based

on the findings from these studies, it can be argued that the physical work environment has a close correlation with performance. Therefore it is necessary to test whether the physical work environment has an influence on employee performance, by formulating the following hypothesis: H4: The physical work environment has a positive and significant effect on employee performance.

METHODS

This research is a quantitative causality study that aims to examine the effect of transformational leadership and work environment variables on employee performance through job satisfaction. In addition, the research also aims to predict and develop theory. Seeing the shape of the model and the number of endogenous variables that are more than one, the appropriate analysis technique used is structural equation modeling (SEM) based on variance or partial least squares (PLS) with smartPLS 3.0 software tools. The respondents of this study were 270

hospital employees who were determined by the simple random sampling method. Data were obtained from distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The independent variables in this study were transformational leadership, work environment and job satisfaction. The dependent variable in this study is the performance of Hospitals Employee. The stages of data testing are validity test, reliability test, termination coefficient test and hypothesis testing.

The hypothesis in this study is

- H1: Transformational leadership has a positive and significant effect on employee job satisfaction.
- H2: The work environment has a positive and significant effect on employee job satisfaction.
- H3: Transformational leadership has a positive and significant effect employee performance.
- H4: The work environment has a positive and significant effect employee performance.

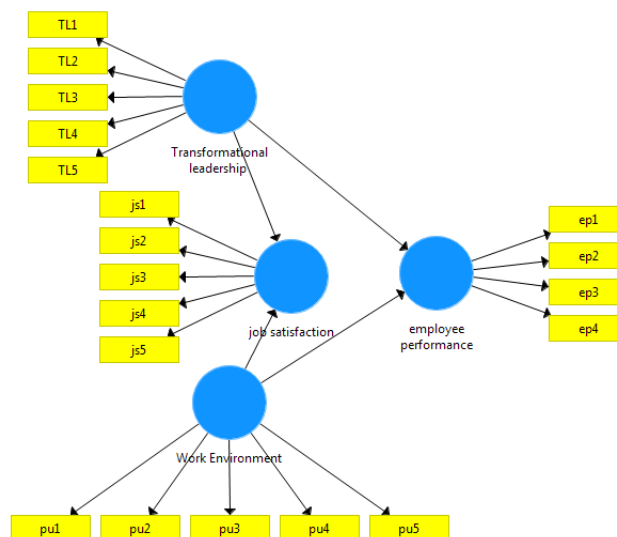


Figure 1. Research Model

RESULT

Convergent Validity

Based on the data presented in fig 1, the research variable indicators has a value of outer loading > 0.7. The data of fig 1, that there is no indicator

variable whose outer loading value is below 0.7, so all indicators are declared feasible or valid for research use and can be used for further analysis.

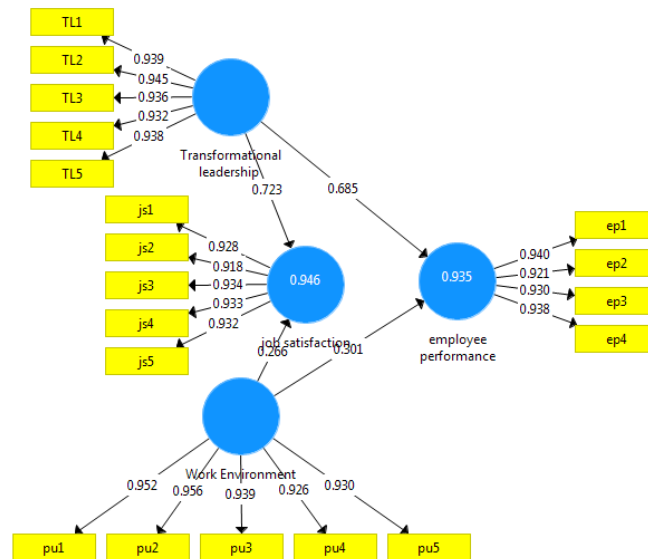


Figure 2. Loading Factors

Discriminant Validity

Based on the data presented in table 1, it is known that the AVE value of all variables is > 0.5. Thus it can be stated that each variable has good discriminant validity, the composite reliability value of all research variables > 0.7. These results indicate that each variable has met composite reliability so that it can be

concluded that all variables have a high level of reliability, the Cronbach's alpha value of each research variable > 0.7. Thus these results can indicate that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
transformational leadership	0.812	0.852	0.776	0.65e
work environment	0.856	0.812	0.813	0.612
job satisfaction	0.838	0.876	0.709	0.698
employee performance	0.887	0.843	0.767	0.665

Coefficient of Determination

Table 2. R Square

	R Square	R Square Adjusted
job satisfaction	0.946	0.908
employee performance	0.935	0.901

Based on the data presented in table 2, it can be seen that the R Square value for the job satisfaction variable is 0.946. The obtained value explains that the job satisfaction can be explained by transformational leadership and work environment are 94.6 % and the remaining 5.4 % is explained by other factors not discussed in this study. The R Square value for the employee performance variable is 0.935. The obtained value explains that the employee performance can be explained by

transformational leadership , work environment and job satisfaction are 93.5 % and the remaining 5.5 % is explained by other factors not discussed in this study

Hypothesis Testing

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05.

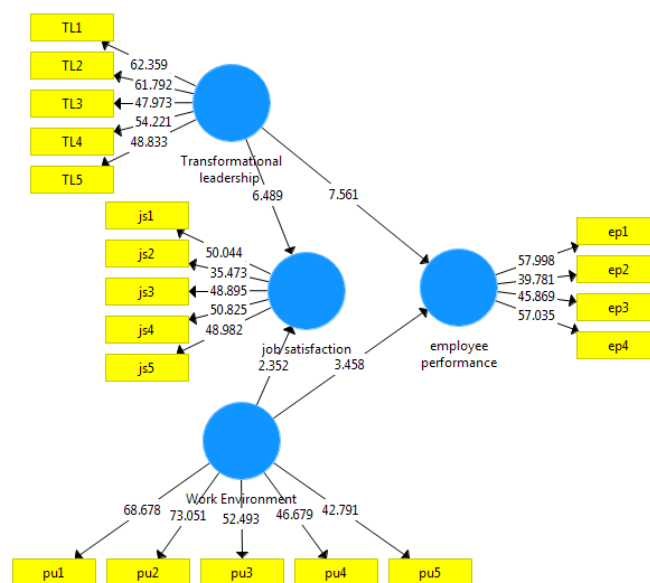


Figure 3. Hypothesis testing

Table 4. Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Transformational leadership – job satisfaction	6.489	0	Supported
Work environment – job satisfaction	2.352	0	Supported
Transformational leadership – employee performance	7.561	0	Supported
Work environment – employee performance	3.458	0	Supported

Transformational Leadership and Job Satisfaction

The results of the research show that transformational leadership has a positive effect on job satisfaction. The transformational leadership variable has a t count of 6.489 > 1.96 with a significance level of 0.000. The

significance level is less than 0.05, meaning that transformational leadership has an influence on employee job satisfaction. The results of the significance test show that the variable transformational leadership has a sig value of 0.001 <0.05, which means transformational leadership

has a significant influence on employee job satisfaction. Thus transformational leadership has a high value for employees also has the ability to direct, motivate and have innovation so that employees continue to develop in doing their jobs. The results of this study are in line with research conducted by Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) which states that transformational leadership has a positive and significant effect on employee job satisfaction. Intrinsic motivation has a positive and significant effect on employee job satisfaction. The results of this study are supported by the research of Ismaya et al. (2020); Gundersen et al. (2012) that the performance of supervisors in terms of transformational leadership can have a significant positive impact on subordinates' levels of job satisfaction. Kadiyono, et al. (2020); Kammerhoff et al. (2019)) say that organizations need to have transformational-type leaders to provide effective teams at work to increase job satisfaction. Gundersen et al (2012);Kammerhoff et al.(2019) said that transformational leadership has a positive influence on job satisfaction.

Work Environment and Job Satisfaction

The results of the research show that work environment has a positive effect on job satisfaction. The work environment variable has a t count of $2.352 > 1.96$ with a significance level of 0.000. The significance level is less than 0.05. According to Kurniasih et al. (2022); Novitasari (2020); Nugroho et al. (2020) a good and

comfortable work environment influences employee satisfaction at work, and is closely related to job satisfaction when viewed from the work attitude of employees as one of the impacts of the working environment. According to Priarso (2022); Purwanto et al. (2021); Purwanto, A. (2022); Prayuda, R. (2019) in his research presented findings that the work environment is an important contributor to job satisfaction. Ayamolowo, et al (2013) said the quality of the work environment is an important factor for job satisfaction. The results showed that the work environment has a significant effect on job satisfaction. The work environment variable has significance means that the work environment has a positive influence on employee job satisfaction. The results of the significance test show that the work environment variable has a significant influence on employee job satisfaction. Thus the higher the level of work environment, the employee has comfort and satisfaction in working in his work environment because of the facilities used adequate. This is in line with research conducted by Purwanto, A. (2022); Prayuda, R. (2019) which states that the research results show that the work environment has a positive and significant effect on employee job satisfaction

Transformational Leadership and employee performance.

The results of the research show that Transformational Leadership has a positive effect on employee performance. Transformational Leadership variable has a t count of $7.561 > 1.96$ with a significance level

of 0.000. The significance level is less than 0.05. Furthermore, research conducted by Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) also stated that transformational leadership has a significant effect on employee performance. Based on the findings from these studies, it can be argued that transformational leadership has a close correlation with employee performance. Transformational leadership is a way for leaders to increase demand for subordinate tasks and greater responsibility so that they can stimulate the potential abilities of employees and make employees independent in terms of increasing ability and willingness to learn. Transformational leadership is able to improve the behavior of workers to always try really hard so that work results get better. The results of this study are in line with the research conducted by Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021). According to Singgih et al. (2020); Sumarsi et al. (2019) which states that transformational leadership has a significant influence on employee performance. The results of this study indicate that transformational leadership directly has a positive and significant effect on employee performance. This is indicated by the statistical t value of the relationship between transformational leadership and employee performance. Based on this, it can be said that the better application of transformational leadership can improve employee performance.

Work Environment and Employee Performance

The results of the research show that Work Environment has a positive effect on employee performance.

Work Environment variable has a t count of $3.458 > 1.96$ with a significance level of 0.000. Research conducted by Ismaya et al. (2020); Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) found that there was an influence between physical work environment conditions and performance. In this study stated that one of the factors that motivates the engineering work team in work is the condition of the physical work environment, especially regarding the condition of space in the room. According to Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) found that work environment and performance have a very close correlation. The purpose of this research is to design and measure performance for improving the work environment. In the following section we examine the relationship between work environment and performance. Based on the findings from studies Kadiyono, et al. (2020); Kammerhoff et al. (2019), it can be argued that the physical work environment has a close correlation with performance. Based on the results of this study indicate that the physical work environment has a direct positive and significant effect on work motivation. Good physical work environment conditions can improve employee performance, this is because the physical work environment conditions are felt directly by employees in carrying out their work.

The results of this study are in line with the research conducted According to Asbari et al. (2021); Astuti et al. (2020) which states that the physical work environment has a positive effect on employee performance. Employees perceive the physical work environment as indicated by maintaining cleanliness in the workplace as indicated by the level of cleanliness and pollution free. This is intended so that every employee feels comfortable so that they are able to optimally carry out each job. Therefore, every company must pay attention to the condition of the physical work environment in the company.

CONCLUSION

This study aims to examine the effect of transformational leadership and work environment on job satisfaction partially. based on the results of data analysis and discussion of research, conclusions can be drawn regarding transformational leadership, and the work environment on job satisfaction Transformational leadership has a significant positive effect on employee job satisfaction Work environment has a positive and significant effect on employee job satisfaction Transformational leadership has a significant positive effect on employee performance Environment work has a positive and significant effect on employee performance satisfaction. Future research can develop this research by examining other factors that can affect employee job satisfaction. In addition, future researchers can analyze other factors that contribute to employee job satisfaction. Future research can take

a larger number of samples than the sample in this study so that further research will be more valid. Suggested variables for future research that influence job satisfaction are democratic leadership, compensation, and work discipline.

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