



Employee Performance Improvement of PT. Malindo Feedmill Tbk, Grobogan

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Abstract

Performance is used to measure which targets are used and human resources in achieving company goals. Human resources have a large role for the success of the organization. Therefore, companies are required to develop human resources in order to have reliable skills so that they can win increasingly competitive competition. An employee who has high self-efficacy at work can also be a high resource for employees. The purpose of this study is to analyze the transformation of leadership, work motivation, and self-efficacy on the performance of employees of PT. Malindo Feedmill, Tbk. Grobogan. The population in this study were all employees working at PT. Malindo Feedmill, Tbk., Grobogan with proportional random sampling data collection techniques and calculation samples using Slovin formula obtained as many as 158 respondents. Data collection methods using questionnaires, analytical methods using descriptive and multiple linear regression. (1) Transformational leadership has a positive and significant direct effect on employee performance, (2) Work motivation has a positive and significant effect on employee performance, (3) Self-efficacy has a direct and significant effect on employee performance.

INTRODUCTION

Superior Human Resources (HR) with high quality are the demands of every organization to be able to achieve the goals set (Sudarma, 2012). Organization is a unit that is coordinated consciously with a reactive boundary (Robescu & Iancu, 2016). The ability possessed by human resources is a major factor that can be used by companies to face competition in the current modern era. Companies need potential human resources to achieve company goals. Human resources have a large role for organizational success. Therefore, companies are required to develop resources in order to have reliable skills so that they can win increasingly competitive competition. Parashakti, Haryadi, and Nashar (2018) also added that to find out the extent of the existence

of the role and contribution of human resources in achieving the stated goals of the company can be through performance measurement.

Every company will definitely try to improve the performance of its employees in order to achieve the goals set by the company. Achieving the goals set by the company will be easier if individual performance is also good. Soesatyo (2015) said that a successful company is a company that has good individual performance. The success of an organization can be influenced by the performance of its employees, an organization will always try to improve the performance of its employees so that the company's stated goals can be achieved. Cherian and Jacob (2013) states that employee performance is the result of quality and quantity of work achieved by an employee in carrying out the tasks assigned to him. Human

resource is a very important factor in organization both in large and small scale (Wuryanti & Setiawan, 2017).

The first factor that can affect performance is leadership style. According to Ogbonna and Harris (2000) leadership is the ability possessed by someone to influence others to work to achieve goals and objectives. An example is needed from a leader, because the leader is a role model for his subordinates. A good leader is a leader who is able to provide insight, generate pride, and foster respect and trust from his subordinates. In managing human resources, the leadership function has a very important role. In addition to giving direction, a leader must also be able to provide motivation to his subordinates so that employee performance increases.

Ghonyiah (2011) argues that leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader tries to influence the behavior of others, then the person needs to think about his leadership style. One of the leadership styles that can affect employee performance is transformational leadership. With the transformational style applied in a company, it will make the followers feel the trust, admiration, loyalty, and also respect the leader, and the followers will have the motivation to do more than what was expected. The results of research conducted by Miswan (2010), who said that leadership style has a significant positive effect on employee performance. This shows that a leader can direct and influence subordinates to achieve company goals that have been determined, so that it will make employees work well and improve their performance.

Furthermore, another factor that can affect performance is employee motivation. According to Stajkovic and Luthans (2001) motivation means an impulse or giving a driving force to someone so they want to work together, work effectively, and be integrated with all their efforts to achieve certain goals. Motivation is a factor that can cause job satisfaction and improve employee performance (Tumilaar, 2015). One way to motivate employees to be empowered as effectively and efficiently as possible to improve company performance is to provide an appropriate salary and recognition of their work, a person will be willing to work well, if people believe they will get a reward that is directly related to their work (Kurniasih & Palupiningdyah, 2014). A motivated employee will try to realize what he wants. If someone is an employee already motivated to do his job then the employee will give more perfor-

mance to the company so can increase the goals of the company you want achieved (Nahdluddin & Maftukhah, 2015). Motivation will manifest a behavior that is defined as the goal of achieving the goal of satisfaction (Widodo, 2010). However, this does not necessarily produce the expected productivity, if not done with the desired goals of the organization. The achievement of a company's success is one of the important roles held by motivation.

The achievement of company goals is determined by employee performance, considering that employees are the cogs for the course of a company. The performance of someone sought by the company depends on the ability, motivation and support of individuals received (Ranihusna, 2010). Where the main tasks contained in the company are done by employees so that achieving the company's goals requires a strong motivation or encouragement for employees to always do the best for the company. Research conducted by Cherian and Jacob (2013) states that work motivation has a positive and significant effect on employee performance. Another case of research conducted by Brahmanasari and Suprayetno (2009), in his research showed that motivation does not affect employee performance because employees have not exerted all abilities to complete the tasks given to them.

In addition to leadership and motivation, there are factors that can affect employee performance, one of which is ability. The ability of an employee can affect the success of employees in carrying out the work given to him. Self-efficacy is the ability possessed by someone in the form of a belief to be able to do their job well. Self-efficacy forms a power that is owned by someone to act and persevere in facing all difficulties encountered (Bandura & Locke, 2003). Individuals with high self-efficacy will make them do work actively and will devote all their energy and attention to achieving the goals set and failures that have occurred (Engko, 2008). On the other hand, self-confidence is also a factor influencing employee performance (Sutanto & Wulansari, 2015).

Self-efficacy can help a company in optimally improving the performance of its employees. Self-efficacy is needed by a company in developing employee performance, because with self-efficacy an employee will have confidence in himself to be able to complete the work that has been given in a timely manner. Research conducted by Engko (2008) shows the results that self-efficacy has a significant positive effect on SME performance.

Hypotheses Development

Baskoro (2014) states that leadership is an important part management, but not the same as management. Leadership is the ability a person has for influence other people to work achieve goals and objectives. Transformational leadership is a process of leadership and subordinates raising each other's level of morality and motivation, and can be applied by anyone in the organization at any position (Sartika, 2014). Gulluce, Kaygin, Kafadar, and Atay (2016) stated that transformational leaders are leaders who motivate their subordinates to work towards the goals set, not only for short-term personal interests, and to achieve achievement and self-actualization, not just for the sake of feeling safe. The nature of transformational leadership is mutual cooperation and trust, collective self-improvement, and team learning. Transformational leadership style is shown from subordinates who feel trust, admiration, loyalty, and respect for leaders, and followers are motivated to do more than originally expected. A leader who can influence and direct subordinates to achieve the goals set, the employee will work well and improve performance. Because without good leadership, the company will not run well and the performance of each employee will not be achieved as well. Research conducted by Miswan (2010), states that transformational leadership style has a significant positive effect on employee performance. The results of this study are in line with research by Wang, Chich-jen, and Mei-ling (2010) which shows that transformational leadership has a significantly positive effect on employee performance. This means that the more appropriate the application of the transformational leadership style, the higher the employee's performance will be.

H1: The better the transformational leadership style will improve employee performance

According to Kharis (2015) states that motivation is an impetus contained in a person to do and do an activity or task as well as possible in order to achieve achievement. Hersona and Sidharta (2017) argue that motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

These attitudes and values are an invisible one that gives strength to encourage individuals to behave in achieving goals. According to Ayobami (2010) that motivation has a positive effect on performance. So that the work motivation obtained

by employees will make them carry out activities every day seriously and will have an impact on satisfying performance and results. According to Ibrahim and Brobbey (2015) motivation has a positive and significant effect on employee performance. this means that the higher the motivation of the employee will encourage the employee to get better performance.

H2: The better the work motivation will improve employee performance

Trust in one's abilities, confidence in the success that is always achieved makes someone work harder and always produces the best. Iroegbu (2015) states that individuals who have high self-efficacy will achieve high performance too, because these individuals have strong motivation, clear goals, stable emotions and the ability to provide performance on successful activities or behaviors. Iroegbu (2015) research results when accepting a job or task, individuals who have high self-efficacy will respond by trying and optimistic in completing work, causing an increase in infivifu performance, whereas individuals with low self-efficacy will tend to be inferior and cause decreased performance that individual. These results are consistent with research by Cherian and Jacob (2013) which states that self-efficacy has a positive effect on employee performance.

H3: The better self-efficacy will improve employee performance

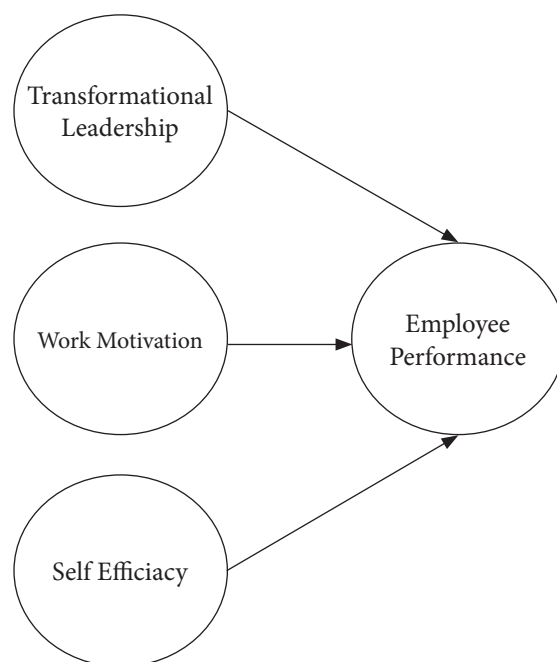


Figure 1. Research Model

Based on the above mindset, it can be seen that H1: The better the transformational leadership style, the better the employee performance. H2: The better the work motivation, will improve employee performance. H3: The better self-efficacy will improve employee performance.

METHOD

The population in this study were all employees working at PT. Malindo Feedmill, Tbk., Grobogan with proportionate random sampling data collection techniques and sample calculations using the Slovin formula known for 158 respondents. Data collection methods using questionnaires, analytical methods using descriptive and multiple linear regression with SPSS software. The variables of this study are transformational leadership, work motivation, self-efficacy, and employee performance. In this study, the measurement scale used interval scale. The instrument used was in the form of a questionnaire, in which there were 55 questions consisting of 20 questions about performance developed by Elnaga and Imran (2013) with one of the questions reading "Suitability of work to the capabilities of employees", 12 questions about transformational leadership developed by Bass, Avolio, Jung, and Berson (2003). with one of the questions "Idolizing the current leadership", 15 questions about work motivation developed from Maslow's hierarchy of needs theory (Daft, 2006), with one of the questions "Salary given can meet the needs of a place to live", and 8 questions about efficacy self developed by Schwarzer and Renner (2000) with one of the questions "Can finish the work being done".

RESULTS AND DISCUSSIONS

Respondents in this study were 158 employees of PT. Malindo Feedmill Tbk, Grobogan from six departments namely HRD, marketing, laboratories, receptionists, finance, and production. Based on the results of data processing, 65 respondents were male and 35% were female. 76.58% aged <30 years, 20.25% aged 31-40 years, and 3.17% aged 41-50 years. The working period of respondents <1 year is 10.13%, 1-5 years is 66.45%, and > 5 years is 23.42%.

Validity Test

Validity test is a test conducted to detect whether a questionnaire or questionnaire as a measurement tool for research variables has actually measured what should be measured (Wa-

hyudin, 2015). A questionnaire is declared valid if the statement contained in the questionnaire is able to reveal something that can be measured by the questionnaire. An item statement is said to be valid if $r_{\text{arithmetic}} > r_{\text{table}}$ (0.156). The number of respondents in the validity test of this study was 158 respondents. So the value of df is 156 with calculations, $df = 158 - 2 = 156$. The validity test in this study was processed using SPSS version 22. In this study tested 55 question items, where employee performance variables consisted of 20 question items, transformational leadership consisted of 12 question items, work motivation consisted of 15 question items, and self-efficacy consisted of 8 question items.

The results of the validity test on employee performance variables indicate that 20 question items have $r_{\text{arithmetic}} > r_{\text{table}}$. The calculated value r is obtained from the number of samples (n) = 158 with a significance level of 5% is 0.156. The question item for employee performance variables was taken from Elnaga and Imran (2013) article with one of the questions reading "Suitability of work for employees' abilities". Thus it can be said that 20 items of questions about employee performance are declared valid and can be used in subsequent data collection. The results of the validity test on transformational leadership variables indicate that 12 question items have $r_{\text{arithmetic}} > r_{\text{table}}$. The calculated r value is obtained from the number of samples (n) = 158 with a significance level of 5% is 0.156. The question items for the transformational leadership variable are taken from Bass (2003). with one of the questions "Idolizing the current leader". Thus it can be said that of the 12 items of questions about transformational leadership are declared valid and can be used in subsequent data collection.

The results of the validity test on the variable of work motivation indicate that 15 question items have $r_{\text{arithmetic}} > r_{\text{table}}$. The calculated value r is obtained from the number of samples (n) = 158 with a significance level of 5% is 0.156. The question items for work motivation variables are taken from Maslow's hierarchy of needs theory (Daft, 2006), with one of the questions "The salary provided can meet the needs of a place to live". Thus it can be said that of the 15 items of questions about work motivation declared valid and can be used in subsequent data collection.

The results of the validity test on the self-efficacy variable showed that 8 question items had $r_{\text{arithmetic}} > r_{\text{table}}$. The calculated r value is obtained from the number of samples (n) = 158 with a significance level of 5% is 0.156. The question item for the self-efficacy variable is ta-

ken from the Schwarzer and Renner (2000) article with one of the questions "Can complete the work being done". Thus it can be said that from 8 items questions about self-efficacy declared valid and can be used in subsequent data collection.

Realibility Test

A variable is said to be reliable if it has a Cronbach Alpha value of > 0.70 , the reliability test in this study was processed using the SPSS version 22 program. Based on the results of SPSS output shows that the Cronbach Alpha value for transformational leadership variable is $0.890 > 0.70$, and the Cronbach Alpha value for work motivation variable is $0.880 > 0.70$, and the Cronbach Alpha value for self-efficacy variable is $0.905 > 0.70$, and the Cronbach Alpha value for the variable employee performance of $0.895 > 0.70$. That is, the variables of transformational leadership, work motivation, self-efficacy, and employee performance are said to be reliable.

Descriptive Analysis

This analysis was conducted to determine the general perception of respondents regarding the variables studied. This analysis was carried out using index number analysis techniques to illustrate respondents' perceptions of the questions raised (Ferdinand, 2014). Based on the research that has been done, the analysis results obtained in the description in Table 1.

Table 1. Descriptive Analysis Results

No	Variabel	Indeks	Kategori
1	Transformational Leadership	69.2	Medium
2	Work Motivation	69.5	Medium
3	Self Efficacy	70.4	High
4	Employee Performance	60.5	Medium

Hypothesis Test

The statistical analysis used in this study is multiple linear regression. This analysis is used to determine the effect of independent variables, namely transformational leadership, work motivation, and self-efficacy on the dependent variable, namely employee performance. The magnitude of the effect of the independent variable with the dependent variable together can be calculated through multiple linear regression equations.

Subsequent tests were conducted to determine whether there is an influence between variables that have been hypothesized before. The test results can be seen in Table 2.

Table 2. Results of Multiple Linear Regression Tests

Model	Coefficients		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	
(Constant)	19.898	6.242		0.003
Transformational Leadership	0.352	0.129	0.304	0.009
Work Motivation	0.572	0.106	0.608	0.000
Self Efficacy	0.290	0.129	0.184	0.029

Based on the results of the descriptive analysis, three variables (transformational leadership, work motivation, and employee performance) in this study were included in the moderate category and self-efficacy included in the high category. It shows that respondents in this study still need to press the management so that leaders have a transformational leadership style, and can motivate employees of PT. Malindo Fedmill Tbk. Grobogan.

Equation: Employee Performance = $19.898 + 0.352$ Transformational Leadership + 0.572 Work Motivation + 0.290 Self Efficacy
From the multiple linear regression equation, besides showing that the regression coefficient Transformational Leadership of 19.898 means that transformational leadership has a positive influence on employee performance. Regression coefficient Work Motivation of 0.352 means that work motivation has a positive effect on

employee performance. The regression coefficient Self Efficacy value of 0.290 means that transformational leadership has a positive influence on employee performance.

The magnitude of the coefficient of determination is shown by the Adjusted R Square value of 0.681, this means that variations in Employee Performance can be explained by independent variables namely Transformational Leadership, Work Motivation, and self-efficacy, at 68.1% while the remaining 31.9% is explained by other factors not examined in this study.

Hypothesis Testing

Based on data analysis in this study it can be seen that transformational leadership has a positive and significant influence on employee performance. This is shown from the results of the calculation of the statistical test t, it appears that the t-test for transformational leadership variables is 2.728 with a coefficient of 0.352 and a significance of 0.009 using a significance level of 5%, obtained a probability value smaller than 0.05 means that H1 is accepted and Ho is rejected. This means that the transformational leadership variable has a positive and significant influence on the performance of the employees of PT. Malindo Feedmill Tbk., Grobogan.

H1 acceptance shows that the better transformational leadership is carried out, the employee's performance will increase. Conversely the less transformational leadership that is carried out, the performance will also decline. This means that the better the transformational leadership that is carried out by the boss, the better the performance of the employees and the faster the achievement of the expected target of the company. And vice versa, the worse the transformational leadership carried out by superiors, the lower the level of achievement expected by the company.

Transformational leadership brings conditions towards higher performance in organizations that face demands for renewal and change (Setiawan, 2015). The results of this study, supported by research conducted by Miswan (2010), said that the transformational leadership style had a significant positive effect on employee performance. Based on data analysis in this study it can be seen that work motivation has a positive and significant effect on employee performance. This is shown from

the results of the calculation of the statistical test t, it appears that t-count for the variable work motivation is 5.392 with a coefficient of 0.572 and a significance of 0.000 using a significance level of 5%, obtained a probability value smaller than 0.05 means that H2 is accepted and Ho is rejected. This means that the variable work motivation has a positive and significant effect on the performance of employees of PT. Malindo Feedmill Tbk., Grobogan.

H2 acceptance shows that the better the work motivation given, the better the employee performance will be. Conversely, if motivation decreases, employee performance will also decrease. This shows that with a good motivation at work will get maximum employee performance while with less motivation will result in low employee performance. This is consistent with the theory of Pangarso, Syarifuddin, Pradana, Moelino, dan Fazrido (2017) which states that motivation is one of the factors that can affect employee performance. related to this opinion, someone who is motivated to work then the resulting performance will be optimal. Based on data analysis in this study it can be seen that self-efficacy has a positive and significant effect on employee performance. This is shown from the results of the calculation of the statistical test t, it appears that the t-test for the self-efficacy variable is 2.247 with a coefficient of 0.290 and a significance of 0.029 using a significance level of 5%, a probability value of less than 0.05 means that H3 is accepted and Ho is rejected. This means that the self-efficacy variable has a positive and significant effect on the performance of the employees of PT. Malindo Feedmill Tbk., Grobogan.

H3 acceptance shows that the better the employee's self-efficacy, the employee's performance will also increase. Conversely, the less good an employee's self-efficacy is, the employee's performance will also decrease. Significant results indicate that self-efficacy has an influence on the level of employee performance. The results of this study are supported by Engko (2008) which shows the results that self-efficacy has a significant positive effect on SME performance. Furthermore Cherian and Jacob (2013) research shows that there is a positive influence on self-efficacy. Self-efficacy contributes in predicting employee performance, these results indicate that an increase in self-efficacy will affect employee performance.

CONCLUSION AND RECOMMENDATION

Based on the results of this study concluded that transformational leadership has a positive and significant effect on the performance of employees of PT. Malindo Feedmill Tbk, Grobogan. This indicates that the stronger a leader who has a transformational leadership style, the higher the employee's performance. Motivation has a positive and significant effect on the performance of the employees of PT. Malindo Feedmill Tbk, Grobogan. This indicates that the stronger a leader in providing motivation to his employees, the higher the employee's performance. Self-efficacy has a positive and significant effect on the performance of employees of PT. Malindo Feedmill Tbk, Grobogan. High performance on employees will be created when employees dare to solve problems or difficult work and employees can find solutions for every problem they face. This means that the higher self-efficacy possessed by employees will increase the resulting performance. This research is expected to provide benefits for the development of knowledge in the field of HR in relation to transformational leadership, work motivation, self-efficacy, and employee performance. In addition, further research can expand variables that affect employee performance.

In order to improve transformational leadership, there is still a need for good relations and communication between leaders and employees. There is a need for leadership awareness to better establish good socialization with its employees. This can be done by leaders by listening to complaints and difficulties experienced by subordinates in the workplace, as well as paying more attention to employees at work by asking how they are doing.

In order to increase work motivation in the future it can be increased so that employees are more motivated to work so that employee performance can improve. Leaders still need to give appreciation to subordinates. The appreciation can be done by giving praise if the employee can finish his work on time or according to standards. In addition, another way that can be done by superiors is to give bonuses to employees who have high performance or to employees who can complete the work with satisfactory results.

Employees are expected to be able to maintain self-efficacy in a way that the company can provide information to employees that all employees have the ability and skills of each to succeed with things that are expected to increase employee confidence to be able to complete the job. The socialization that can be done in the form of hol-

ding seminars or training on career paths that can be achieved by employees, and the company can share information to employee e-mail.

Future research is expected to explore a wider and wider population scope. This research is also expected to provide benefits for the development of knowledge in the field of HR (Human Resources) in relation to transformational leadership, work motivation, self-efficacy, and employee performance. In addition, further research can find other factors that can affect employee performance more.

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