



Job Design And Transformational Leadership In Enhancing Employee Performance At The Population And Civil Registration Office Of Surabaya City Through Work Motivation

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ABSTRACT

This research aims to understand the role of Job Design and Transformational Leadership on the performance of employees at the Population and Civil Registration Office of Surabaya, with work motivation as a mediating factor. The number of respondents was 147 employees directly related to the performance of the office, selected through random sampling for the measurement of Job Design, Transformational Leadership, and Work Motivation, while employee performance was measured based on evaluations from their leaders. The analysis used SEM-PLS. This study proves that Job Design and Transformational Leadership have a direct and indirect effect on performance through work motivation, with an R-square value of 0.48 or 48%. However, work motivation has a low mediating value, with Upsilon values of 0.010495 and 0.010837. To enhance Job Design, it is essential to clarify task identity and objectives; leadership at the Surabaya Civil Registration Office should foster intellectual stimulation to motivate employees; organizations must fully support employee potential development.

INTRODUCTION

The Surabaya Civil Registration Office is committed to providing excellent public service in population administration by enhancing service quality through an integrated system, effective use of the Klampid New Generation application, reducing bureaucracy, improving employee skills, and ensuring a friendly, responsive, and professional approach to gain public satisfaction and trust.

The target for average processing time for service requests has been revised from 7 days to 1 day in 2024, based on the addition of new staff trained to enhance capacity and competence in 2023, alongside adjustments in task distribution, business processes, and work locations. This organizational change aligns with Kurt Lewin's three-step change model (unfreezing, changing, refreezing), emphasizing significant modifications to meet new demands for improved outcomes. The average time to complete tasks shows a varied trend. In 2022, the average completion time was 16.16 hours, which was quite efficient given the high number of tasks. However, in 2023, the average completion time increased to 28.652 hours, despite the completion target remaining the same. This increase indicates challenges in time management, possibly due to greater task complexity. In 2024, although the number of tasks decreased, the average completion time fell back to 20.329 hours. While this is an improvement compared to the previous year, the established completion target is 3 hours, highlighting ongoing challenges in meeting this goal. In addition to adding staff for population administration services, there have been changes in task distribution, work location organization, and business processes to align with needs and evaluation results.

Table 1 Changes In Job Design

Job Design	Average Time to Complete Task (hour)	Target (hour)
From 2022 to February 2023: - Task distribution based on service type. - Work locations in the office organized by work units/fields. - Shift scheduling, including staff assigned to night shifts.)	21.156	24
March - December 2023 - Task distribution is based on sub-district areas and partially on service types such as ID cards (KTP), birth certificates (KIA), marriage, and divorce, as well as those requiring civil registry archive checks. - Staff assigned to sub-district areas work at the sub-district office, while those assigned by service type are located at the office of the department. - There is no shift scheduling	28,418	24
From January to August 11, 2024: - Task distribution is based on district areas and partially on service types such as ID cards (KTP), birth certificates (KIA), marriage, and divorce, as well as those requiring civil registry archive checks. - Staff assigned to district areas work at the sub-district office, while those assigned by service type are located at the department office. - There is no shift scheduling.	5,852	8
From August 12 to November 2024: - Task distribution is based on district areas solely for uploading document results, with some tasks based on service types for validation and data entry. - Staff assigned to district areas work at the sub-district office, while those assigned by service type are located at the department office. - There is no shift scheduling.	29,902	8

The data indicates that suboptimal job design can negatively impact the average processing time for service tasks, showing that task distribution affects service performance. Additionally, leadership style is a significant factor in enhancing employee performance. In the context of the Surabaya Population and Civil Registration Office, leadership plays a crucial role in achieving organizational goals. Observations suggest that the leadership approach involves developing strategies, fostering innovation, and evaluating task distribution, where leaders inspire goals, motivate service delivery, empathize with their teams, and engage in transformational leadership. The objectives of the research are to examine the impact of job design on employee performance at the Surabaya Population and Civil Registration Office, To assess the influence of transformational leadership on employee performance at the Surabaya Population and Civil Registration Office, To investigate how job design affects employee performance through work motivation at the Surabaya Population and Civil Registration Office, To analyze the effect of transformational leadership on employee performance through work motivation at the Surabaya Population and Civil Registration Office. Leadership is defined as the ability to influence a group towards achieving goals.

LITERATURE REVIEW

Organizational change is the process by which an organization adapts or alters its structure, processes, or culture to achieve better outcomes. This often involves significant modifications to meet new demands. Kurt Lewin's model of change, which includes the steps of unfreezing, changing, and refreezing, illustrates how organizations can adapt to changing environments. Effective leadership is crucial in guiding significant changes for improved results. Meanwhile, Organizational Performance Development is a systematic process aimed at enhancing the effectiveness and efficiency of an organization through skill, knowledge, and capability improvements among individuals and teams. Both organizational change and performance development are efforts to enhance performance and achieve organizational goals, contributing to overall organizational growth (Tampubolon, 2020). leadership can affect the effectiveness and efficiency of an organization. Likewise, leadership performance is greatly influenced by the performance of the leader.

A leader in achieving organizational goals requires superior ability to influence his followers (workers) because it involves many people, there is a distribution of power, and uses various powers to shape the behavior of subordinates (Riwukore, 2020, p. 21). According to (Riwukore, 2010, p. 41), there are many types of leadership according to experts including charismatic, authoritarian, totalitarian, visionary, transformational, transactional, and so on and each type of leadership is supported by each theory both based on its nature, behavior, and purpose.

Job Design

Job design is a crucial factor in management, particularly in operations management, as it relates to productivity and the workforce executing organizational activities (Utama et al., 2019). It serves as a tool to motivate and challenge employees. Job design encompasses various elements that determine how individuals perform their tasks and responsibilities, including activities, relationships, and job structure. The theory of job design focuses on evaluating and adjusting the work context, both physical and social. More specifically, job design considers task characteristics that are objective and measurable (Peiró et al., 2020). These characteristics are crucial as they affect various aspects of human resource management. According to (Peiró et al., 2020), good job design can significantly influence important variables in psychology and management, including: Productivity, Well-being and stress levels, Absenteeism, Presenteeism (attendance without productivity), Job satisfaction, Commitment to the organization, Work performance, and Creativity. Job design refers to the process of defining an individual's work activities within an organizational role, aiming to align job assignments with the needs of the

organization, technology, and behavior. According to *(Robbins & Coulter, 2007)*, the Job Characteristics Model (JCM) is linked to employee productivity, motivation, and satisfaction based on five key job dimensions: Skill Variety: The extent to which a job requires various activities, allowing employees to use different skills and talents, Task Identity: The degree to which a job requires the completion of a whole and identifiable piece of work, Task Significance: The impact a job has on the lives or work of others, Autonomy: The extent of freedom, independence, and discretion an individual has in scheduling their work and determining procedures, and Feedback: The degree to which performing a job provides direct and clear information about performance effectiveness.

Transformational Leadership

Transformational leadership is a management approach focused on the process of change and development for individuals and organizations. It was first introduced by James MacGregor Burns in 1978 and further developed by Bernard M. Bass, as noted by *(Aprilinda & Budiman, 2021)*. Burns was the first to articulate the concept of transformational leadership. Bass defines transformational leaders as those who align the personal values of followers with the organization's vision and goals by fostering relationships and a climate of trust. He operationally describes transformational leadership as "leadership and performance beyond expectations." Transformational leaders inspire and motivate their followers to reach their highest potential, focusing not only on short-term goals but also on long-term vision and strong team relationships. They are committed to enhancing follower performance and maximizing their development *(Wibowo et al., 2022)*. A leadership style that can motivate followers to align their interests with those of the organization, through individualized consideration, intellectual stimulation, and ideal influence, leads to extra efforts from employees for improved organizational effectiveness. Based on the research by *(Aprilinda & Budiman, 2021)*, the indicators used are as follows: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

Work Motivation

According to *(Robbins & Coulter, 2007)*, there are several motivation theories: Maslow's Hierarchy of Needs: This well-known theory posits that humans have a hierarchy of five needs: physiological (hunger, thirst, sexual, and other physical needs), safety (protection from physical and emotional harm), social (love, belonging, acceptance, and friendship), esteem (internal and external recognition), and self-actualization (growth, achieving potential, and self-fulfillment), McClelland suggests that individuals possess a potential energy reserve that can be activated based on personal motivation and available opportunities. He identifies three primary needs: the need for achievement, the need for affiliation, and the need for power, Theory X presents a negative view of people, assuming that workers are unambitious, dislike work, avoid responsibility, and require close supervision. In contrast, Theory Y offers a positive perspective, suggesting that employees enjoy their work, seek and accept responsibility, and practice self-direction, Frederick Herzberg, this theory categorizes motivation into two types of factors: Motivators: External factors that drive performance, such as achievement, recognition, responsibility, opportunities, and rewards. Hygiene Factors: Elements that create employee satisfaction, including salary, working conditions, interpersonal relationships, and organizational policies. The indicators used to measure work motivation are as follows: (1) Income, (2) Working Conditions, (3) Employee Relations, (4) Organizational Policies, and (5) Personal Development *(Triono et al., 2021)*.

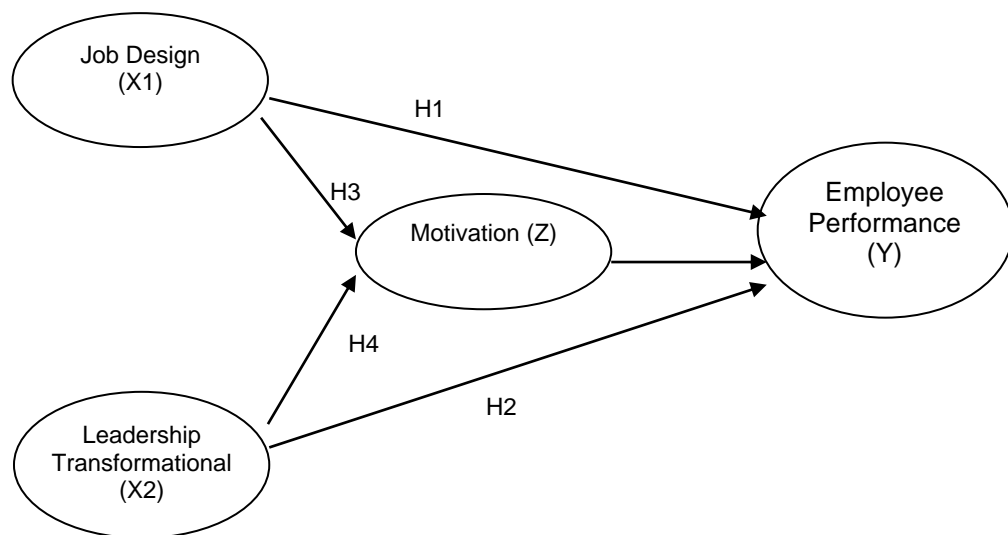
The Performance Of Employees

The success of an organization is influenced by the job performance of its human resources. Therefore, every organization strives to enhance employee performance to achieve its established goals. Performance is the result of work achieved by employees in terms of both

quality and quantity in carrying out their tasks based on the responsibilities assigned to them (Fariyani & Pertiwi, 2021). According to (Robbins & Coulter, 2007), there are six indicators for measuring performance: Quality: Assessed by employees' perceptions of the quality of their work and the perfection of tasks relative to their skills and abilities, Quantity: Refers to the amount produced, expressed in terms such as the number of units or completed activity cycles, Timeliness: The degree to which activities are completed by the specified deadline, considering coordination with output and maximizing available time for other activities, Effectiveness: The level of resource utilization (labor, money, technology, raw materials) aimed at maximizing outcomes from each unit of resource use, Independence: The extent to which an employee can perform their job functions without seeking help or guidance from others or supervisors., Work Commitment: The level of commitment employees have to their organization and their responsibilities.

Research Conceptual Model

Figure 1 Research Conceptual Model



METHODS

This study employs explanatory research to clarify the roles of the variables examined and the relationships between them. The variables include Job Design (X1) and Transformational Leadership (X2) as independent variables, Employee Performance (Y) as the dependent variable, and Work Motivation (Z) as the mediating variable. The research design serves as a framework for collecting and analyzing data to meet the study's objectives by creating questions directed at employees of the Population and Civil Registration Office, particularly those handling administrative services, to gather assessments and insights regarding Job Design, Transformational Leadership, Work Motivation. Meanwhile, employee performance assessments are carried out by leaders based on the name of the representative who has filled in questions about job design, transformational leadership and work motivation. In this study, the determination of the sample was determined by Probability Sampling by the Simple Random Sampling method. The number of samples is calculated using the Slovin formula:

$$n = \frac{N}{1 + Ne^2}$$

n = minimum sample

N = population sample

e = percentage of tolerance limit (margin of error)

If using an error rate of 5% ($\alpha = 5\%$) with a population (N) of 232 employees, the number of samples taken is 147 employees amounting to 63.36% of the total population so that the conclusions of this study can be more accurate and can represent the employees as a whole. The analysis technique used in this study is factor analysis. The factor analysis technique is used to determine the influence of independent variables on bound variables. Data processing and calculation use Partial Least Square (PLS).

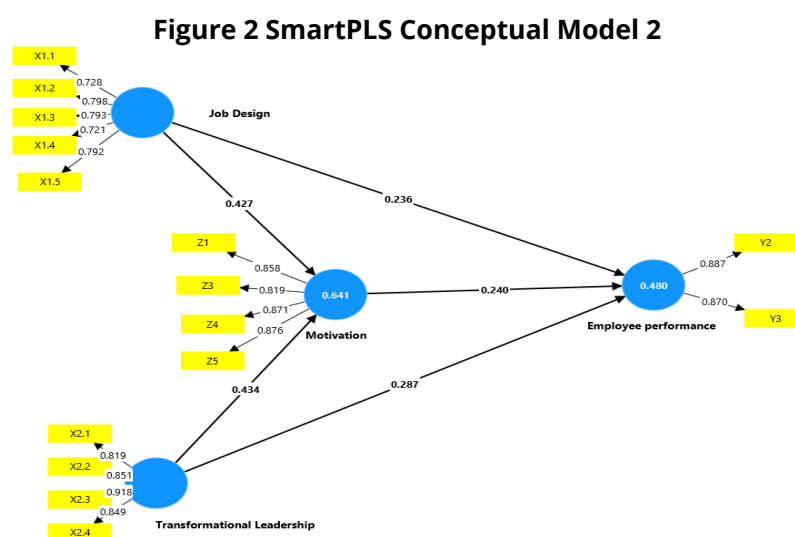
In the Partial Least Square (PLS) there are 2 main elements, namely the Outer Model determines the specification of the relationship between the latent construct and its indicators and the Inner Model determines the specification of the relationship between one latent construct and another latent contract. The tests carried out include: convergence validity test, discrimination validity, composite reliability and cronbach's alpha and R-square as parameters for the accuracy of the prediction model, Hypothesis Test (Bootstrapping), Goodness of Fit Test. This validity can be found when each variable has an AVE value greater than 0.5 with the value of the loading factor of each item having a value greater than 0.7 then it is declared valid. The Discrimination Validity Test can be seen from the cross-loading value between the indicator and its construct. If the cross-loading value of each variable against the variable itself is greater than the correlation value of the standard question item and other variables of > 0.5 , then it can be said to be valid.

Composite Reliability is carried out by measuring the actual value of the reliability of a construct. A variable is said to be reliable if it gives a Cronbach Alpha and Composite Reliability value > 0.7 . Hypothesis Test (Bootstrapping) If the statistical t is greater than 1.655 or the p-value is less than 0.05, then there is a significant influence between the variable with a 95% confidence degree and Goodness of Fit (GoF) measurements using R-Square.

RESULTS

Outer Model

In the first iteration of the model, 2 construction indicators were found with an outer loading value of less than 0.7, namely working conditions (Z2) on the motivation variable and work quantity (Y1) on the employee performance variable so that the indicator was removed from the model and iterated again with the following results:



Based on the figure above, it can be concluded that all indicators in the variables of Work Design, Transformational Leadership, work motivation and employee performance have a loading factor value of > 0.7 so that these indicators are valid in forming construction variables. In

the Job Design variable, the indicator with the largest value of X1.3 is 0.798, which is the identity of the task performed by the employee and the lowest value is in the X1.1 indicator, which is the variation of skills of 0.728.

In the transformational leadership variable, the largest indicator is X2.3 at 0.918, which is with intellectual stimulation and the lowest value is at the X2.1 indicator, which is about idealized influence at 0.819. In the work motivation variable, the indicator with the largest value of Z5 is 0.876, namely personal development and the lowest value is in the Z3 indicator, which is working conditions of 0.819. The variable of employee performance of the Y2 indicator is 0.887, which is a quality greater than the Y3 indicator.

Table 2 Construct Validity And Reliability

	AVE Values	Cronbach's alpha	Composite reliability
Job Design	0,588	0,825	0,877
Transformational Leadership	0,740	0,883	0,919
employee performance	0,772	0,705	0,871
work motivation	0,733	0,878	0,917

Discriminate Validity is seen from the Average Variance Extracted (AVE) value on each construct because the AVE value > 0.5 , so it can be said that the variable has a good Dispersible Validity. The Composite Reliability based on Cronbach Alpha and Composite Reliability value > 0.7 , then all variables of reliable construction can be described

Inner Model

Table 3 Direct Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	P values
Job Design-> employee performance	0,236	0,246	0,091	0,010
Job Design-> work motivation	0,427	0,450	0,089	0,000
Transformational Leadership -> employee performance	0,287	0,289	0,114	0,012
Transformational Leadership -> work motivation	0,434	0,424	0,085	0,000
work motivation -> employee performance	0,240	0,226	0,095	0,011

Direct Effect of Job Design on Performance states that job design has a significant effect on Performance. This hypothesis is supported by the test results with a path coefficient value of 0.236 and a p-value of 0.010, meaning that the influence of Job Design on performance is positive and statistically significant.

Direct Effect of Transformational Leadership on Performance states that transformational leadership has a significant effect on Performance. This hypothesis is supported by the test results with a path coefficient value of 0.287 and a p-value of 0.012, meaning that the influence of transformational leadership on performance is positive and statistically significant.

Table 4 Indirect Effect Test

	Original Sample (O)	P Values	upsilon v
Job Design-> work motivation -> employee performance	0,102	0,031	0.010495
Transformational Leadership -> work motivation -> employee performance	0,104	0,024	0.010837

The results of the Indirect effect and mediation test with Upsilon V above stated that work motivation plays a role as a mediating variable, namely mediating the indirect influence of Job Design on performance with a coefficient path of 0.102 and a p-value ($0.031 < 0.05$). The results of the Indirect effect and mediation test with Upsilon V above stated that work motivation plays a role as a mediation variable, namely mediating the indirect influence of traditional leadership on performance with a path coefficient of 0.104 and a p-value ($0.024 < 0.05$). Work motivation plays a mediation role in the indirect influence of Job Design and transformational leadership on performance with a low mediation level because the Upsilon is more than 0.01 and less than 0.074.

Table 5 R-Square

	R Square
employee performance	0,480
work motivation	0,641

The r-square value that models work motivation with the variables of job design and transformational leadership is 0.641, in other words, the model can explain the work motivation variable of 64.1%. The R-square value that models performance is 0.480 or 48% (moderate influence), which means that the model developed can explain the performance variable by 48%.

DISCUSSION

The Influence Of Job Design On Performance

This study shows that job design has a significant influence on employee performance. Employees who understand and assess job design well tend to have higher performance. At the Surabaya City Population and Civil Registration Office, effective job design makes it easier for employees to complete tasks accurately and quickly.

A clear division of tasks increases job satisfaction and performance, in line with the opinion of (Robbins & Coulter, 2007) and other studies that show that job design contributes positively to employee performance, namely the (Saputro, 2021) on an E-commerce Company in Yogyakarta, Juwita Sholekhati et al. (2023) at the Karanganyar Regency Environment Office, Al-Musadieg et al. (2018) at the national consulting company PT. Yodya Karya (Persero), (Kaswary & Pribadi, 2023) at the forest protection unit (Pamhut) in the KPH (II) area, Baridula & Paul Kobar (2021) at banks in Port Harcourt. The design of work in this service includes the division of tasks, the use of information technology, and features to speed up the work process. Employee perception shows that task identity is an important factor, where a clear understanding of the purpose and results of the task has an effect on performance.

However, employees feel less challenged to develop skills, which has an impact on their performance. Even though employees complete tasks according to the target, they face challenges in terms of monotony of work. The training provided has not been effective due to the lack of follow-up and evaluation. Employees aged 36 to 40 years show positive assessments of job design, contributing to emotional stability and the ability to manage stress, thereby improving performance.

The Influence Of Transformational Leadership On Performance

Observations indicate that the transformational leadership style implemented by the Surabaya Population and Civil Registration Office is one of initiation. Respondents noted that leaders guide employees in completing their tasks. This transformational leadership fosters enthusiasm among employees, enhances their work spirit, and encourages them to make extra efforts to achieve organizational goals. Transformational leaders drive innovation in services through the use of technology and stakeholder collaboration, which helps employees process applications faster and more accurately. In accordance with Bass & Avolio's theory, leaders who are able to inspire and motivate employees contribute to better performance. The results of this study are in line with the results of (Saputro, 2021) research on MSMEs in Demak District, (Wijayanto et al., 2021) at SD Negeri, Comal Pemalang District, (Priyatmo, 2018) which concluded that transformational leadership has a positive and significant effect on employee performance. Employee perception shows that the idealized influence aspect gets the highest score, indicating that the leader is an example in ethics and service.

However, the individualized consideration aspect has the lowest value, indicating that leaders have not fully understood the strengths and weaknesses of employees, which can affect assignments and performance. Intellectual stimulation also has an important role, encouraging employees to think creatively and critically, which is reflected in various innovations carried out by the agency. The leadership style implemented creates a positive work environment and increases employee morale. The highest assessment of transformational leadership comes from employees aged 36 to 40 years and employees with more than 15 years of service, indicating greater experience and expectations for leader support in organizational development and innovation. This high rating contributes to improved performance.

The Influence Of Job Design On Employee Performance Through Work Motivation

This study shows that job design has a positive effect on employee performance through work motivation. Employees' increased understanding of job design can increase their motivation to complete tasks, which in turn improves performance. (Hackman & Oldham, 1976) theory supports this finding, which states that good job design can motivate employees to do better. This is also in accordance with the results of research conducted by (Al Musadieg, 2019; Ananda, 2022; Sholekhati & Irmawati, 2023) at PT. Sucofindo Jambi Branch states that there is a positive and significant relationship between job design and employee performance through motivation. Strong support for job design understanding helps employees achieve the best performance for organizational goals, as seen in the Surabaya City Population and Civil Registration Office. To increase work motivation, the agency needs to collaborate with employees, provide rewards for performance that exceeds targets, and improve training programs. Employee motivation is also influenced by factors such as income, facilities, and a supportive work environment.

The highest motivation ratings came from employees aged 36 to 40, who also showed high performance. The indicator with the greatest outer loading on job motivation is personal development, where employees expect to improve skills and knowledge, which can contribute to performance and job satisfaction as well as expectations for promotions and higher incomes.

The Influence Of Transformational Leadership On Performance Through Work Motivation

in this study, it has been obtained that transformational leadership has a positive effect on employee performance through complementary work motivation. This concludes that if the role of leaders in the Population and Civil Registration Service of Surabaya City is better in providing examples and motivation, it will improve employee performance because employees will be more motivated to complete work according to leadership directions so that it can indirectly improve performance. The results of this study are in line with the research conducted by (FEB et al., 2022; Laksmana & Riana, 2020; Phinari & Bernarto, 2020; Pongpearchan, 2016) that

transformational leadership style affects employee performance through work motivation or in other words, motivation mediates the influence of transformational leadership positively and significantly on employees.

In addition, based on the model, it can also be described that transformational leadership also has a direct positive impact on work motivation in accordance with the research results of Bronkhorst et al. (2015) The results of the researcher's observations in the field, employees are always enthusiastic when given motivation and enthusiasm by the leader, as seen from their increasing performance. Therefore, the Surabaya City Population and Civil Registration Service is always active every morning before work hours begin to conduct briefings by leaders to always instill the principles of population administration services and as a medium of communication so that all employees understand current issues and leaders can also slowly analyze the strengths and weaknesses of each employee, with the aim that employee performance can be optimized.

CONCLUSION

Based on the results of the study at the Surabaya City Population and Civil Registration Service, the following conclusions can be drawn. Job design contributes directly to the performance of employees of the Surabaya City Population and Civil Registration Service, and if job design is improved, employee performance will also increase. Transformational leadership contributes directly to the performance of employees of the Surabaya City Population and Civil Registration Service, and if the role of transformational leadership is improved, employee performance will also increase.

Job design contributes directly and indirectly to employee performance through work motivation, which means that the better the job design given to employees, the more it will increase employee work motivation so that with increased motivation, employee performance can ultimately improve. Transformational leadership contributes directly and indirectly to employee performance through work motivation, which means that the higher the role of transformational leadership, the more it will increase employee work motivation so that with increased motivation, employee performance can ultimately improve.

SUGGESTION

In developing Job Design, the thing that needs to be considered is the identity of the task, in other words, the task must have clear results and objectives. The leadership of the Population and Civil Registration Service of Surabaya City must be able to maximize its potential to become Intellectual stimulation so that employees are motivated to complete their work. To increase work motivation, the thing that needs to be considered is how the organization can provide full support for the development of employee potential. Leaders at the Population and Civil Registration Service of Surabaya City analyze the strengths and weaknesses of each employee so that the job design given can be better understood by employees and can improve employee performance.

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