



The Influence Of Charismatic Leadership And Work Environment On Employee Productivity With Work Discipline As A Mediating Variable In Regional Government Organizations Of Lahat Regency

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How to Cite :

Hasanah, T., Markus., Saparudin. (2025). The Influence Of Charismatic Leadership And Work Environment On Employee Productivity With Work Discipline As A Mediating Variable In Regional Government Organizations Of Lahat Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(2). doi: <https://doi.org/10.37676/ekombis.v13i2>

ARTICLE HISTORY

Received [20 March 2025]

Revised [26 April 2025]

Accepted [30 April 2025]

KEYWORDS

Charismatic Leadership, Work Environment, Employee Productivity, Work Discipline Mediating Variable.

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ABSTRACT

This study aims to examine the effect of charismatic leadership and work environment on employee productivity, with work discipline as a mediating variable, at Regional Government Organizations (OPD) of Lahat Regency. The respondents in this study consisted of 60 employees selected through purposive sampling. This research employed a quantitative approach, and data analysis was conducted using SmartPLS 3.0 software. The results indicate that charismatic leadership and work environment have positive and significant effects on employee productivity both directly and indirectly through work discipline as a mediating factor. Furthermore, work discipline was found to significantly mediate the relationship between charismatic leadership, work environment, and employee productivity. Based on the data analysis results, it can be concluded that charismatic leadership and work environment have a positive and significant direct effect on employee productivity at the Regional Government Organizations (OPD) of Lahat Regency. Furthermore, work discipline serves as a mediating variable that strengthens the relationship between charismatic leadership and work environment with employee productivity.

INTRODUCTION

Regional Apparatus Organizations (OPD) have a strategic role in carrying out government duties and providing services to the community. The success of OPDs is highly dependent on employee productivity as the main human resources in the organization. High employee productivity will support the achievement of organizational goals effectively and efficiently in the Lahat district government. Employee productivity is a crucial factor that determines the success and effectiveness of an organization, including Regional Apparatus Organizations (OPD). High

productivity will support the achievement of organizational goals optimally, while low productivity can hinder the overall performance of the organization. Therefore, it is important to understand the factors that influence employee productivity.

One of the main factors that influence employee productivity is charismatic leadership, a leadership style in which a leader is able to motivate and inspire his subordinates through personal appeal, clear vision, and effective communication skills. Charismatic leadership is believed to increase employee morale, commitment, and loyalty, thus having a positive impact on organizational productivity (Bass & Riggio, 2019). Recent research by Smith et al. (2023) also shows that charismatic leadership significantly contributes to improving employee performance by increasing intrinsic motivation and self-confidence.

In addition to charismatic leadership, the work environment also plays an important role in creating a conducive work atmosphere for employees. The work environment includes the physical conditions of the workplace, relationships between employees, and support from superiors. Good work environment conditions can increase employee comfort and satisfaction, thereby encouraging increased productivity. Several recent studies have shown that a positive work environment contributes significantly to employee motivation and performance (Rahmawati et al., 2023; Santoso & Putri, 2024; Wijaya et al., 2025).

In addition, the work environment also plays an important role in creating a conducive working atmosphere for employees. The work environment includes the physical conditions of the workplace, relationships between employees, and support from superiors. A good work environment can increase comfort and job satisfaction, thereby encouraging increased productivity (Spector, 2022). However, the influence of charismatic leadership and the work environment on productivity is not always direct; work discipline is often an important mediating variable in the relationship. Work discipline reflects the level of employee discipline in carrying out their duties according to organizational rules and standards. High discipline usually correlates with better performance because employees are more focused on their responsibilities (Robbins & Judge, 2021).

Specifically in OPD of Lahat Regency, there are challenges related to the implementation of effective leadership styles and the creation of an ideal work environment to support discipline while increasing employee productivity. Therefore, this study aims to analyze the influence of charismatic leadership and work environment on employee productivity with discipline as a mediating variable.

LITERATURE REVIEW

Charismatic leadership

Charismatic leadership is a leadership style in which a leader is able to influence and inspire his subordinates through strong personal appeal, clear vision, and effective communication skills. According to Antonakis et al. (2020), charismatic leaders have the ability to generate high motivation and commitment from their followers by showing self-confidence, belief in a vision of the future, and empathy for the needs of subordinates.

Dimensions of Charismatic Leadership.Based on recent research by Antonakis et al. (2020) and Wang et al. (2022), the main dimensions of charismatic leadership include:
Inspirational Vision Leaders are able to formulate an attractive vision of the future and provide clear direction for the organization, so that they can motivate and move subordinates to achieve common goals.
Effective Communication Skills Leaders can convey messages persuasively and clearly so that they are easily understood and accepted by subordinates, building trust and commitment.
High Self-Confidence .Leaders demonstrate strong self-confidence in making decisions and facing challenges, thus fostering trust in their followers.
Empathy for Subordinates Leaders have the ability to understand the needs, feelings, and aspirations of their subordinates, thus creating positive emotional relationships.
Moral Exemplarity .Leaders act in accordance with

high moral values and integrity, becoming an example for subordinates in everyday behavior. Ability to Inspire Change Leaders are able to drive innovation and positive change in the organization through motivation and encouragement to all team members.

Charismatic Leadership Indicators, Indicators for measuring charismatic leadership according to Bass & Riggio (2016), include: The leader's ability to clearly articulate a vision of the future to subordinates. The way the leader builds emotional relationships with team members. The leader's level of confidence in making strategic decisions. The ability to motivate subordinates to commit to organizational tasks. Empathy towards individual employee or work team problems. The courage to face challenges without losing sight of the organization's goals.

Work Environmen

The work environment is the overall physical, social, and psychological conditions in the workplace that affect employee comfort, motivation, and performance. According to Nguyen et al. (2023), the work environment includes aspects such as physical facilities, relationships between employees, and support from superiors that directly impact employee productivity and job satisfaction. In addition, Sari and Putra (2024) stated that a conducive work environment can create a positive atmosphere that increases employee enthusiasm and discipline in carrying out their duties.

Based on recent research by Nguyen et al. (2023) and Sari & Putra (2024), the work environment consists of several main dimensions, namely: Physical Conditions. Including facilities, cleanliness, lighting, room temperature, and comfort of the workplace that affect employee health and productivity. Inter-Employee Relations Including harmonious social interactions between coworkers that can create a supportive and collaborative work atmosphere. Supervisor Support Related to attention, guidance, and appreciation from leaders to employees so as to increase motivation and job satisfaction. Organizational Culture. Shared values and norms that apply in the workplace that shape employee behavior in carrying out their duties.

Indicators in the physical condition dimension of the work environment include the availability of adequate facilities, cleanliness and tidiness of the work area, optimal lighting and ventilation, and room temperature that meets health standards. These aspects are very important to create comfort and safety for employees in carrying out their duties. Good physical conditions not only improve employee welfare but also contribute significantly to increased work productivity (Nguyen et al., 2023).

Employee Productivity

Employee productivity is the level of effectiveness and efficiency achieved by an employee in completing their tasks and responsibilities within a certain period of time. This productivity reflects how well an individual utilizes available resources to achieve optimal work results. According to Nurhasanah and Supriyanto (2023), employee productivity does not only depend on individual abilities, but is also influenced by the work environment, leadership, and internal and external motivation. In measuring employee productivity, there are several main dimensions that are often used in research. First, quantity of work, namely the amount of work that can be completed within a certain period of time. Second, quality of work, which indicates the level of precision, accuracy, and quality standards of work results. Third, punctuality, which relates to the ability to complete work according to a predetermined schedule. Fourth, the ability to work together, which describes the extent to which employees can work in a team and contribute to achieving common goals (Sari & Prasetyo, 2022). Employee productivity indicators can be measured through several aspects. The first indicator is the amount of output produced by employees in a certain period. The second indicator is the level of work errors, which reflects the quality of the work results. The third indicator is the speed in completing tasks, which is related to time effectiveness. Furthermore, the fourth indicator is team participation, which shows the contribution to group work. Finally, initiative and responsibility are also important indicators that

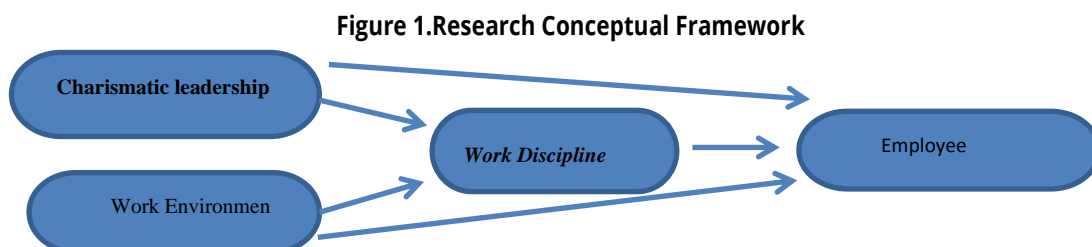
assess the extent to which employees can work independently and be responsible for the tasks they are assigned (Putri & Nugroho, 2024).

Work Discipline

Work discipline is the attitude and behavior of employees that demonstrates compliance with regulations, procedures, and norms that apply in the organization, with the aim of achieving optimal performance. According to Nawir, Bachtiar, and Afifah (2024), work discipline reflects the commitment and responsibility of individuals in carrying out tasks in accordance with the standards set by the company. Good discipline contributes significantly to increasing organizational productivity and efficiency. Work discipline can be analyzed through several main dimensions that describe the form of employee compliance in the organization. The first dimension is time discipline, namely the ability of employees to attend and work according to a predetermined schedule.

The second dimension is discipline towards regulations, which reflects compliance with company rules and procedures. The third dimension is discipline in responsibility, namely the seriousness of employees in completing tasks well. Finally, attitude discipline reflects professional and ethical behavior at work. These dimensions are important for creating an orderly and efficient work environment. To measure the level of employee work discipline, several indicators can be used. According to Nawir, Bachtiar, and Afifah (2024), these indicators include: (1) punctual attendance, (2) compliance with company rules, (3) completion of tasks according to deadlines, and (4) professional behavior in interacting with coworkers and superiors. These indicators help organizations assess and improve employee work discipline as a whole

variables, including: Mental/intellectual, Perception, Based on previous research that correlates Charismatic Leadership and Work Environment on Employee Productivity with Work Discipline as a Mediating Variable in Regional Government Organizations of Lahat Regency Research and Development Agency organisation, we can describe the conceptual research framework below:



METHODS

This research uses quantitative methods, descriptive and associative types. According to (Sugiyono, 2019), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques in this study were carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing hypotheses that have been developed. The research population is all research and development employees of the Lahat Regency of South Sumatra, totalling 60 people. The sample in this study amounted to 60 samples.

RESULTS

Validity Test

Table 1 Outer Loading

Variables	Indicators		Loading Factors	Validity
Charismatic leadership	X1.1	The leader conveys a compelling vision that motivates me to contribute optimally	0,877	Valid
	X1.2	The leader explains goals clearly and motivates us to align with them	0,868	Valid
	X1.3	The leader serves as a role model that encourages me to make decisions independently	0.801	Valid
	X1.4	The leader's commitment to success inspires me to give my best.	0,804	Valid
	X1.5	The leader adapts to change and allocates resources wisely	0,841	Valid
	X1.6	The leader challenges us intellectually and involves us in innovation	0,779	Valid
	X1.7	The leader recognizes individual needs and supports team development.	0,756	Valid
	X1.8	The leader provides inspirational motivation and instills optimism	0.866	Valid
	X1.9	The leader expresses confidence in our team's ability to succeed	0.866	Valid
	X110	I feel more confident solving problems after receiving support from my leader.	0.838	Valid
	X1.11	The leader demonstrates a strong belief in the team's ability to solve problems.	0.822	Valid
	X1.12	The vision expressed by the leader inspires me to contribute maximally	0.839	Valid
Work Environment	X2.1	Understand and master the technical skills required to complete the tasks of your job?	0,820	Valid
	X2.2	Able to find effective solutions when facing problems or challenges in your work?	0,811	Valid
	X2.3	How well can you convey information to colleagues in a clear and understandable manner, both orally and in writing?	0,913	Valid
	X2.4	Manage time and complete tasks	0,825	Valid

X2.5	Understand and master the technical skills required to complete the tasks of your job?	0,821	Valid
X2.6	Able to find effective solutions when facing problems or challenges in your work?	0,801	Valid
X2.7	How well can you convey information to colleagues in a clear and understandable manner, both orally and in writing?	0,911	Valid
X2.8	Manage time and complete tasks	0,822	Valid
X2.9	Understand and master the technical skills required to complete the tasks of your job?	0,821	Valid
X2.10	Able to find effective solutions when facing problems or challenges in your work?	0,801	Valid
X2.11	How well can you convey information to colleagues in a clear and understandable manner, both orally and in writing?	0,912	Valid
X2.12	Manage time and complete tasks	0,822	Valid
Y1	Assessment of the quality of work in meeting the standards set by Balitbang	0,804	Valid
Y2	A lot of work was completed within the stipulated time without compromising the quality of the work.	0,845	Valid
Y3	In managing time to complete tasks according to set deadlines.	0,792	Valid
Y4	How much responsibility do you feel for the tasks assigned and the results expected?	0,813	Valid
Y5	Take the initiative to perform additional tasks or provide solutions to problems that arise in the workplace?	0,735	Valid
Y6	Comply with the rules, policies and procedures that apply in your work environment?	0,885	Valid
Y7	Work together with colleagues in a team to achieve set goals	0,803	Valid
Y8	Adapt to changes in tasks, roles or technology in the workplace	0,823	Valid

Y9	In identifying workplace issues and finding appropriate solutions	0,904	Valid
Y10	Successfully achieving targets or goals set by the organisation	0,876	Valid
Y11	Conveying information to colleagues or superiors so that it can be clearly understood	0,767	Valid
Y12	Your commitment to your work and desire to give your best in every task?	0,721	Valid
Z1	Always set clear goals to be achieved in my work	0,817	Valid
Z2	Leaders set a good example in behaviour and actions.	0,851	Valid
Z3	Satisfaction and love for Balitbang Lahat has increased due to the treatment, compensation and rewards provided by Balitbang.	0,795	Valid
Z4	Comply with the rules and policies that apply	0,825	Valid
	in the company and obey the entry time, exit time, and work breaks in accordance with company regulations?		
Z5	Carry out tasks assigned by superiors and complete work according to set deadlines?	0,725	Valid
Z6	How positive is your attitude towards the rules and policies set by the company?	0,884	Valid
Z7	How often do you take the initiative to comply with the rules without having to be supervised or reminded by your boss?	0,815	Valid
Z8	How often do you show up on time and consistently fulfil your set working hours?	0,857	Valid
Z9	How well do you complete assigned tasks with satisfactory quality and How much effort do you put into correcting mistakes or shortcomings in the work done?	0,911	Valid
Z10	How able are you to adjust and quickly complete additional tasks or sudden changes in work?	0,882	Valid
Z11	How disciplined are you in carrying out daily tasks according to predetermined procedures?	0,821	Valid

	Z12	How well do you work independently without the need for close supervision to stick to work rules and procedures?	0,812	Valid
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Based on the results of the table above, it can be concluded that all indicators that measure Transactional leadership variables, work skills, employee performance, and work discipline have a loading factor value greater than 0.6. from these results it can be concluded that the indicator is declared valid in measuring Transactional leadership variables, work skills, employee performance, and work discipline.

Reliability Test

Table 2 Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Description
Charismatic leadership	0,961	0,965	Reliable
Work Environmen	0,937	0,950	Reliable
Employee Productivity	0,962	0,959	Reliable
Work Discipline	0,952	0,961	Reliable

Based on the results of the table above, it can be seen that the composite reliability value on the transactional leadership, work skills, employee performance, and work discipline variables is greater than 0.7. Next, the Cronbach Alpha value on the transactional leadership, work skills, employee performance, and work discipline variables is greater than 0.6. Thus, from the results of the calculation of two tests, the indicators that measure the variables are declared highly reliable.

Path Coefficient Results

From the results of hypothesis testing, the t-statistic value and probability value. To be able to test the hypothesis using statistical values, for alpha 5%, the t-statistic value used is 1.96.

Table 3 Hypothesis Test Results

Current	Type	Sampl e Origin al (O)	T statistic (O/STDEV)	P Values	Conclusi on
Charismatic leadership (X1) -> Employee Productivity (Y)	Direct	0,386	4,046	0,000	Significant
Work Environmen (X2) -> Employee Productivity (Y)	Direct	0,433	5,933	0,000	Significant
Work Discipline (Z) -> Employee Productivity (Y)	Direct	1,011	70,725	0,000	Significant
Charismatic leadership(X1)	Direct	0,335	3,381	0,001	Significant

DISCUSSION

1. The effect of Transactional Leadership (X1) on Employee Productivity (Y), getting results with an original sample value of 0.386 with a statistical T value of 4.046 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). So it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of transactional leadership on employee performance. This is in line with (Saelendra et al., 2023), The results showed that the Transactional leadership style had an effect on employee performance.
2. The effect of work environmen (X2) on Employee productivity (Y), results in an original sample value of 0.433 with a statistical T value of 5.933 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of work skills on Employee Performance. This is in line with (Akbar & Faida, 2023), the results of his research show that work skills affect employee performance.
3. The effect of Work Discipline (Z) on Employee Productivity (Y), results in an original sample value of 1.011 with a statistical T value of 70.725 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). So it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of Work Discipline on Employee Performance. This is in line with (Mannipi et al., 2019), the results of his research show that work discipline affects employee performance.
4. The effect of Charismatic leadership (X1) on Work Discipline (Z), produces an original sample value of 0.335 with a statistical T value of 3.381 and P Values of 0.001 or smaller than the α value of significance value ($0.001 < 0.05$). It can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of Transactional Leadership on Work Discipline. This is in line with (Holilah et al., 2021), the results of his research show that Transactional leadership style affects work discipline.
5. The effect of Work environmen (X2) on Work Discipline (Z), results in an original sample value of 0.511 with a statistical T value of 6.849 and P Values of 0,0 or smaller than the α value ($0.000 < 0.05$). So it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of work skills on work discipline. This is in line with (Sudjatmoko & Rusilowati, 2022), so the results showed that work skills affect work discipline.
6. The effect of Transactional Leadership (X1) on Employee Performance (Y) mediated by Work Discipline (Z), resulted in an original sample value of 0.338 with a statistical T value of 3.469 and P Values of 0.001 or smaller than the α value ($0.001 < 0.05$). So it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of Transactional Leadership on employee performance mediated by Work Discipline. This is in line with (Rosalina & Wati, 2022), that the better the leadership style, the work discipline and employee performance will increase. Increased work discipline in company leadership can improve optimal employee performance.
7. The effect of Work skill (X2) on Employee Performance (Y) which is mediated by Work Discipline (Z), results in an original sample value of 0.515 with a statistical T value of 6.686 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). So it can be concluded that H0 is rejected and Ha is accepted, meaning that there is an effect of Work skills on Employee Performance mediated by Work Discipline. This is in line with (Hania & Bernardus, 2021), that the Work Discipline variable mediates the relationship between Work skills and Employee performance and has a positive and significant effect.

CONCLUSION

1. There is a positive and significant influence of charismatic leadership on the employee productivity at the Research and Development Agency of Lahat Regency.
2. There is a positive and significant influence of the work environment on the employee productivity at the Research and Development Agency of Lahat Regency.
3. There is a positive and significant effect of work discipline on employee productivity at the Research and Development Agency of Lahat Regency.
4. There is a positive and significant effect of charismatic leadership on work discipline at the Research and Development Agency of Lahat Regency.
5. There is a positive and significant influence of work environment on work discipline at the Research and Development Agency of Lahat Regency.
6. Charismatic leadership has a positive and significant effect on employee performance mediated by work discipline in Regional Government Organizations in Lahat Regency.
7. Work environment has a positive and significant influence on employee productivity which is mediated by work discipline at the Research and Development Agency of Lahat Regency.

SUGGESTION

1. Enhance Charismatic Leadership Effectiveness through Employee Involvement: Encourage and facilitate active employee participation in decision-making processes to strengthen the impact of charismatic leadership. Providing employees with opportunities for career growth and development will increase their motivation and commitment. Additionally, management should consistently listen to and address employees' needs and aspirations to foster a supportive work environment that nurtures skill enhancement.
2. Strengthen Work Discipline through Consistent Policies and Training: To improve work discipline as a mediating factor in employee productivity, organizations should reinforce clear rules and regulations consistently. This can be achieved by conducting regular training sessions on the importance of discipline, delivering constructive feedback, and implementing transparent yet fair sanctions for non-compliance. Such measures will cultivate a disciplined workforce that supports organizational goals.
3. Improve Employee Productivity via Career Development & Teamwork: Based on research findings related to employee productivity, it is recommended to provide structured career development programs along with continuous performance feedback so employees clearly understand expectations and areas for improvement. Furthermore, fostering effective collaboration within teams will enhance overall productivity by leveraging collective strengths in the workplace.

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