

LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE WITH WORK SATISFACTION AND ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES

JAM

20, 1

Received, March '21
Revised, June '21
September '21
December '21
Accepted, December '21

Sandya Alamanda

Master of Management, Faculty of Economics and Business,
Universitas Brawijaya, Indonesia

Margono Setiawan

Dodi W. Irawanto

Faculty of Economics and Business, Universitas Brawijaya, Indonesia

Abstract: This study aims to examine and analyze the influence of leadership style on employee performance with job satisfaction and organizational commitment as an intervening variable at PT. PLN (Persero) North Surabaya Area. This research was conducted using a questionnaire to 120 employees of PT. PLN (Persero) Area North Surabaya. Then the data is analyzed by using Partial Least Square (PLS). This study examines the direct and indirect effects. The result of this study states that leadership style can provide the effect of improving employee job satisfaction. Leadership style can affect increasing organizational commitment. Leadership style can give influence in improving employee performance. Job satisfaction cannot have an effect on improving employee performance. Organizational commitment can affect improving employee performance. Leadership style cannot give indirect influence in improving employee performance through job satisfaction. Leadership style can have an indirect influence on improving employee performance through organizational commitment.

Keywords: Leadership Style, Job Satisfaction, Organizational Commitment, Employee Performance

Cite this article as: Alamanda, S., M. Setiawan, and D. W. Irawanto. 2022. Leadership Styles on Employee Performance with Work Satisfaction and Organizational Commitment as Intervening Variables. *Jurnal Aplikasi Manajemen*, Volume 20, Number 1, Pages 34–42. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.01.04>.



Journal of Applied Management (JAM)
Volume 20 Number 1,
March 2022
Indexed in DOAJ -
Directory of Open Access
Journals, ACI - ASEAN
Citation Index, SINTA -
Science and Technology
Index, and Google
Scholar.

Corresponding Author:
Sandya Alamanda, Master of
Management, Faculty of Eco-
nomics and Business, Univer-
sitas Brawijaya, Indonesia.
Email: sandya.alamanda@
gmail.com, DOI: <http://dx.doi.org/10.21776/ub.jam.2022.020.01.04>

The increasing development of science and technology today shows that the era of globalization has occurred in several countries of the world. One of the organization's efforts not to be left behind by these developments is to improve the qual-

ity of human resources. Leaders have a role in developing and improving the capabilities of the human resources in the organization they have managed.

Leadership is a process of influencing a person or group to achieve certain goals. The quality of the leader is often regarded as the most important issue in the success or failure of an organization that they manage (Menon, 2002). Mannheim and Halamish (2008) suggested that the optimal leader is the one

who exhibits most of the transformational leadership styles, while the transactional style avoids at a lower level.

Each organization will strive to manage its human resources and its commitment to achieving its goals. State Electricity Company or PT. PLN (Persero) is one of the government organizations which have a vision and mission (Competency Directory of PT PLN (Persero), 2006 on Employee Competency. PT is upgrading service quality improvement. PLN (Persero) to provide excellent service to customers.

In 2014 PT. PLN (Persero) East Java Distribution had conducted an Employee Engagement Survey to determine the level of job satisfaction, organizational commitment, and the influence of leadership style. The test results show that the leader does not prioritize subordinates' satisfaction at work. Employees are not satisfied with managing and controlling work. Superiors are less enthusiastic through new ideas submitted by subordinates. Individuals' and organizations' perspectives are still the same perspectives of other individuals and organizations.

Some research on the influence of leadership style on employee performance with job satisfaction and organizational commitment as an intervening variable has been done on several organizations. Bushra et al. (2011) stated that leadership style significantly affects job satisfaction and organizational commitment on Bank Lahore Pakistan employees. Research on forestry officers of Kutai Barat District stated that leadership style had a significant effect on job satisfaction and employee performance (Assegaf et al., 2014). Research on employees of the Religion Department of Kendal Regency and Department of Religion of Semarang city stated that leadership style significantly influenced job satisfaction, organizational commitment, and employee performance (Raharjo and Nafisah, 2006).

The above research has different results with some of the following research by Bourantas and Papalexandris (1993) that research on the public organization stated that leadership style had no significant effect on job satisfaction and organizational commitment. Utaminingsih (2006) stated that leadership style does not affect organizational commit-

ment in a college. Brahmasari and Agus (2008) stated that leadership style has no significant effect on employee performance in employees of PT. Hai International Wiratama Indonesia. Pangestuti et al. (2014) stated that the direct leadership style has no significant effect on employee performance against employees of PT. Terminal Peti Kemas Surabaya.

Differences of several subjects of the study above are interesting to investigate further, but with different subjects against employees of State-Owned Enterprises (SOEs) with the number of assets scattered in almost all parts of Indonesia, namely PT. PLN (Persero).

PT. PLN (Persero) NSA is one of the public service companies (public) expected to provide maximum service to electricity customers. Seeing the phenomenon of leadership style Manager PT. PLN (Persero) NSA, with the characteristics of urban customers and the realization of performance appraisal of different employees each semester, it is necessary to research the factors that determine the change. Some of the potential factors influence that is because the leadership style can affect satisfaction and organizational commitment that will determine the assessment of employee performance. Based on the description of the background of the problem, the purpose of this study is to determine the effect of leadership style on employee job satisfaction, the influence of leadership style on employee organizational commitment, the influence of leadership style on employee performance, the effect of job satisfaction on employee performance, and the influence of leadership style on employee performance, the indirect influence of leadership style on employee performance through job satisfaction, and

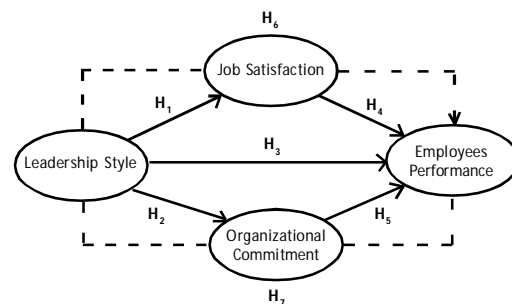


Figure 1. Framework for Research Concepts

the influence of indirect leadership style on employee performance through organizational commitment.

Concept and Hypothesis Framework

Based on the picture above for the basic hypothesis 1 (H₁) refers to the research of Bushra et al. (2011), Assegaf et al. (2014), Brahmasari and Agus (2008), and Walumbwa (2005). Hypothesis 2 (H₂) refers to the research of Purwanto and Adisubroto (2001) and Mohamad (2012). Hypothesis 3 (H₃) refers to the research of Assegaf et al. (2014) and Openg (2013). Hypothesis 4 (H₄) refers to the research of Assegaf et al. (2014). Hypothesis 5 (H₅) refers to the research of Husnawati (2006). Hypothesis 6 (H₆) refers to the research of Assegaf et al. (2014), Brahmasari and Agus (2008), Husnawati (2006), and Mariam (2009). Hypothesis 7 (H₇) refers to research Nurjanah (2008) and Husnawati (2006).

The conceptual framework and research model analyzed in this study is the influence of leadership style on employee performance with job satisfaction and organizational commitment as intervening variables. Hypothesis 1 states that leadership style has a significant effect on job satisfaction. Hypothesis 2 states that leadership style has a significant effect on organizational commitment. Hypothesis 3 states leadership style has a significant effect on employee performance. Hypothesis 4 states job satisfaction has a significant effect on employee performance. Hypothesis 5 states organizational commitment has a significant effect on employee performance. Hypothesis 6 states that leadership style has an indirectly significant effect on employee performance through job satisfaction. Hypothesis 7 states that leadership style has an indirectly significant effect on employee performance through organizational commitment.

METHOD

This research uses a quantitative approach with an explanatory research type. The population in this research is the permanent employee of PT. PLN (Persero) NSA are 171 employees with a total sample of 120 respondents. Sampling technique using Slovin equation through probability sampling ap-

proach with proportionate stratified random sampling technique. The data used are primary data obtained directly through the answers of questionnaires from employee respondents. The data measurement technique uses the Likert Scale. Data collection techniques used are survey data collection techniques by spreading and distributing questionnaires. The data analysis tool used in this research is Partial Least Square (PLS) with the help of the Smart PLS ver program. 2.0 M3.

RESULTS

Data analysis technique with Smart PLS is used to assess the outer model Convergent Validity, Discriminant Validity, and Composite Reliability. The Convergent Validity result states that all the loading factor values of the Leadership Style indicator (X₁), Job Satisfaction (Z₁), Organizational Commitment (Y), and Employee Performance (Y₂) are greater than 0.60 and valid. Discriminant Validity results show that all indicators that make up each variable meet discriminant validity because they have the largest outer loading value for each variable formed from these indicators and not for other variables. Composite Reliability results state that the AVE value for the four constructs is greater than 0.5, so it can be concluded that the model measurement evaluation has good discriminant validity.

Table 1. Goodness of Fit

Variable	AVE	Composite Reliability	Cronbach's Alpha
X	0.5632	0.9673	0.9645
Z ₁	0.5171	0.9446	0.9374
Z ₂	0.6810	0.9591	0.9529
Y	0.5679	0.9216	0.9037

Source: Data Processing with PLS, 2016

Table 2. Square Point

Variable	R Square
Z ₁	0.5979
Z ₂	0.2927
Y	0.7679

Source: Data Processing with PLS, 2016

The result of the inner or structural model test is done to view the relationship between construct significance value and R-square from the research model with the result in Table 2.

In the PLS model, the overall goodness of fit assessment is known from the value of Q_2 (predic-

tive relevance) with the result of 0.9339; it means that the magnitude of the research data that the structural model can explain is 93.39%, while the remaining 6.60% is explained by the variable others not found in this research model. In the PLS statistical test, each hypothesized relationship is per-

Table 3. Path Coefficient (Mean, STDEV, T-Values)

Variable	Original Sample (O)	Standard Deviation (STDEV)	t Statistics (O/STERR)
$X \rightarrow Z_1$	0.7733	0.0880	8.7854
$X \rightarrow Z_2$	0.5411	0.1359	3.9801
$X \rightarrow Y$	0.2906	0.1126	2.5819
$Z_1 \rightarrow Y$	0.2152	0.2245	0.9587
$Z_2 \rightarrow Y$	0.4948	0.1579	3.1327

Source: Data Processing with PLS, 2016

formed using simulation. Hypothesis testing proposed can be seen from the value of t-statistics.

Based on Table 3, the result of structural equation is as follows:

$$Z_1 = 0.7733 X; Z_2 = 0.5411 X$$

$$Y = 0.2906 X + 0.2152 Z_1 + 0.4948 Z_2$$

DISCUSSION

The testing of the direct influence of leadership style on employee job satisfaction is that leadership style has a significant effect on job satisfaction (H_1).

Based on the analysis results in Table 3, the path coefficient value of 0.7733 with the t-statistical value of 8.7854. The number is greater than the critical value of t-statistics of ± 1.96 . This result means that Leadership Style has a direct and positive direct effect on Job Satisfaction. Therefore, hypothesis 1 is acceptable.

The results of the hypothesis support the results of previous research by Assegaf et al. (2014), Bushra et al. (2011), Mohamad (2012), Brahmasari and Agus (2008), and Risambessy et al. (2012).

Some of the results above show that the boss who applies the leadership style well will be able to create satisfaction from subordinates by teaching the principle of appreciating and accepting differ-

ences of opinion giving confidence to subordinates in duty and authority.

However, some of the above results are inversely related to research conducted by Bourantas and Papalexanderis (1993) found that leadership influence is insignificant to satisfaction in public organizations.

Testing the direct influence of leadership style on organizational commitment states that leadership style significantly affects organizational commitment (H_2).

Based on the analysis result in Table 3, the path coefficient value of 0.5411 with the t-statistic value 3.9801. This result means that the Leadership Style has a direct and positive effect on Organizational Commitment. Therefore, hypothesis 2 is acceptable.

The results of this study support the research conducted by Purwanto and Adisubroto (2001). These results suggest that transformational and transactional leadership styles significantly affect organizational commitment.

The results of this hypothesis are also following research conducted by Bushra et al. (2011), Mohamad (2012), Raharjo and Nafisah (2006), and Atmojo (2012). However, the results of this study are inversely proportional to the research conducted by Bourantas and Papalexanderis (1993) found that the influence of leadership style does not have a

significant effect on employee commitment to public organizations.

The testing of the direct influence of leadership style on employee performance states that leadership style has a significant effect on employee performance (H_3).

Based on the analysis results in table 3, the path coefficient value of 0.2906 with a t-statistic value of 2.5819. This result means that Leadership Style has a direct and positive direct effect on Employee Performance. Therefore, hypothesis 3 is acceptable.

The results of this hypothesis support the results of previous research by Openg (2013), Brahmasari and Agus (2008), Sudarmadi (2007), and Widiarta et al. (2015).

The results of the hypothesis are different from research conducted by Hadi (2009) and Pangestuti et al. (2014) which the result is leadership style had no significant effect on employee performance

The testing of the direct effect of Job Satisfaction on Employee Performance states that job satisfaction has a significant effect on Employee Performance (H_4).

Based on the analysis result in Table 3, the value of the path coefficient of 0.2152 with t-statistics of 0.9587. This result means that job satisfaction has a direct positive and insignificant effect on employee performance. Hence, hypothesis 4 is rejected.

The results of the fourth hypothesis state that job satisfaction has a significant effect on employee

performance is unacceptable (rejected). This hypothesis supports the results of previous research by Crossman and Abou-Zaki (2003). But the results of this study are inversely proportional to the research conducted by Assegaf et al. (2014) and Risambessy et al. (2012).

Testing the direct effect of organizational commitment on employee performance states that organizational commitment has a significant effect on employee performance (H_5).

Based on the analysis results in Table 3, the path coefficient value of 0.4948 with the t-statistical value of 3.1327. This result means that organizational commitment has a direct and positive direct effect on Employee Performance. Hence, hypothesis 5 can be accepted.

The result of the hypothesis supports the results of previous research by Nurjanah (2008), Husnawati (2006), and Trang (2012).

However, the results of this study are inversely proportional to research conducted by Logahan and Aesaria (2014).

Some of the results above show that the higher the organizational commitment of employees will increase the employee's concern for the organization and the loyalty membership in the organization.

Knowing the indirect effect of the independent variable to employee performance variable through Job Satisfaction and Organizational Commitment with Sobel calculation can be seen in the following Table 4.

Table 4. Indirect Effect

Variable	Direct Coefficient	Error Standard	Indirect Coefficient	es group	t count		
X, Z1, Y	0.7733	0.2152	0.0880	0.2245	0.166	0.176	0.947
X, Z2, Y	0.5411	0.4948	0.1359	0.1579	0.268	0.111	2.416

Source: Data Processing with PLS, 2016

The tests of an indirect effect of leadership style on employee performance through job satisfaction as an intervening variable states that the leadership style influence is indirectly significant to employee performance through job satisfaction (H_6).

Based on the analysis results in Table 4, the value of the path coefficient of 0.166 with t-statistics of 0.947. This result means that the leadership style has a direct positive and insignificant effect on

Employee Performance through job satisfaction. Therefore, hypothesis 6 is rejected.

The test results do not follow the initial hypothesis stating that leadership style significantly influences employee performance through job satisfaction. Based on the test results data, the satisfaction of work itself has the lowest value compared to other indicators. Lawler in Robbins (1996) stated that satisfaction is based on the reality faced and accepted as compensation of effort and power of effort.

The results of this hypothesis testing are inversely proportional to the research conducted by Sudarmadi (2007) and Insan et al. (2013).

The testing of the Indirect Effect of Leadership Style on Employee Performance through Organizational Commitment as Intervening Variable states that the leadership style indirectly influences employee performance through organizational commitment (H_7).

Based on the analysis results in Table 4, the path coefficient value of 0.268 with the t-statistical value of 2.416. This result means that leadership style positively and insignificantly influences Employee Performance through organizational commitment. Hence, hypothesis 7 is acceptable

Based on the data from the test results, the current leadership style can increase employees' organizational commitment as an intervening variable in improving employee performance. The results of this test support the research undertaken by Pangestuti et al. (2014).

But the hypothesis test results are inversely proportional to the study by Stevanie et al. (2014), who found that leadership style has no significant effect on employee performance through organizational commitment.

Relationship Between Paths

The results of all the tests done produce the coefficient path between variables in Figure 2.

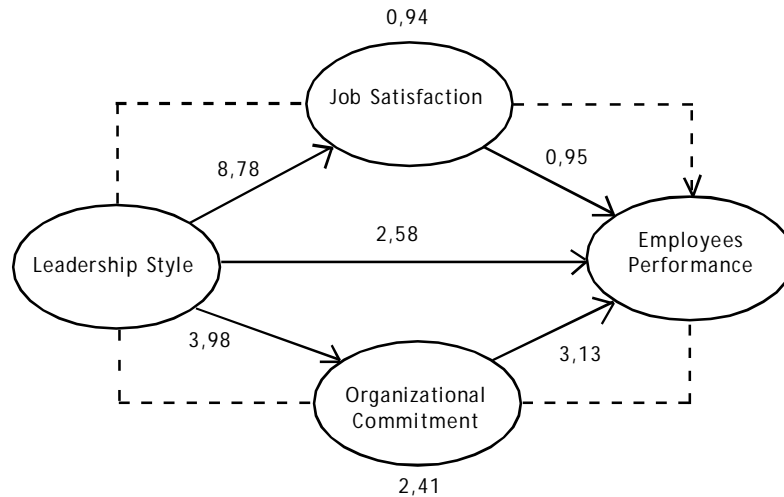


Figure 2. Diagram of The results of Path analysis of Leadership Style on Employee Performance with Job Satisfaction And Organizational Commitment As Intervening Variable

Research Implications

The implications of this research are the theoretical implications and practical implications. This study's first theoretical implication is an additional

reference to the results of studies related to the implementation of leadership style on employee performance through job satisfaction and organizational commitment. The second theoretical implication

suggests that leadership styles directly influence job satisfaction, organizational commitment, and employee performance. Empirical evidence found that leadership style affects job satisfaction supporting previous research by Assegaf et al. (2014), Bushra et al. (2011), Mohamad (2012), Brahmasari and Agus (2008), and Raharjo and Nafisah (2005). Other research was supported by Risambessy et al. (2012) and Atmojo (2012). Empirical evidence is found that leadership style influences organizational commitment supporting previous research by Purwanto and Adisubroto (2001), Bushra et al. (2011), and Mohamad (2012). Another empirical evidence is that leadership styles affect employee performance that supports previous research by Openg (2013), Brahmasari and Agus (2008), Sudarmadi (2007), Nurjanah (2008), and Raharjo and Nafisah (2006). The third theoretical implication is through the indirect test of leadership style on the performance of employees through job satisfaction states that leadership style significantly indirectly influences employee performance through job satisfaction. The results of this test indicate that the better the leadership style, it will not improve employee performance through job satisfaction. The results of this test are inversely proportional to some research by Sudarmadi (2007) and Insan et al. (2013). Other indirect test results that are leadership style on employee performance through organizational commitment states that leadership style influence indirectly significant to the performance of employees through organizational commitment. The results of this test support research conducted by Pangestuti et al. (2014) and Trang (2012).

The first practical implication states that leadership style has an important role in improving employee performance. The second implication states that job satisfaction has no significant effect directly or indirectly on employee performance. The variable of job satisfaction needs an increase to influence employee performance strategically. The third practical implication suggests that, directly and indirectly, organizational commitment affects employee performance. Organizational commitment has an essential role in improving employee performance through effective, sustainable, and normative commitment.

CONCLUSIONS

The conclusion that can be drawn from this research first is that leadership with a superior style can influence employee job satisfaction. These results indicate that the superior has provided the ideal effect by respecting the employees well, giving confidence to subordinates in duties and authority, and applying regulations to all employees. The second conclusion suggests that leadership styles can affect increasing organizational commitment. Leadership style determines the organizational commitment of employees to the company. The third conclusion states that leadership style can affect improving employee performance. These results indicate that the boss's leadership style can determine the performance of employees. The fourth conclusion states that job satisfaction significantly affects employee performance is unacceptable (rejected). These results indicate that employee job satisfaction cannot affect employee performance. The fifth conclusion states that organizational commitment can affect improving employee performance. These results indicate that the higher organizational commitment of effective, sustainable, and normative employees will determine the performance of employees in achieving targets set by the company. The sixth conclusion states that leadership style indirectly influences employee performance through job satisfaction is unacceptable (rejected). These results indicate that job satisfaction cannot affect the relationship between leadership styles on employee performance. The seventh conclusion states that leadership styles can indirectly influence the performance of employees through organizational commitment. These results indicate that employees' organizational commitment strongly determines the relationship between leadership styles on employee performance.

LIMITATIONS

The limitation of the research is that this research is only based on the answers of questionnaires from respondents to allow the existence of subjectivity answers. Constraints are inherent with the questionnaire method, especially related to the respondent's feelings when giving answers. The

research object in detail only covers one area of the office area.

RECOMMENDATIONS

Based on the conclusion above, it can be stated forward some suggestions for the management of PT. PLN (Persero) Area of North Surabaya and future research. The first suggestion for management is that the superior's leadership style should be maintained. The second suggestion for management is that employee satisfaction is evaluated. The third suggestion to management is that employees' organizational commitment to be. While the first suggestion for future research is that further research can be done with the number of respondents more and more in different companies. The second suggestion is to add another variable to employee performance.

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