

The Effect of Transformational Leadership on Employee Loyalty at the Regional Revenue Agency of North Sumatra Province

Reza Agus Parlindungan Harahap, Mesra B

Abstract

This study aimed to examine the effect of transformational leadership on employee loyalty at the Regional Revenue Agency of North Sumatra Province, Indonesia. In the context of public sector governance, effective leadership plays a crucial role in enhancing organizational performance and fostering employees' commitment to the organization. Transformational leadership, characterized by the ability to inspire, motivate, and provide vision, is considered an important factor in strengthening employee loyalty. Therefore, this research sought to provide empirical evidence regarding the relationship between transformational leadership and employee loyalty within a public sector institution responsible for managing regional revenue. A quantitative approach was employed using survey data collected from 70 respondents through a structured questionnaire. The validity and reliability of the research instrument were tested using Pearson's correlation and Cronbach's Alpha to ensure that all questionnaire items were valid and reliable. Descriptive statistical analysis indicated that both transformational leadership and employee loyalty were perceived positively by respondents, as reflected in relatively high mean scores and moderate standard deviations. Furthermore, simple linear regression analysis and a t-test were conducted to test the research hypothesis. The results demonstrated that transformational leadership has a positive and statistically significant effect on employee loyalty, with a significance value of 0.000 and a regression coefficient of 1.520. The coefficient of determination ($R^2 = 0.978$) showed that 97.8% of the variance in employee loyalty could be explained by transformational leadership, while the remaining 2.2% was influenced by other factors outside the research model. These findings indicate that higher levels of transformational leadership are associated with stronger employee loyalty within the organization. This study highlights the importance of implementing effective leadership practices to enhance employee commitment and organizational performance in the public sector.

Keywords: Transformational Leadership, Job Satisfaction, Public Sector Leadership

Reza Agus Parlindungan Harahap¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: reza.agus87@gmail.com¹

Mesra B²

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia e-

mail: mesrab@dosen.pancabudi.ac.id²

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Introduction

In the context of bureaucratic reform and increasing demands for high-quality public services, employee loyalty has become a strategic factor that determines the sustainability of organizational performance within public sector institutions (1). Government organizations are expected not only to provide efficient services but also to maintain high levels of organizational commitment among their employees. Employee loyalty reflects the willingness of employees to remain within the organization, comply with institutional policies, and actively contribute to the achievement of organizational objectives. For institutions responsible for managing regional revenue, employee loyalty plays a particularly critical role because the success of revenue management directly influences regional development and public service delivery (2);(3);(4)

The Regional Revenue Agency of North Sumatra Province is one of the government institutions responsible for managing and optimizing regional revenue sources. The effectiveness of this institution depends significantly on the performance and commitment of its employees (5). In this context, loyal employees tend to demonstrate higher dedication, stronger responsibility, and greater willingness to support organizational goals. Conversely, low levels of loyalty may result in reduced productivity, lower organizational commitment, and a higher tendency for employees to disengage from institutional responsibilities (6).

One of the most important factors that can influence employee loyalty is leadership style, particularly transformational leadership (1). Transformational leadership is characterized by the ability of leaders to inspire, motivate, and encourage employees to achieve organizational goals beyond their personal interests. Leaders who apply transformational leadership principles provide a clear vision, stimulate intellectual engagement, and show individualized consideration toward employees (7). Such leadership behaviors can foster emotional attachment between employees and the organization, ultimately strengthening their loyalty and commitment.

Previous studies have demonstrated that transformational leadership plays a significant role in shaping employee attitudes and organizational behavior (8). Transformational leaders are capable of building trust, encouraging innovation, and creating a positive work environment that promotes employee engagement and commitment (7). In public sector organizations, where institutional accountability and ethical standards are particularly important, transformational leadership can serve as a key mechanism for improving employee morale and loyalty.

In addition to leadership style, job satisfaction is often considered an important determinant of employee loyalty. Job satisfaction refers to the overall emotional and cognitive evaluation that employees have regarding their work, including aspects such as work environment, leadership support, career opportunities, and organizational policies (9);(10). Employees who experience high levels of job satisfaction are more likely to develop stronger loyalty toward their organization, demonstrate greater responsibility in their work, and show a lower tendency to leave the institution.

Empirical studies in human resource management have consistently found that job satisfaction has a strong relationship with employee loyalty and organizational commitment. When employees feel satisfied with their work environment and leadership practices, they are more likely to remain committed to their organization and actively contribute to achieving institutional goals. Therefore, job satisfaction is often positioned as a mediating variable that explains how leadership styles influence employee loyalty (11); (9).

Preliminary observations conducted at the Regional Revenue Agency of North Sumatra Province indicate that employee performance levels are still categorized as moderate. Several indicators related to employee performance, including quality of work, timeliness in completing tasks, responsibility, and work discipline, show results that have not yet reached optimal levels. Among these indicators, work discipline appears to be the lowest, suggesting that some employees still face challenges in complying with organizational regulations and maintaining consistency in task implementation. Such conditions may affect employee satisfaction and, in the long term, influence their loyalty to the organization.

These preliminary findings suggest that employee loyalty within the Regional Revenue Agency of North Sumatra Province may not yet be fully optimized. Organizational factors such as leadership practices, work discipline, and internal motivation may contribute to this situation. Furthermore, the relatively moderate level of employee performance indicates a potential gap between organizational expectations and the actual conditions experienced by employees in their daily work environment (12); (3).

Although numerous studies have examined the influence of transformational leadership on employee attitudes and performance, empirical research focusing specifically on its relationship with employee loyalty in regional revenue management institutions remains relatively limited (2). Most existing studies focus on general public administration or private sector organizations, while government institutions responsible for regional revenue management have received less scholarly attention.

Therefore, this study aims to analyze the effect of transformational leadership on employee loyalty at the Regional Revenue Agency of North Sumatra Province, with job satisfaction acting as an intervening variable. The findings of this study are expected to contribute to the development of public sector human resource management literature and provide practical insights for government institutions seeking to strengthen employee commitment and organizational effectiveness.

Literature Review Transformational Leadership

Transformational leadership is a leadership style that inspires and motivates subordinates to transcend their personal interests for the sake of organizational goals through vision, role modeling, intellectual stimulation, and individualized consideration (13). (13) stated that transformational leadership encourages changes in employees' attitudes, values, and commitment, which in turn positively influence job satisfaction and employee loyalty.

In the context of the public sector, transformational leadership plays a crucial role in creating a supportive work environment, enhancing job satisfaction, and strengthening employee loyalty toward the organization (8). Leaders who apply transformational leadership practices are able to build trust, encourage innovation, and motivate employees to contribute more effectively to organizational performance.

The indicators of transformational leadership used in this study refer to (13) which consist of the following dimensions:

1. Idealized Influence. Leaders act as role models and demonstrate high ethical standards, gaining respect and trust from their followers.
2. Inspirational Motivation. Leaders inspire and motivate employees by communicating a clear vision and encouraging enthusiasm toward organizational goals.
3. Intellectual Stimulation. Leaders encourage employees to think creatively, challenge existing assumptions, and develop innovative solutions to organizational problems.
4. Individualized Consideration. Leaders pay attention to the individual needs of employees by providing support, coaching, and opportunities for personal development.

Job Satisfaction

Job satisfaction is defined as a positive psychological condition that arises from an individual's evaluation of their overall work experience. It reflects the extent to which a job fulfills employees' needs, expectations, and important values. Employees who experience a high level of job satisfaction tend to demonstrate positive attitudes toward their organization, their job responsibilities, and the work environment. Such positive attitudes are likely to strengthen organizational commitment, enhance employee loyalty, and ultimately contribute to improved organizational performance (14)

In this study, the indicators of job satisfaction refer to the framework proposed (14). Job satisfaction can be observed through several dimensions, including satisfaction with job tasks and roles, which reflects employees' perceptions of the clarity of their duties, responsibilities, and the suitability of their work with their competencies. Another important dimension is satisfaction with organizational policies and systems, which relates to employees' perceptions of fairness, transparency, and consistency in organizational policies and procedures. Job satisfaction is also reflected in employees' satisfaction with leadership and organizational support, indicating the extent to which leaders and institutions provide attention, guidance, and facilitation to employees in performing their tasks.

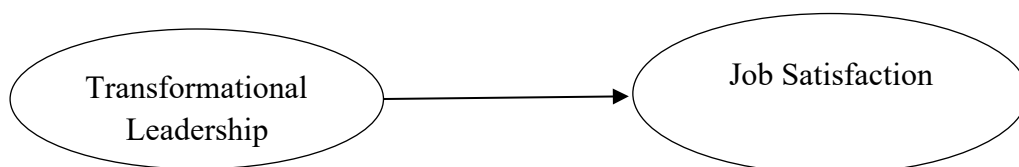
Furthermore, satisfaction with the work environment represents employees' evaluation of both the physical and psychological conditions of the workplace that support comfort and work effectiveness. Job satisfaction is also influenced by employees' perceptions of the contribution and meaning of their work, particularly the extent to which their roles contribute to achieving organizational goals and delivering public services. Finally, satisfaction with job stability and sustainability reflects employees' perceptions regarding job security, organizational stability, and long-term career prospects within the institution. These dimensions collectively represent the key aspects of job satisfaction that influence employee attitudes and behavior within public sector organization

Conceptual Framework and Hypothesis

This study conceptualizes Transformational Leadership as independent variables. And job satisfaction acts as the dependent variable.

The conceptual framework assumes that higher Transformational Leadership will improve internal service satisfaction. Increased satisfaction among DPRD leaders and members is expected to contribute positively to their work performance.

Based on this framework, the hypotheses of this study are formulated as follows:



The hypothesis is:

Ha : Transformational Leadership has a positive and significant effect on Job satisfaction at the Regional Revenue Agency of North Sumatra Province

Ho : Transformational Leadership does not have positive and significant effect on Job satisfaction at the Regional Revenue Agency of North Sumatra Province

Research Methodology

This study employed a quantitative associative research design, which aims to examine the relationship between two or more variables (15); (16). The quantitative approach was selected to statistically test the hypothesized relationships among the research variables. However, in the present study, the primary focus is on analyzing the influence of Transformational Leadership on Job satisfaction .

The research was conducted at the Regional Revenue Agency of North Sumatra Province, located at Jalan Sisingamangaraja Km. 5,5. Sitirejo II, Medan Amplas Kota Medan, North Sumatera. The study was carried out over a three-month period, from March 2026 to June 2026.

The population of this study consisted of all employees working at the Regional Revenue Agency of North Sumatra Province. According to (17); (18), a population refers to the entire group of subjects or objects that possess specific characteristics relevant to the research problem

and serve as the basis for data collection and generalization of findings. In this study, the total population comprised 70 employees, all of whom were civil servants (ASN).

Given the relatively small size of the population, this research applied a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. As defined by (18), a sample represents a subset of the population selected to reflect the characteristics of the entire population. However, since the population in this study was limited to 70 employees, all individuals were involved as respondents. Therefore, the total sample size was employees.

The study relied on primary data collected through a structured questionnaire distributed to all respondents. The questionnaire items were developed based on established theoretical indicators of service speed and service optimization. Responses were measured using a fivepoint Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from institutional documents, official reports, and relevant administrative records to complement and support the primary data.

The collected data were analyzed using quantitative statistical methods with the assistance of SPSS version 26.0. The analysis was conducted in several stages. First, a validity test was performed to assess whether each questionnaire item accurately measured the intended variable (19). An item was considered valid if the calculated correlation coefficient (r-count) exceeded the r-table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument was reliable.

The regression model applied in this study is formulated as follows: $Y = a + bX$, Where:

Y = Job satisfaction

X = Transformational Leadership

a = Constant

b = Regression Coefficient

The t-test is used to determine whether service speed has a significant effect on service optimization. The hypothesis is accepted if the t-count value is greater than the t-table value or if the significance level (p-value) is less than 0.05. Additionally, the coefficient of determination (R^2) is calculated to measure the proportion of variance in service optimization explained by service speed. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

Results Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r-value) by correlating each individual item score with the total composite score of its respective variable. With a sample size of $N = 70$ and a significance level of 5% (two-tailed), the critical r-table value was 0.2017. An item was considered valid if its r-value exceeded the r-table value.

Based on the results of the validity test using Pearson Correlation, the correlation coefficients obtained were 0.972, 0.975, 0.912 and 0.964 with a significance value (Sig. 2tailed) of 0.000 for all indicators of Transformational Leadership variable.

Since all correlation coefficients are very high and the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Transformational Leadership.

The results of the validity test using Pearson Correlation of Job satisfaction variable, obtained were 0.993, 0.986, 0.975, 0.984, 0.868, and 0.986, with a significance value (Sig. 2tailed) of 0.000 for all indicators of the Job satisfaction variable.

According to (16) since all correlation coefficients are above the commonly accepted minimum threshold ($r > 0.30$) and fall within the moderate to very strong correlation range, and because the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Job satisfaction variable.

Reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each variable. A research instrument is generally considered reliable if its Cronbach's Alpha value exceeds 0.60 (20).

Table 1. Reliability Results

Variable	Cronbach's Alpha Benchmark		Result
Transformational Leadership	0.68	> 0.60	Reliable
Job satisfaction	0.986	> 0.60	Reliable

The Transformational Leadership variable achieved a Cronbach's Alpha value of 0.968, while the Job satisfaction variable obtained a value of 0.986. Both values were well above the 0.60 benchmark, indicating strong internal consistency. These findings confirmed that the measurement instruments were both valid and reliable.

Descriptive Analysis

The first step in the descriptive analysis was to examine the summary statistics of the two main variables (Transformational Leadership and Job satisfaction). The analysis was conducted to provide an overview of respondents' perceptions based on the composite scores obtained from the questionnaire items. Each variable score represents the total accumulation of responses across its respective indicators.

Table 2. Descriptive Statistics

Variable	Mean	Std. Deviation	N
Transformational Leadership	24.3571	4.24959	70
Job satisfaction	16.3286	2.76480	70

As shown in Table 2, the mean score for Transformational Leadership was 24.3571, with a standard deviation of 4.24959, based on 70 respondents. This result indicates that, on average, respondents perceived the implementation of transformational leadership within the organization to be at a relatively good level. The standard deviation value, which is smaller than the mean, suggests that the responses were relatively consistent among respondents. This means that most employees had similar perceptions regarding leadership practices, including the leader's ability to inspire, motivate, and provide guidance in supporting organizational goals, although slight variations in responses were still observed.

Meanwhile, the mean score for Job Satisfaction was 16.3286, with a standard deviation of 2.76480, also based on 70 respondents. This finding indicates that employees generally experienced a moderate to good level of job satisfaction. The standard deviation value, which is lower than the mean, suggests that respondents' evaluations of job satisfaction were relatively consistent. In other words, although most employees perceived their level of job satisfaction positively, there were still minor differences in perceptions regarding aspects such as job roles, organizational support, work environment, and career stability.

Overall, the descriptive statistics indicate that both Transformational Leadership and Job Satisfaction were evaluated positively by respondents. The relatively consistent responses regarding transformational leadership, combined with the moderate to good level of job satisfaction, provide an initial indication that effective leadership practices may contribute to improving employees' satisfaction in the workplace. These findings provide a preliminary basis for further inferential analysis to examine the relationship and potential influence between Transformational Leadership and Job Satisfaction within the organization.

These findings are consistent with previous studies (21);(22) which indicate that the Transformational Leadership has a significant relationship with Job satisfaction. The findings

highlighted that Transformational Leadership significantly contribute to improved Job satisfaction ..

Regression Analysis Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Transformational Leadership on Job satisfaction at the Regional Revenue Agency of North Sumatra Province. The analysis used composite scores derived from the three indicators of each variable based on the questionnaire data from 70 respondents. **Table 3. Regression Results**

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	-.465	.456		-1.018	.312
Job satisfaction	1.520	.028	.989	55.153	.000

a. Dependent Variable: Transformational Leadership

A simple linear regression analysis was conducted to examine the effect of Job Satisfaction on Transformational Leadership. The analysis was based on questionnaire data collected from 70 respondents, with Transformational Leadership as the dependent variable and Job Satisfaction as the independent variable.

Based on the regression output presented in Table 3, the regression equation can be formulated as:

$$Y = -0.465 + 1.520X$$

The constant value ($B = -0.465$) indicates that when the value of Job Satisfaction is assumed to be zero, the predicted score of Transformational Leadership would be -0.465 . Although this value has limited practical interpretation in real organizational conditions, it functions as a statistical baseline in the regression model.

The regression coefficient ($B = 1.520$) indicates that for every one-unit increase in Job Satisfaction, the Transformational Leadership score is predicted to increase by 1.520 units, assuming other factors remain constant. This positive coefficient suggests that higher levels of job satisfaction are associated with higher perceptions of transformational leadership within the organization.

The significance value ($p = 0.000$) is lower than the significance level of 0.05, indicating that Job Satisfaction has a statistically significant effect on Transformational Leadership. Furthermore, the standardized beta coefficient ($Beta = 0.989$) indicates a very strong positive relationship between the two variables.

The t-value of 55.153, which is far greater than the critical t-table value of approximately 1.995 ($df = 68$, $\alpha = 0.05$), further confirms that the influence of Job Satisfaction on Transformational Leadership is statistically significant.

These findings indicate that higher levels of Transformational Leadership among DPRD leaders and members are associated with improvements in job satisfaction within the institution (23) Therefore, the research hypothesis stating that Transformational Leadership has a positive and significant effect on Job satisfaction is accepted.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated ;to measure the proportion of variance in Transformational Leadership that could be explained by Job satisfaction at the Regional Revenue Agency of North Sumatra Province.

Table 4. Coefficient of Determination

Model	R	R²	Adjusted R²
1	.989a	.978	.978

Based on Table 4, the results of the analysis show that the coefficient of determination (R^2) is 0.978. This indicates that 97.8% of the variance in Transformational Leadership can be explained by Job Satisfaction. In other words, the independent variable included in this regression model has a very strong explanatory power in predicting changes in Transformational Leadership. The remaining 2.2% of the variance is influenced by other factors not included in this research model, such as leadership style variations, organizational culture, employee competence, work environment, training programs, or other managerial aspects within the organization.

Furthermore, the correlation coefficient ($R = 0.989$) indicates a very strong positive relationship between Job Satisfaction and Transformational Leadership. This suggests that higher levels of job satisfaction among employees are strongly associated with higher perceptions of transformational leadership within the organization.

The Adjusted R^2 value of 0.978 also demonstrates that the regression model remains highly reliable even after adjusting for the number of predictors in the model. This indicates that the model has strong predictive capability and provides a robust explanation of the relationship between the variables. Overall, these findings confirm that Transformational Leadership contributes substantially to explaining variations in Job Satisfaction, although a small proportion of the variation may still be influenced by other organizational factors beyond the scope of this study (8).

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable, Transformational Leadership, had a positive and significant effect on Job satisfaction

Table 5. t- Test Result

Model	B	Std. Error Beta	t	Sig. (p)
(Constant)	-.465	.456	-1.018	.312
Job satisfaction	1.520	.028	.989	55.153

a. Dependent Variable: Transformational Leadership

Table 5 presents the results of the t-test analysis used to examine the effect of Job Satisfaction on Transformational Leadership. Based on the table, the constant value is -0.465 with a standard error of 0.456 and a t-value of -1.018 , with a significance value of 0.312 . This value represents the baseline level of Transformational Leadership when the independent variable, Job Satisfaction, is assumed to be zero.

Meanwhile, the regression coefficient for Job Satisfaction is 1.520 with a standard error of 0.028 and a standardized beta coefficient of 0.989 . The t-value of 55.153 , which is far greater than the t-table value of approximately 1.995 ($df = 68$, $\alpha = 0.05$), indicates a very strong and statistically significant effect of Job Satisfaction on Transformational Leadership. The significance value ($p = 0.000$) is also lower than the significance level of 0.05 , confirming that the effect is statistically significant.

These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, meaning that Transformational Leadership has a positive and significant effect on Job Satisfaction. The positive regression coefficient suggests that higher levels of transformational leadership are associated with higher levels of job satisfaction among employees within the organization.

Therefore, the findings suggest that improvements in transformational leadership practices may contribute significantly to enhancing employees' job satisfaction. This result highlights the importance of effective leadership in creating a supportive work environment, implementing clear organizational policies, and providing strong leadership support in order to improve employee satisfaction and overall organizational effectiveness (24).

Conclusion

Based on the results of the descriptive and inferential statistical analyses, several conclusions can be drawn from this study regarding the relationship between Job Satisfaction and Transformational Leadership at the Regional Revenue Agency of North Sumatra Province. First, the descriptive analysis shows that respondents generally provided positive assessments of both variables. The mean score of Transformational Leadership was 24.3571 with a standard deviation of 4.24959, while the mean score of Job Satisfaction was 16.3286 with a standard deviation of 2.76480. These results indicate that both transformational leadership and job satisfaction were perceived to be at a relatively good level within the organization. The relatively small standard deviation values also suggest that respondents' perceptions were fairly consistent.

Second, the simple linear regression analysis indicates that Job Satisfaction has a positive effect on Transformational Leadership. The regression equation obtained was $Y = -0.465 + 1.520X$, which means that every one-unit increase in job satisfaction is predicted to increase transformational leadership by 1.520 units. The significance value of 0.000 (< 0.05) indicates that this effect is statistically significant.

Third, the coefficient of determination (R^2) shows a value of 0.978, meaning that 97.8% of the variation in Transformational Leadership can be explained by Job Satisfaction, while the remaining 2.2% is influenced by other variables not included in this study. In addition, the correlation coefficient ($R = 0.989$) indicates a very strong positive relationship between the two variables.

Fourth, the t-test results further confirm the significance of this relationship. The calculated t-value of **55.153** is far greater than the t-table value (**1.995**) with a significance value of **0.000**, indicating that the independent variable has a very strong and statistically significant influence on the dependent variable. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Overall, the findings of this study demonstrate that Transformational Leadership plays a significant role in influencing Job Satisfaction within the Regional Revenue Agency of North Sumatra Province. Higher levels of transformational leadership are associated with higher levels of job satisfaction among employees. These results suggest that improving transformational leadership through supportive leadership behavior, clear vision, effective communication, and fair organizational practices can enhance employees' job satisfaction and overall organizational effectiveness.

organizational policies, and a conducive work environment can contribute positively to enhancing leadership effectiveness and organizational performance.

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