

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, INTELLECTUAL CAPITAL, AND WORK ENVIRONMENT ON THE PERFORMANCE OF BAWASLU EMPLOYEES OF PASURUAN REGENCY

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Abstract

BAWASLU Pasuruan Regency is an institution that monitors election implementation, handles complaints, and overcomes administrative violations, election crimes, and ethics. This study analyzes the effect of Transformational Leadership, Intellectual Capital, and Work Environment on the performance of Bawaslu Employees. In a sample of 40 respondents, the quantitative approach involves Instrument Test, Classical Assumption Test, Multiple Linear Regression, and Hypothesis Test. The results show that Transformational Leadership, Intellectual Capital, and Work Environment have a significant impact on the performance of Bawaslu employees. Transformational Leadership and Intellectual Capital have a significant effect, while the Work Environment also has an effect with a significance value lower than the threshold of 0.05. These findings reinforce the role of these factors in improving the performance of Pasuruan Regency Bawaslu employees.

INTRODUCTION

General elections are a battleground for filling political positions in government through the process of election by qualified citizens. In general, elections are a method used by the people to determine their leaders or representatives in the government, as well as the right of the community as citizens to elect their representatives in the government (Sarbaini, 2015: 107).

BAWASLU Pasuruan Regency is an entity that oversees all stages of

elections, receives complaints, and handles administrative, criminal elections, and ethical violations. That is the main task of BAWASLU Pasuruan Regency. The table below illustrates the problems that arise based on initial interviews with several Non-Civil Service Staff Employees.

Table 1 problems that arise based on initial interviews of several Non-Civil Service Staff Employees

NO	Transformational Leadership	Intellectual Capital	Work Environment
1.	Authoritarian leadership style	Working on work from scratch that is not his division	Inadequate office equipment
2.	The leader changes his own plan in the middle of the execution, resulting in a different outcome from the initial decision.	Database still lacking setup	Arrangement of workspaces that are still not optimal.
3.		Relations between employees are still lacking	Hot room temperature during the day

Source : Primary Data 2023

From the table above, it can be explained that authoritarian leadership style and changes in leadership style by leaders in the middle of carrying out activities can affect employee performance. Other problems in the field of intellectual capital include out-of-position tasks, lack of database organization, and lack of relationships between employees that affect performance. Finally, in a work environment, inadequate office equipment, inefficient room arrangement, and uncomfortable room temperature during the day affect employee performance. This study was inspired by previous research that showed positive results. For example, research by Ryan Julio et al. (2020) found a positive and significant influence of transformational leadership on employee performance. Another study by Arini Novandalina et al. (2021) shows that Intellectual Capital has a positive and significant impact on employee performance. Other studies, such as those conducted by Siagian & Khair (2018), also confirm the importance of a comfortable work environment in improving employee performance. This shows that the work environment has a significant influence on employee performance in various contexts, including Laweyan Sub-district, Surakarta City.

Transformational Leadership

A transformational leadership style is a leadership approach that focuses on

stimulating, motivating, as well as transforming team members or subordinates to achieve higher levels of performance than they previously thought. Transformational leaders drive positive change through ways such as influencing shared views, values, and goals. Often they use strong communication, set a good example, and provide emotional support to encourage individual and group growth.

According to Robbins (2017: 262), transformational leadership includes leaders who are able to motivate team members so that they can run and manage their own interests for the good of the organization, through an approach that is attentive to individuals, intellectual stimulation, and ideal influence. This encourages extra efforts from workers to increase the effectiveness of the organization. One of the indicators of transformational leadership in influencing employee performance (Winarto, 2015) is: (1) Charisma; (2) Inspirational Motivation; (3) intellectual stimulation; (4) Individual Consideration.

Intellectual Capital

Intellectual Capital is a term used to describe a set of intangible assets owned by an organization or entity, which includes knowledge, skills, information, expertise, relationships, and innovations that have economic and strategic value. Intellectual Capital is not physically measurable or held, but it has a significant impact on an organization's performance and value. It also plays an important role in the success and competitive advantage of an organization. By managing intellectual capital well, organizations can increase innovation, increase productivity, expand customer base, and overall achieve better performance in increasingly complex and changing markets.

According to Serenco and Bontis (2018), Intellectual Capital is the capability and ability to access information that has value for the organization as a means to advance organizational development, so that the organization can compete and strengthen its position. Intellectual capital also describes abstract assets that affect individual performance, and emphasizes the importance of knowledge. Intellectual Capital indicators in influencing employee performance (Hubert Saint Onge and Stewart, 44-60:1994) are: (1) Human Capital; (2) Internal Structural Capital; (3) Relational Capital.

Work Environment

Work environment refers to the physical and social space in which a person works. It includes the place where job tasks are performed, as well as interactions between individuals at work. The work environment includes factors such as physical space design, organizational culture, inter-employee relations, company values, work norms, and equipment and technology used.

The work environment has a very important role when employees carry out work activities. Positive working environment conditions can motivate employees to work harder. The work environment can be defined as everything around individual employees that has the potential to influence the execution of the duties and responsibilities they carry. In accordance with Sedarmayanti (2017), the work environment includes all equipment and materials used, both individually and in groups, workplace conditions, work methods applied, and work arrangements. Indicators of the work environment in influencing employee performance (Sedarmayanti, 2017) are: (1) room lighting and color; (2) air temperature and noise; (3) Movement Room; (4) Security; (5) Employee Relations.

Employee Performance

Employee performance refers to the results and level of effectiveness of the duties and responsibilities carried out by an employee in the work environment. It includes the extent to which individuals achieve the work objectives that have been set and the extent to which the results produced are in accordance with the expectations and standards that have been set by the organization.

According to (Kasmir, 2016), employee performance refers to the results of individual behavior within a certain period of time, generally for one year. Performance evaluation can be done based on a person's ability to complete the tasks and responsibilities that have been given. This means that in the concept of performance there is an element of achievement of standards that must be met. As a result, individuals who achieve established standards are considered to have performed well, while those who do not reach these standards are considered to have underperformed. Employee performance indicators as described by (Kasmir, 2016) are as follows: (1) Quality (quality); (2) Quantity (Quantity); (3) Time

(Period); (4) Cost Reduction; (5) Employee supervision and relations.

RESEARCH METHODS

The purpose of this study is to investigate the impact of Transformational Leadership, Intellectual Capital, and Work Environment on the Performance of BAWASLU Pasuruan Regency Employees. This research was conducted at the location of the Pasuruan Regency BAWASLU Office located on Jl.Raya Surabaya – Malang KM 37 Gempol Pasuruan. The research method applied is quantitative research. The population that is the focus of this study is Technical Staff, Civil Service Staff, Support Staff, and Village/Village Supervisors (PKD) in the Bawaslu work area of Pasuruan Regency, totaling 40 people. The sampling technique used is a saturated sampling technique. This technique is used according to Sugiyono's opinion (2019), where all members of the population are taken as samples. The use of this technique is generally done when the population size is relatively small, less than 30 people, or for research that wants generalization with a very low error rate. In other words, this technique can be referred to as a census, in which the entire population member is sampled. The analysis carried out in this study includes research instruments, classical assumption testing, multiple linear regression analysis, F test, t test, and determination coefficient test.

RESULTS AND DISCUSSION

Research Instruments

Validity Test

The validity test in research is used to evaluate the validity of the data that has been collected. This validity test was conducted using a significance level of 5% and a confidence level of 0.05. If the validity test results show a significance value that is less than 0.05 (sig. < 0.05), then the data is considered valid. The results of the validity test in this study are listed below:

Table 2. Validity test results

No	Variables	r calculate	Criterion	
1	Transformational Leadership	X1.1	0.759	Valid
		X1.2	0.679	Valid
		X1.3	0.535	Valid
		X1.4	0.759	Valid
		X1.4.2	0.830	Valid
		X1.4.3	0.676	Valid
		X1.4.4	0.719	Valid

		X2.1.1	0.744	Valid
		X2.1.2	0.740	Valid
2	Intellectual Capital	X2.2.1	0.853	Valid
		X2.2.2	0.693	Valid
		X2.3.1	0.852	Valid
		X2.3.2	0.848	Valid
		X3.1.1	0.781	Valid
		X3.1.2	0.739	Valid
3	Work Environment	X3.2	0.455	Valid
		X3.3.1	0.670	Valid
		X3.3.2	0.833	Valid
		X3.4	0.620	Valid
		X3.5.1	0.764	Valid
		X3.5.2	0.712	Valid
		4	Employee Performance	Y1.1
Y1.2	0.674			Valid
Y2.1	0.774			Valid
Y2.2	0.497			Valid
Y3_Y4	0.607			Valid
Y5	0.757			Valid

Source. Processed Primary Data, 2023

By referring to Table 2 above, the validity test results indicate that each statement listed in the questionnaire is considered valid or appropriate to describe the indicator under study.

Reliability Test

A reliability test is a method used to evaluate the extent to which answers in each variable remain consistently stable. Based on reliability tests conducted using SPSS software, the following results were obtained:

Table 3. Reliability test results

No	Variable	Cronbach's Alpha Value	Conclusion
1	Transformational Leadership (X1)	0,942	Reliable
2	Intellectual Capital (X2)		
3	Work Environment (X3)		
4	Employee Performance (Y)		

Source. Processed Primary Data, 2023

Based on Table 3, the reliability test results show that all instruments have an adequate level of reliability. This can be seen from Cronbach's Alpha value of > 0.60, indicating that the data is reliable, and this provides a solid basis for proceeding to the next stage of the test.

Classical Assumption Test

a. Normality Test

Table 4. Normality test results
One-Sample Kolmogorov-Smirnov Test

Criterion	Value	Information
Asymp. Sig. (2-tailed)	.200 ^{c,d}	Normal distributed residuals

Source. Processed Primary Data, 2023

Based on table 4 above shows that the value of sig. $0.200 > 0.05$ can be said to be normal, which means that the regression model of transformational leadership variables (X1), intellectual capital (X2), and work environment (X3) on employee performance (Y) has a normal data distribution.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

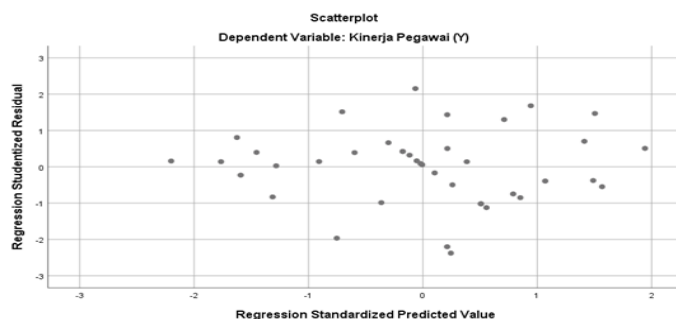
Independent Variables	Dependent Variable	Collinearity Statistics		Description
		Tolerance	VIF	
Transformational Leadership (X1)	Employee Performance (Y)	0,730	1,370	No multicollinearity occurs
Intellectual Capital (X2)		0,770	1,299	
Work Environment (X3)		0,931	1,074	

Source. Processed Primary Data, 2023

Based on table 5 above shows that the VIF value is not more than 10 and the tolerance value is not less than 0.1, the model can be free from multicollinearity.

c. Heteroscedasticity Test

Picture 1. Heteroscedasticity test results



Source : Primary Data processed, 2023

Based on figure 1 above, it can be seen that the points spread randomly, do not form a certain clear pattern and are scattered both above and below the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity in the

regression model.

Data Analysis Techniques

Multiple Linear Regression Analysis

Table 6. Multiple linear regression test results

Independent Variables	Dependent Variable	Coefficients ^a		Sig.
		Unstandardized Coefficients		
		B	Std. Error	
Transformational Leadership (X1)	Employee	0,579	0,073	0,000
Intellectual Capital (X2)	Performance	0,435	0,101	0,000
Work Environment (X3)	(Y)	-0,470	0,069	0,000

a. Constant : Unstandardized Coefficients (B=7,799; Std Error=1,962)

Source. Processed Primary Data, 2023

In table 6 above regarding the results of SPSS processing, a multiple regression equation can be made as follows:

$$Y = 7.799 + 0.579 X_1 + 0.435 X_2 - 0.470 X_3$$

From the results of the equation mentioned above, it can be interpreted that:

- The constant value is 4.447 with a positive value. This means that without the influence of transformational leadership, intellectual capital and work environment variable, the value of employee performance variable is 4,447.
- The value of the transformational leadership variable coefficient is 0.579 with a positive value. This means that every increase in one unit of the transformational leadership variable, will have an impact on the increase in employee performance variable by 0.579 units assuming other factors are constant.
- The value of the intellectual capital variable coefficient is 0.435 with a positive value. This means that every increase in one unit of intellectual capital variable, will have an impact on the increase in employee performance variable by 0.435 units assuming other factors are constant.
- The value of the working environment variable coefficient is -0.470 with a positive value. This means that every increase in one unit of work

environment variables, will have an impact on the increase in employee performance variable by -0.470 units assuming other factors are constant.

Simultaneous Test (Test F)

Table 7. Statistical simultaneous test results F test

ANOVA ^a					
Independent Variables	Dependent Variable	F count	F table	Sig.	Description
Transformational Leadership (X1)	Employee Performance (Y)	53,432	2,859	.000 ^b	Hypothesis 1, Accepting H1
Intellectual Capital (X2)					
Work Environment (X3)					

Source. Processed Primary Data, 2023.

Based on table 7 above, the $F_{\text{calculate}} > F_{\text{table}}$ value is $53.432 > 2.859$ with a significant value of $0.000 < 0.05$, meaning that simultaneously the variables of transformational leadership, intellectual capital and work environment have a significant effect on the performance variables of Pasuruan Regency Bawaslu employees.

Partial Test (Test t)

Table 8. Statistical partial test results of t-test

Coefficients ^a					
Independent Variables	Dependent Variable	t count	t table	Sig.	Description
Transformational Leadership (X1)	Employee Performance (Y)	7,928	2,028	0,000	Hypothesis 2, Accepting H2
Intellectual Capital (X2)		4,304	2,028	0,000	Hypothesis 3, receiving H3
Work Environment (X3)		-6,839	2,028	0,000	Hypothesis 4, Accepting H4

Source. Processed Primary Data, 2023.

From the results of the t test (partial) in the table above can be explained as follows:

- The transformational leadership variable obtained a $t_{\text{count}} > t_{\text{table}}$ value of $7.928 > 2.028$ or a significance value of $0.000 < 0.05$. This means that partially transformational leadership has proven to have a significant effect on employee performance variable.

- b) The intellectual capital variable obtained a $t_{count} < t_{table}$ value of $4.304 > 2.028$ or a significance value of $0.000 < 0.05$. This means that partially intellectual capital has proven to have a significant effect on employee performance variable.
- c) The work environment variable obtained a $t_{count} < t_{table}$ value of $-6.839 > 2.028$ or a significance value of $0.000 < 0.05$. This means that partially the work environment has proven not to have a significant effect on employee performance variable.

Test of Determination Coefficient (Adjusted R²)

Table 9. Results of the test of determination coefficient (adjusted R²)

Model Summary^b			
Independent Variable	Dependent Variable	R	R Square
Transformational Leadership (X1)	Employee		
Intellectual Capital (X2)	Performance	.904 ^a	0,817
Work Environment (X3)	(Y)		

Source. Processed Primary Data, 2023.

Based on the above Table 9, it is indicated that the results of the test for the variables of transformational leadership (X1), intellectual capital (X2), and work environment (X3) collectively influence the employee performance variable (Y) by 0.817 or 81.7%, while the remaining 18.3% is influenced by other variables outside the scope of this study

DISCUSSION

1. The Influence of Transformational Leadership, Intellectual Capital and Work Environment on the Performance of Bawaslu Employees of Pasuruan Regency

Based on the findings of this study, it can be summarized that transformational leadership, intellectual capital, and work environment have a positive and significant impact on employee performance at the Pasuruan Regency Election Supervisory Board (Bawaslu). Therefore, it is important for efforts aimed at improving employee performance to seriously consider these three factors thoroughly and integrated. In the midst of the current era of

globalization and organizational dynamics, leadership, intellectual capital, and working environment conditions have a very crucial role in shaping employee performance in various types of organizations. In the specific context of the Pasuruan Regency Election Supervisory Board (Bawaslu), the results of the analysis show that there is a positive and significant influence between transformational leadership, intellectual capital, and work environment on employee performance. It illustrates that employees who operate under inspiring leadership, have strong access to intellectual capital, and are in supportive working environment conditions, tend to achieve better performance. The findings also have practical implications. First, the management of Bawaslu Pasuruan Regency should focus more on the development of transformational leadership in the organization. Second, it is important to manage and optimize intellectual capital well through employee training and knowledge development. Third, a positive work environment needs to be maintained or improved through adequate facilities and support.

The findings of this study are in line with previous studies (Ryan Julio, et al 2020) which concluded that transformational leadership has a positive and significant impact on employee performance. Leadership styles that inspire, motivate, and stimulate employees' enthusiasm and commitment to organizational goals positively influence their performance. Also, the findings show that intellectual capital, involving Human Capital, Internal Structural Capital, and Relational Capital, has a positive and significant impact on employee performance. This is in line with the results of previous studies (Arini Novalinda, et al 2021), which also stated that these factors contribute to improved performance. It was also found that the work environment had a significant impact on employee performance, in line with the results of previous studies (Rahmawanti, Swasto, & Prasetya, 2014; Aziz, 2016), who also asserts that the work environment affects employee performance.

2. The Influence of Transformational Leadership on the Performance of Bawaslu Employees of Pasuruan Regency

This research reflects the positive relationship between

transformational leadership and employee performance at the General Election Supervisory Board (Bawaslu) of Pasuruan Regency. These findings provide valuable insights for similar organizations in understanding the importance of leadership styles that focus on inspiration, motivation, and vision development to effectively achieve organizational goals. The role of transformational leadership has become a significant concern in a variety of organizational contexts, including government agencies such as Bawaslu. The performance of employees in Bawaslu has a central role in maintaining the integrity and transparency of the election process. Therefore, the purpose of this study is to analyze the effect of transformational leadership on employee performance in Bawaslu, Pasuruan Regency. Data analysis shows that there is a positive correlation between transformational leadership and employee performance in Bawaslu, Pasuruan Regency. Leaders who adopt a transformational leadership style can motivate employees, increase creativity levels, and strengthen commitment to election oversight tasks. Based on these findings, it can be concluded that the implementation of transformational leadership has a positive impact on employee performance in Bawaslu, Pasuruan Regency. Therefore, it is advisable for Bawaslu management to develop transformational leadership training programs for its leaders. In addition, it is important for leaders in these institutions to continue to encourage collaboration, creativity, and innovation in the work environment.

This research is in line with the findings of previous research (Ryan Julio, et al 2020) which found that transformational leadership has a positive and significant impact on employee performance. Leadership styles that are inspiring, motivating, and able to stimulate employee enthusiasm and commitment to organizational goals, positively affect their performance.

3. The Influence of Intellectual Capital on the Performance of Bawaslu Employees of Pasuruan Regency

Human resource management in government institutions is a very essential element in achieving goals and optimal performance. In addition to conventional factors such as education and training, the concept of intellectual capital is increasingly recognized as an important factor in improving

employee performance. This study aims to investigate the impact of intellectual capital on employee performance at the Pasuruan Regency Election Supervisory Board (Bawaslu). Through regression analysis, it was found that there was a positive and significant influence between intellectual capital and employee performance in Bawaslu, Pasuruan Regency. These findings show that the higher the level of intellectual capital owned by employees, the higher their performance in achieving organizational goals. This study concluded that a positive and significant relationship between intellectual capital and employee performance in Bawaslu, Pasuruan Regency has been confirmed. Therefore, it is important for government agencies to focus on managing and improving intellectual capital as an integral part of strategies to improve employee performance and achieve organizational goals.

This finding is in line with the results of previous studies (Arini Novalinda, et al 2021), which also identified that these factors play a role in improving performance. The research revealed that intellectual capital, involving Human Capital, Internal Structural Capital, and Relational Capital, has a positive and significant influence on employee performance.

4. The Influence of the Work Environment on the Performance of Bawaslu Employees of Pasuruan Regency

The work environment plays a very important role in influencing employee performance in various institutions or organizations, including the General Election Supervisory Agency (Bawaslu). The performance of employees in Bawaslu has a direct impact on the process of supervising and conducting elections. In the context of the General Election Supervisory Board (Bawaslu) of Pasuruan Regency, factors contained in the work environment can affect how employees in Bawaslu carry out their duties. The findings from the analysis showed that aspects of the work environment, such as lighting and room color, air temperature and noise levels, space for movement, security levels, and interpersonal relationships between employees, had a significant relationship with employee performance in Bawaslu Pasuruan Regency. These findings suggest that a conducive work environment can result in

improvements in employee performance in carrying out election supervision duties. Especially within Pasuruan Regency, a good work environment has a positive impact on employee performance in Bawaslu. Therefore, management should pay special attention to working environment factors as an integral part of the strategy to improve the effectiveness of election supervision in the region.

These findings support findings from previous studies (Rahmawanti, Swasto, & Prasetya, 2014; Aziz, 2016), which also states that the work environment affects employee performance. The study found that the work environment has a significant influence on employee performance. This fact is supported by the results of the hypothesis test which results in a P-Values value lower than the established significance level ($0.006 < 0.05$).

CONCLUSION AND ADVICE

Conclusion

At the end of this study, it can be stated that BAWASLU Pasuruan Regency plays a role as a supervisory institution responsible for the stages of election implementation, receiving complaints, and handling cases of administrative, electoral crimes, and ethics, which are its main responsibilities. The main objective of this study is to identify the impact of Transformational Leadership, Intellectual Capital, and Work Environment on employee performance in BAWASLU Pasuruan Regency. The results of this study present the following findings:

1. Transformational leadership, intellectual capital, and work environment have a significant impact on employee performance at BAWASLU Pasuruan Regency. This is indicated by a significance value (sig.) that is less than 0.05 and a $F_{\text{calculate}}$ value greater than F_{table} ($53.432 > 2.859$).
2. Transformational leadership significantly affects the performance of BAWASLU Pasuruan Regency employees, which is shown by the value of sig. which is lower than 0.05 and a calculated t value higher than t_{table} ($7.928 > 2.028$).
3. *Intellectual capital* also has a significant impact on the performance of

BAWASLU Pasuruan Regency employees, with sig values. which is lower than 0.05 and a calculated t value higher than ttable ($4.304 > 2.028$).

4. The work environment also has a significant impact on the performance of BAWASLU Pasuruan Regency employees, with sig values. which is lower than 0.05 and a calculated t value higher than ttable ($-6.839 > 2.028$).

Thus, it can be concluded that transformational leadership, intellectual capital, and work environment have a positive and significant influence on employee performance in BAWASLU Pasuruan Regency. The implication is that BAWASLU and similar institutions need to pay serious attention to and develop these factors in order to improve the effectiveness of employees' work in carrying out their duties.

Suggestion

Some suggestions that can be proposed based on the results of this study are as follows:

- a) To advance employee performance, it is important to maintain and strengthen a transformational leadership approach. Focus needs to be given to key indicators such as employee motivation. Further steps should be taken to increase the level of motivation and intellectual stimulation provided by leadership to employees. This effort is expected to help improve employee performance in the Bawaslu environment.
- b) Both leaders and team members need to continue to invest in the development of their intellectual capital. Despite good efforts, further efforts need to be made to expand this intellectual capital, which in turn will have a positive impact on the performance of the organization in the long run. The focus is not only limited to maintaining the existence of intellectual capital, but also on development that can interact with other factors that contribute to improving employee performance in Bawaslu, Pasuruan Regency.
- c) The creation of a comfortable working environment in the organization has great significance. It needs to be emphasized on aspects such as comfortable room conditions, adequate facilities, and adequate workspace layout. A comfortable work environment will support employees in carrying out their

duties and stimulate work motivation through feelings of comfort.

Overall, efforts to improve transformational leadership approaches, intellectual capital, and a favorable work environment can mutually support employee performance in an organizational context.

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