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## Transformational Leadership and Organizational Support as Determinants of Job Satisfaction in Lumajang Regency Government

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### Abstract

*Job satisfaction is a key factor that can influence employee productivity, loyalty, and performance. This study aims to analyze the influence of transformational leadership and perceived organizational support on the job satisfaction of Civil Servants (ASN) within the Lumajang Regency Government. A quantitative approach was used in this research. The sample size was determined using the Slovin formula, and the sampling technique applied was proportional random sampling. The population consisted of a homogeneous category, with a total sample of 386 respondents. Data were collected through questionnaires distributed to ASN within the Lumajang Regency Government. The data analysis technique employed was structural equation modeling using the partial least squares approach (PLS-SEM). The results indicate that both transformational leadership and perceived organizational support have a positive and significant effect on the job satisfaction of ASN in the Lumajang Regency Government. These findings highlight the importance of visionary leadership and institutional support in creating a satisfying and productive work environment. The implications of this research are expected to serve as a foundation for policymakers in improving the quality of human resource management in the regional government sector.*

**Keywords:** transformational leadership, perceived organizational support, job satisfaction

### INTRODUCTION

Human resources are the most valuable asset within any organization, including in the public sector. The quality of public services is highly influenced by the performance of Civil Servants (ASN), which in turn is largely determined by the level of job satisfaction they experience. Job satisfaction reflects the extent to

which employees feel comfortable, valued, and motivated in carrying out their responsibilities. ASN with high job satisfaction tend to demonstrate better performance, strong organizational loyalty, and a proactive attitude in serving the public. One of the key factors influencing job satisfaction is leadership style,

particularly transformational leadership. Transformational leaders are capable of inspiring, motivating, and encouraging employees to reach their full potential through a clear vision, individualized consideration, and intellectual stimulation. On the other hand, perceived organizational support also plays a crucial role. This support includes the organization's concern for employee well-being, recognition of their contributions, and the availability of resources and career development opportunities.

The Lumajang Regency Government, as one of the institutions responsible for delivering public services, faces ongoing challenges in improving the performance of ASN amid rising public expectations. In striving to realize the institution's vision and mission, ASN serve as strategic elements responsible for managing and executing various governmental functions. However, several obstacles hinder the continuity of institutional operations. Based on the 2025 civil service position analysis, there is a mismatch between the number of available employees and the actual needs of the organization. Several positions remain vacant, leading to an unequal distribution of workload, where some ASN are required to handle a higher volume and greater variety of tasks. This excessive workload has the potential to reduce job satisfaction, as employees are expected to complete more tasks with limited resources. Such conditions may increase work-related stress and negatively affect both the performance and overall productivity of the institution.

Job satisfaction is a positive or negative emotional response that arises from an employee's evaluation of their work (Sutrisno in Hakiki, 2023). In other words, job satisfaction reflects how an individual feels about and assesses their work experience. This level of satisfaction tends to increase when employees receive adequate organizational support and are led by a leader who demonstrates a transformational leadership style.

Transformational leadership is an approach that influences subordinates in a way that fosters self-confidence, loyalty, and respect toward their leader. Moreover, this leadership style encourages subordinates to become motivated to exceed the expectations set by their superiors (Suwatno in Sulle et al., 2024). Therefore, the role of a transformational leader is crucial, particularly in inspiring employees' work spirit. When employees feel driven to perform beyond expectations and are encouraged to innovate and think critically, it can contribute significantly to increased job satisfaction.

According to Robbins and Judge (2021), Perceived Organizational Support (POS) refers to the extent to which employees believe that the organization values their contributions and cares about their well-being. When the perception of organizational support is high, employees are more likely to feel satisfied with their jobs. The belief that the organization genuinely cares for and supports its employees makes them feel comfortable at work, appreciated, less stressed, and fosters a more positive and productive work environment. This form of support ultimately leads to greater job satisfaction, as employees feel recognized and assured of their well-being.

With the resources it possesses, the Lumajang Regency Government is expected to manage its organization effectively and productively in order to remain competitive and achieve sustainable growth. The achievement of these goals greatly depends on the presence of employees with a high level of job satisfaction. Therefore, efforts are needed to understand how to enhance the job satisfaction of ASN. This study aims to explore the

extent to which transformational leadership and organizational support serve as factors that can influence the improvement of employee job satisfaction.

LITERATURE REVIEW

Transformational leadership

Transformational leadership is a leadership style that inspires subordinates to set aside personal interests for the sake of shared goals. Leaders of this type have the ability to exert strong and profound influence on their subordinates (Robbins and Judge, 2021: 261). One of the indicators used to measure transformational leadership is Inspirational Stimulation, as adapted from Darawong in Umam (2022). Transformational leaders foster employee motivation and commitment by aligning individual goals with the organization's vision. When this alignment is achieved, employees are more likely to feel satisfied, as they feel valued, find meaning in their work, and feel empowered. A study by (Anindita et al., 2023) found that transformational leadership has a positive and significant effect on job satisfaction. Similar findings were reported by (Ariyanti et al., 2024; Yodani et al., 2022; and Walean et al., 2022), further reinforcing the positive influence of transformational leadership on job satisfaction. In other words, the better the quality of transformational leadership, the higher the level of employee job satisfaction. Although a study by (Maulia; 2023) found the effect to be insignificant, the majority of research supports the view that transformational leadership has a significant impact. Drawing from the preceding explanation, the proposed research hypothesis is as follows:

H1: Transformational leadership significantly influences job satisfaction.

Perceived Organizational Support

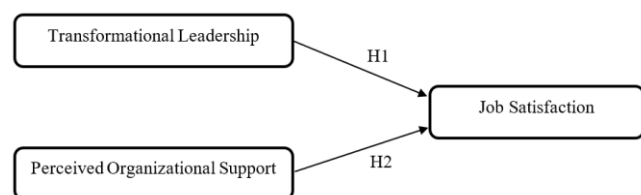
Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Neves and Eisenberg in Rahmawati et al., 2024). POS plays a vital role in creating a supportive and positive work environment. On the other hand, job satisfaction reflects the level of comfort and happiness employees feel toward their jobs. When employees perceive strong organizational support, they tend to report higher levels of job satisfaction. Research by (Alam et al., 2024) revealed that POS has a positive and significant effect on job satisfaction. Similar findings are supported by studies conducted by (Herianto et al., 2021; Triwinanti et al., 2024; Naini et al., 2023; and Azizah et al., 2021), all of which consistently indicate a significant positive relationship between POS and job satisfaction. However, a contrasting result was reported by (Hayati, 2020), who found that POS did not significantly influence job satisfaction. Therefore, strengthening employees' perceptions of organizational support is a crucial strategy for enhancing job satisfaction, while also taking into account the organizational context and other influencing variables. The research hypothesis is:

H2: Perceived Organizational Support (POS) significantly influences job satisfaction.

Table 1. Summary of past research

Variable	Author	Result
TL on JS	(Anindita et al., 2023; Ariyanti et al., 2024; Yodani et al., 2022;	Transformational leadership has a positive and significant impact

	Walean et al., 2022)	on job satisfaction.
	(Maulia, 2023)	Transformational leadership does not have a significant effect on job satisfaction.
	(Alam et al. ,2024; Herianto et al., 2021; Triwinanti et al., 2024; Naini et al., 2023; Azizah et al., 2021)	Perceived Organizational Support has a positive and significant influence on job satisfaction.
POS on JS	(Hayati, 2020)	Perceived Organizational Support does not have a significant effect on job satisfaction.



**Figure 1. Conceptual Framework**

## METHODOLOGY

This study employs a quantitative approach. The type of research used is explanatory research, which aims to explain the causal relationship between independent and dependent variables through hypothesis testing. The primary focus of this study is to analyze the influence of transformational leadership (X1) and perceived organizational support (X2) on job satisfaction (Y). The transformational leadership variable (X1) is measured using four indicators: charisma, inspirational stimulation, intellectual stimulation, and individual consideration. Meanwhile, perceived organizational support (X2) is assessed through four indicators: recognition, development, working conditions, and concern for employee well-being. The job satisfaction variable (Y) includes five main indicators: the work itself, wages, promotions, supervision, dan work groups. Prior to data collection, all research instruments underwent validation by experts (expert judgement).

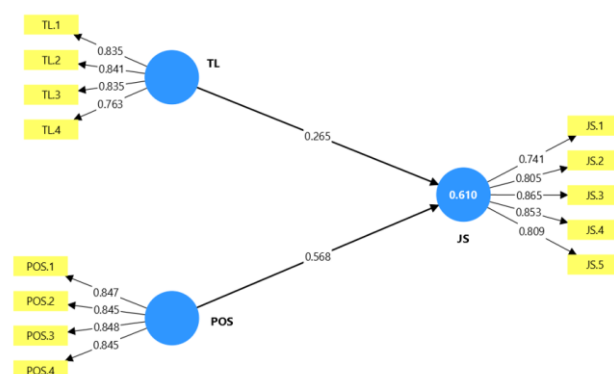
The population in this study consists of a homogeneous group, namely all ASN working within the Lumajang Regency Government, totaling 6.887 employees. A sample is a portion of the population used to represent the characteristics of the entire population (Sugiyono, 2019: 127). Considering the population size and the use of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis method, the sample size was determined using the Slovin formula (Riyanto & Setyorini, 2024: 8). The sampling technique applied was proportional random sampling, which involves randomly selecting samples with balanced proportions from each group. The number of respondents for each regional work unit was calculated using the Taro Yamane formula (Riduwan & Akdon, 2015). Based on these calculations, the total sample size for this study was 386 ASN.

Data collection in this study was conducted through a survey method using questionnaires distributed to ASN within the

Lumajang Regency Government. The data analysis technique employed was Partial Least Squares Structural Equation Modeling (PLS-SEM), assisted by the SmartPLS software version 4.1.1.2. The evaluation process in PLS-SEM was carried out in two stages: the outer model evaluation and the inner model evaluation. In the outer model stage, tests were conducted for convergent validity, discriminant validity, average variance extracted (AVE), composite reliability, and Cronbach's alpha for each variable. Meanwhile, the inner model evaluation included the measurement of R-squared, Q-squared, and f-squared. Hypothesis testing was performed using the bootstrapping approach within the PLS-SEM framework.

## RESULTS AND DISCUSSION

This study involved a total of 386 respondents. Based on the collected data, the highest demographic percentages are as follows: 1) By gender, the number of female respondents was slightly higher than male respondents, with 50,26% female and 49,74% male; 2) The largest age group was between 56–60 years old, comprising 74 respondents (19,17%), followed by the 46–50 age group with 66 respondents (17,10%); 3) In terms of educational background, the majority held a Diploma 4/Bachelor's Degree or equivalent, accounting for 240 individuals (62,18%), while only 4 respondents (1,04%) had completed elementary school or an equivalent level; 4) Based on job classification, most respondents held Specific Technical Functional Position, totaling 217 people (56,22%), while only 7 individuals (1,81%) were in Senior Government Official (Echelon II); 5) Regarding years of service, the largest group had 16–20 years of service (16,58%), followed by those with 21–25 years of service (16,06%).



**Figure 2. Path diagram construction**

**Table 2. Respondent Data**

Information	Amount	Percentage %
Gender		
Male	192	49,74
Female	194	50,26
Age		
26-30 Years	20	5,18
31-35 Years	55	14,25
36-40 Years	58	15,03
41-45 Years	58	17,10
46-50 Years	66	14,25
51-55 Years	55	19,17
56-60 Years	74	

Position	104	
Implementing Position	217	
Specific Technical Functional Position	24	26,94 56,22
Lower-level Government Official (Echelon IV)	34	6,22
Mid-level Government Official (Echelon III)	7	8,81
Senior Government Official (Echelon II)		1,81
Length of service		
1-5 Years	58	
6-10 Years	45	15,03
11-15 Years	56	11,66
16-20 Years	64	14,51
21-25 Years	62	16,58
26-30 Years	42	16,06
31-35 Years	48	10,88
36-40 Years	11	12,44 2,85
Highest Education	4	
Elementary School or equivalent	11	
Junior High School or equivalent	40	1,04
Senior High School or equivalent	4	2,85
Diploma 1 or equivalent	24	10,36
Diploma 3 (Associate Degree) or equivalent		1,04 6,22
Diploma 4/Bachelor's Degree or equivalent	240	62,18
Master's Degree or equivalent	63	16,32
Total	386	100

Source: Processed Primary Data (2025)

A Likert scale was utilized to measure respondents' answers, ranging from 1 to 5, with 1 representing "strongly disagree" and 5 representing "strongly agree."

#### Outer Model Evaluation or Measurement Model

##### a. Convergent Validity

Convergent validity is deemed sufficient when the factor loading value is greater than 0,70. As presented in Table 3, all indicators associated with each latent variable (transformational leadership, perceived organizational support, and job satisfaction) exceed the 0,70 threshold, confirming their validity. Furthermore, Table 3 also displays the results of the second discriminant validity test, which requires an Average Variance Extracted (AVE) value above 0,50 (Rosdaniati & Muafi, 2021).

**Table 3. Loading factor results**

Variables	Indicators	Outer loadings	Description
TL	TL <sub>1</sub>	0,835	Valid
	TL <sub>2</sub>	0,841	Valid
	TL <sub>3</sub>	0,835	Valid

	TL <sub>4</sub>	0,763	Valid
POS	POS <sub>1</sub>	0,847	Valid
	POS <sub>2</sub>	0,845	Valid
	POS <sub>3</sub>	0,848	Valid
	POS <sub>4</sub>	0,845	Valid
JS	JS <sub>1</sub>	0,741	Valid
	JS <sub>2</sub>	0,805	Valid
	JS <sub>3</sub>	0,865	Valid
	JS <sub>4</sub>	0,853	Valid
	JS <sub>5</sub>	0,809	Valid

Source: Processed Primary Data (2025)

**Table 4. AVE results**

Variables	AVE	Description
TL	0,671	Valid
POS	0,716	Valid
JS	0,666	Valid

Source: Processed Primary Data (2025)

Referring to Table 3 and Table 4, it can be concluded that each indicator effectively represents its respective construct, thereby confirming that the data is suitable for use in the subsequent analysis stage.

##### b. Discriminant Validity

Indicators are considered valid if their cross-loading values are highest on their respective constructs (Hair Jr et al., 2021). As shown in Table 5, all indicators meet this criterion, indicating they are valid.

**Table 5. Cross loading calculations results**

	TL	POS	JS
TL <sub>1</sub>	<b>0,835</b>	0,604	0,563
TL <sub>2</sub>	<b>0,841</b>	0,602	0,536
TL <sub>3</sub>	<b>0,835</b>	0,575	0,570
TL <sub>4</sub>	<b>0,763</b>	0,564	0,532
POS <sub>1</sub>	0,620	<b>0,847</b>	0,648
POS <sub>2</sub>	0,585	<b>0,845</b>	0,656
POS <sub>3</sub>	0,596	<b>0,848</b>	0,603
POS <sub>4</sub>	0,622	<b>0,845</b>	0,658
JS <sub>1</sub>	0,525	0,567	<b>0,741</b>
JS <sub>2</sub>	0,529	0,578	<b>0,805</b>
JS <sub>3</sub>	0,542	0,663	<b>0,865</b>
JS <sub>4</sub>	0,634	0,687	<b>0,853</b>
JS <sub>5</sub>	0,501	0,586	<b>0,809</b>

Source: Processed Primary Data (2025)



Table 5 indicates that each indicator possesses distinctiveness in representing its respective variable. This confirms that each indicator aligns appropriately with the construct it is intended to measure.

### c. Reliability Test

A construct is considered reliable if it meets the criteria of Cronbach's alpha greater than 0,7 and composite reliability exceeding 0,7 (Hair Jr et al., 2021). According to the results in Table 6, all variables meet these thresholds, indicating strong reliability.

**Table 6. Reliability test results**

Variables	Cronbach's alpha	CR (rho_a)	CR (rho_c)
TL	0,836	0,837	0,891
POS	0,868	0,869	0,910
JS	0,874	0,879	0,908

Source: Processed Primary Data (2025)

The reliability test results indicate that the instrument produces consistent measurements, confirming its suitability for use in the study.

### Evaluation Inner Model

#### a. R-Square Test

The coefficient of determination (R-Square) for each endogenous variable reflects the extent to which the structural model is capable of predicting that variable (Rosdaniati & Muafi, 2021). According to Table 7, the R-Square value for the latent variable job satisfaction is 0,698 (69,8%). Since this value falls below 0,75, it is classified as having a moderate level of predictive power.

**Table 7. R-square test results**

Variables	R Square	R Square Adjusted
JS	0,610	0,607

Source: Processed Primary Data (2025)

#### b. f-Square Test

Table 8 presents the f-Square values, which are used to assess the relative impact of exogenous variables on endogenous variables. An f-Square value between 0,02 and less than 0,15 indicates a small effect, a value between 0,15 and less than 0,35 reflects a moderate effect, and a value of 0,35 or higher signifies a large effect.

**Table 8. f-Square test results**

Variables	f-square	Description
TL -> JS	0,088	medium
POS -> JS	0,403	large

Source: Processed Primary Data (2025)

#### c. Q-Square Test

Table 9 presents the Q-Square test, which evaluates the predictive relevance of the model using the  $Q^2$  predict value. A variable is considered to have high predictive relevance if its  $Q^2$  value falls between 0,5 and 1, moderate predictive relevance if the value is

between 0,25 and less than 0,5, and low predictive relevance if the value ranges from 0 to less than 0,25 (Hair Jr et al., 2021).

**Table 9. Q-Square test results**

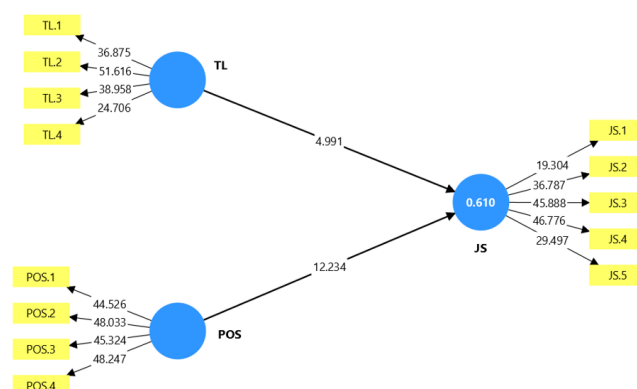
Variables	$Q^2$ predict	RMSE	MAE
JS	0,605	0,636	0,474

Source: Processed Primary Data (2025)

Based on the structural model evaluation results, including  $R^2$ ,  $f^2$ , and  $Q^2$  values, it can be concluded that the model is suitable and appropriate for hypothesis testing.

#### d. Hypotesis Test (Bootstrapping)

The hypothesis testing was conducted using a t-statistic threshold greater than 1,96 and a p-value less than 0,05, corresponding to a 95% confidence level ( $\alpha = 0,05$ ).



**Figure 3. Hypothesis test result diagram**

**Table 10. Bootstrapping test results**

Variables	Original Sample(O)	T Statistics	P Values	Descriptions
TL -> JS	0,265	4,991	0,000	Significant
POS -> JS	0,568	12,234	0,000	Significant

Source: Processed Primary Data (2025)

The results of hypothesis testing regarding the influence of transformational leadership on job satisfaction show that the variable has a significant impact. This means that the higher the level of transformational leadership, the greater the tendency for ASN to feel satisfied with their work. This finding is consistent with previous studies conducted by (Anindita et al., 2023; Ariyanti et al., 2024; Yodani et al, 2022; and Walean et al., 2022), which concluded that strengthening transformational leadership is an effective step in improving employee job satisfaction. However, this result contradicts the findings of (Maulia, 2023), who stated that transformational leadership does not always have a significant effect on job satisfaction. Therefore, it is important to further explore other factors that may influence this relationship, such as organizational culture, levels of commitment, and employees' personal motivation.

Based on the results of hypothesis testing, it was found that Perceived Organizational Support (POS) has a significant effect on job satisfaction. This means that the higher the ASN perception of the support provided by the organization, the more likely they are to feel satisfied in carrying out their duties and responsibilities.

This finding is consistent with previous studies by (Alam et al., 2024; Herianto et al., 2021; Triwinanti et al., 2024; Naini et al., 2023; and Azizah et al., 2021), which stated that enhancing perceptions of organizational support is an effective approach to increasing job satisfaction. However, a contrasting result was reported by (Hayati, 2020), who found that the relationship between POS and job satisfaction is not always significant or positive. These differences in findings may be due to various factors such as differences in organizational context, prevailing work culture, or individual employee characteristics that influence how they respond to organizational support.

## CONCLUSION

Based on the analysis and discussion conducted, it can be concluded that transformational leadership and perceived organizational support (POS) have a positive and significant effect on the job satisfaction of ASN in the Lumajang Regency Government. Transformational leadership, characterized by the leader's ability to inspire, provide individual attention, stimulate intellectual growth, and demonstrate charisma, has been proven to enhance employee motivation and engagement in their work, thereby leading to higher job satisfaction. Likewise, the organizational support perceived by employees—such as recognition for contributions, concern for well-being, and the provision of a conducive work environment—plays a crucial role in fostering a sense of comfort, appreciation, and satisfaction in carrying out their duties. These findings emphasize that efforts to improve job satisfaction among ASN are not solely dependent on individual factors but are also strongly influenced by the quality of leadership and the level of support provided by the organization. Therefore, strategies to improve human resource quality in the local government sector should include strengthening leadership capacity and creating a supportive organizational culture. Future research is recommended to explore other potential factors influencing job satisfaction or to examine how job satisfaction impacts Organizational Citizenship Behavior (OCB).

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