



The Effect of Transformational Leadership and Knowledge Sharing on Employee Performance PBMTI Jepara

Nur Hikmah¹, Nur Ahmad Budi Yulianto²

Program Studi Administrasi Bisnis Internasional,
Politeknik Balekambang, Kepel, Buaran, Kec. Mayong, Kabupaten Jepara, Jawa Tengah 59465

Email: enha.najwa@gmail.com¹, nurahmadbudiulianto@yahoo.com²

ARTICLE INFO

Article history:

Received: 02/12/2020

Revised: 24/03/2020

Accepted: 01/05/2020

Keywords:

Performance, Transformational Leadership, Knowledge Sharing

ABSTRACT

This research objective is to obtain the influence of the Transformational Leadership, and knowledge sharing toward the employee performance of PBMTI Jepara. There were ten research samples of employees chosen by the method of disproportionate stratified sampling. The data was collected through the questionnaire and then analysed by using SmartPLS (Partial Least Square). The analysis result proved that the transformational leadership, and knowledge sharing have influence toward the performance which is proved with the t statistic value about 3.093 and 6.164 which all of them have the value bigger than 1.96. It means that the variable has the influence toward the performance of employee in PBMTI Jepara. Whereas, Meanwhile, to know the influence of exogenous variable toward the performance can be seen from each determination coefficient about - 0.255 and 0.604. This points out that the variable of transformational leadership has the negative influence toward the performance, whereas the other variables have the positive influence toward the performance. Hypothesis result indicate that the hypothesis 1 is weren't provide because toward the negative influence, but the hypothesis 2 were provide and to be significant impact compare on employee performance. The Goodness of fit as the model which is used to find out the influence of exogenous variable toward endogen variable has the value of 0.792 that can be seen at R square which means those three exogenous variables have the influence about 79.2 % toward the endogenous variable of performance and the rest is 20.8% from the other factors contribution.

Copyright © 2020 Jurnal Mantik.
All rights reserved,

1. Introduction

Human resources or employee is one of the important resources in an enterprise, and often referred to as the spearhead to achieve perusahaan. Oleh Therefore, companies need human resources or high-performing employees so that it can achieve its goals have been set. One important element in efforts improved its employee performance is a leader capable of influencing subordinates subordinate dan mengikutsertakan actively in achieving these goals through appropriate leadership style. An association superiors and subordinates are expected to give birth to a harmonious situation giving rise to a good cooperation in achieving the goals of the company.

One leadership style that emphasizes the importance of a leader's vision and create an environment that motivates subordinates to berprestasi exceeded her expectations are transformational leadership (Moh Soe'oed haam, 2015: 2).

Today organizations are increasingly required in order to quickly respond to changes that occur in the lingkungan. Perubahan requires the leader's role in building competence and improve the performance of subordinates. Leaders are often directed to motivate employees, both at the individual level but leaders are also required to provide support within the team. Motivation given by the leadership is a means to be able to share what he'd gone through or acquired so would make his subordinates take the wise step mengaalami the same time. Willingness leaders share the experience and knowledge they have or now





known as Knowledge can be waged Sharing. Kemauan share leader in an organization, and employees against a fellow employee.

Employee performance is not always influenced by the style of leadership, but also because of other factors such as influenced the competence of employees and their willingness to share from leaders to subordinates and employees by fellow employees will also affect performance. The willingness to share that we are familiar with knowledgesharing. Di addition, the research that has been done is not always the transformational leadership influence on the performance, as well as skillcompetence.

Based on the description of the phenomenon of the above mentioned problems, the researchers wanted to see how the influence of Transformational Leadership and knowledge sharing terhadap PBMTI employee performance in Jepara region.

Based on the background of the problems above, the question that arises in this study are as follows:

- a. Whether there is influence of transformational leadership on employee performance?
- b. Whether there is knowledge sharing influence on employee performance?

2. Theoretical Review

2.1. Transformational Leadership

Leadership is the central point and the determinants of activities to be implemented within the organization. Leadership is an activity to influence others so that they would be directed to achieve specific goals. Leadership is the driving force for the resources and tools owned by the company / organization. Leadership can happen anywhere, as long as someone shows ability to influence the behavior of others towards the achievement of a specific goal.

Siagian argued that leadership is the ability to influence others (subordinates) such that other people want to do the will of the leader though personally it might not be his favorite. The role of a leader in an organization or company, there are three forms which are interpersonal roles, informational roles and decision-making role (Ida Ayu, 2008: 126).

A good leader according to Islam must have the following criteria

- a) Faithful and devoted to God Almighty to preserve good relations between God and with others.
- b) Amanah / credible

It was generally believed because of two things:

- a. Integrity personality (to be honest, fair, friendly, constancy, responsibility, uswatun hasanah)
 - b. Ability (professional / expert, fathonah / smart)
- Fathonah leader must have 3 wit:
- 1) intellectual
 - 2) emotional intelligence
 - 3) spiritual intelligence
- c) Syaja'ah (speaking truth and decide the case strictly, fairly and wisely)
 - d) Love and be loved by his people (proof of love for his people was close, sensitive and caring with rakyatya)
 - e) Hanz hasanah (set good examples and shade so as to educate people they lead by example and good advice).

2.2. Various Kinds of Leadership Style

The leadership style is a pattern of behavior designed to influence subordinates in order to maximize performance owned subordinates so that the performance of the organization and goals of the organization can be maximized. A leader must apply a leadership style to manage subordinates, because a leader will greatly affect the success of the organization in achieving its goals.

Here are some gaya kepemimpinan according to some experts:

- a) According to Lewin, there are three styles of leadership:
 - 1) Autocratic leadership style
 - 2) Participatory leadership style (democratic)
 - 3) Laissez-faire leadership style (free control)
- b) Gatto argued leadership style is as follows:
 - 1) style directive
 - 2) consultative style





- 3) participative style
- 4) style delegation
- c) Three leadership by Kurt Lewin, namely:
 - a) autocratic leaders
 - b) democratic leader
 - c) Leader laissez -faire
- d) Eight types of leadership according to Wahjosumidjo namely:
 - 1) Type Deserter
 - 2) Type bureaucrats
 - 3) Type Missionary
 - 4) Developer mode
 - 5) Type autocrat
 - 6) Autocrat benevolent mode
 - 7) Type compromiser
 - 8) Executive Type
- e) The leadership style according to Siagian
 - 1) Type of autocratic leaders
 - 2) Type of militaristic leaders
 - 3) Type paternalistic leader
 - 4) Type charismatic leader
 - 5) Type of democratic leaders
- f) leadership style according to Robbins:
 - 1) Charismatic leadership style
 - 2) The transactional leadership style
 - 3) Visionary leadership style
 - 4) Transformational leadership style

Robbins argued transformational leadership is a leadership in which leaders motivate subordinates to do more than expected initially to increase the sense of the importance and value the importance of the work of subordinates.
- g) The style of leadership according to Bass and Avilio (James Tatilu, 2014: 297)
 - 1) transactional leadership
In this form of leadership interacts with subordinate leaders through the transaction process. That is :
 - (a) *ContingenReward*
 - (b) *Management by exception-active*
 - (c) *Management By Exception passive*
 - 2) Transformational leadership
Transformational leadership according to Bass are leaders who have the power to influence subordinates in certain ways. There are four components to be possessed leadership tranformasional, entrusted known 4I is as follows:
 - a) *Influence idealized (II)*/ Transformational leaders behave in ways affecting their followers so that followers can admire, respect, so that it can be trusted. There are two aspects were seen to influence the behavior of ideal that leaders who have a lot of influence ideal is willing to take risks and be consistent and not arbitrary. (Isnaini Muallidin, 2013; 7).
 - b) *Inspirational motivation (IM)* / Motivational
Transformational leaders behave in a way to motivate and inspire those around them to give meaning and challenges of working. Aroused team spirit, enthusiasm will be displayed. So that leaders gain followers actively involved with the intense communication patterns as well as demonstrate commitment to goals and a shared vision.
 - c) *Individualized Consoderation (IC)* / Consideration / Individual consideration
Individual consideration is the behavior that always listened with care and give particular attention, support, enthusiasm and effort on achievement and growth needs of its members.





d) *Intellectual stimulation (IS)* / Intellectual Stimulation

Is the process of improving the understanding and stimulate the emergence of a new approach to looking at the problem, thinking and imagination as well as in determining the values of trust.

2.3. Knowledge Sharing

Knowledge (knowledge) is the information that is owned by an individual which, when combined with information owned by others such as the experience will be the basis for a decision or action. Knowledge is not something to be absolute rights belong to an individual or a organisasi. Selain it, knowledge is an understanding of something based on a context interpretation tertentu. Pengetahuan problem is also defined as a result of thinking, praktik, access to information and ability.

Knowledge can make an information becomes more valuable or have value (value) so that it can be used as a basis for a decision or carry out a tindakan. Melihat the importance of knowledge, the knowledge needs to be managed properly in order to generate value so that it takes manajemen knowledge (knowledge management) that aims to manage pengetahuan. Knowledge management is doing something that is needed to get maximum results in the management of knowledge resources.

Sharing knowledge (knowledge sharing) is essentially an act of providing the knowledge needed by an individual or an organization. Knowledge sharing between individuals is the process whereby knowledge possessed by a person processed into a form that can be understood, absorbed and used by another individual. Besides sharing knowledge is an activity where knowledge (information, skills and expertise) exchangeable to others, friends or even family members and the community at an organizational knowledge sharing not just giving something to someone else or get something from them as a result of reciprocal ,

However, knowledge sharing happens when people are naturally keen to help each other to build new competence and capacity to act. Thus, knowledge sharing is not something imposed or set up formally, but flows naturally and there is an element of willingness to help others for the sake of progress or achieve the objectives tertentu. Knowledge sharing is also mentioned the creation process of learning (lessons learned). It is intended that through knowledge sharing, then the person will gain understanding, new insights about something. Increased tersbut is one form of their learning (Triana Elizabeth, 2014).

Knowledge sharing is defined as the activity of transferring or spreading knowledge (including implicit and tacit knowledge) of seseorang, group or organization to another person or organization. In a group or organization knowledge sharing activities is influenced by various factors.

Factors affecting knowledge sharing is (Elizabeth, 2014)

- ✓ Confidence (trust)
- ✓ Satisfaction
- ✓ Confidence (self-efficacy)
- ✓ Cultural organization (Organizational culture)
- ✓ *Reward and incentive*
- ✓ Information technology infrastructure

2.4. Employee Performance

Of the various terms can be summed up performance is the result of both the quality and quantity has been achieved by the employee, in performing his duties the same age as the responsibility of a given organization, the work is tailored to the expected organisasi rehabilitated and reconstructed by criteria or standards applicable in the organization. Success or failure of the organization's performance is influenced by individual employees or kelompok. Terdapat six (6) primary criteria that can be used to measure performance.

- a) *Quality* (Quality)
- b) *Quantity* (Quantity)
- c) *timeliness* (punctuality)
- d) *cost* - Effectiveness (effectiveness)
- e) *NeedForSupervision* (Independence)
- f) *InterpersonalImpact* (Work commitments)

In addition to the above indicators, there are indicators of performance according to the following Moehariono (moehariono, 2010: 80)





- a) Effective
- b) Efficient
- c) Quality
- d) Punctuality
- e) Productivity

2.5. Theoretical Framework

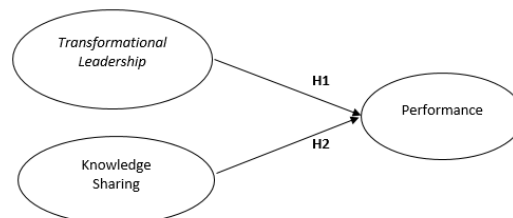


Figure 1. Conceptual Framework

2.6. Hypothesis

H1 : Transformational Leadership berpengaruh positive and significant impact on employee performance.

H2: Knowledge Sharing berpengaruh signifikan terhadap positive and employee performance.

3. Research Methods

The type of data that is required in this study are primary data. Ie data that comes directly from the source data collected specifically and directly related to the research problem to be studied.

Sources of data in this study obtained from the questionnaire that contains kuesioner. Populasi in this study were all employees of BMT in Jepara are included in the association BMT Indonesia Jepara local area. which amounts to 392 employees consisting of the General Manager, Manager, Head of the branch, the head of finance, accounting, marketing, teller. The sampling method used in this research is by using disproportionate stratified sampling Sampling That way through a decision based on the idea that each stratum. The samples used in this study were 100 orang. Penentuan number of respondents who use the research sample Slovin formulations.

Questionnaire used in this study is a direct questionnaire and closed, meaning that the questionnaire directly given to the respondent and the respondent is required to select answers that have tersedia. Metode using assessment questionnaire on the questionnaire by using a rating scale of 1-5.

This study uses a technique PartialleastSquare. By using smart software PLS V.4.0. untuk measuring four constructs contained in testing the model, researchers used 60 question items. 12 items of questions to measure transformational leadership, and 15 questions to measure the performance of employees. The demographic data using a Likert scale.

3.1. Data Analysis

Description of Respondents

Table 1
profile of respondents

Information	Total	Percentage (%)
number of samples	91	
Gender :		
Male	40	43%
woman	51	47%
Age :		
18-23 years	31	34%
24-30 years	37	41%
> 30 years	23	25%
Education:		
High School	40	44%
Diploma	6	7%



Information	Total	Percentage (%)
S1	45	49%
S2		
Years of service :		
1 year	21	23%
2 years	15	16%
3 years	22	24%
4 years	16	18%
> 4 years	17	19%
Occupation:		
Manager	4	4%
Branch head	20	22%
Head of Division	5	5%
Marketing	39	43%
Teller	17	19%
Accounting	6	7%

3.2. Analysis of Partial Least Square (PLS)

a. Evaluation of Outer Relations Measurement Model (Measurement Model)

a) Evaluation of Construct Validity

An instrument is said to satisfy the convergent validity testing if it has a loading factor above 0.6. Convergent validity testing results are presented in the following table:

Table 2
Convergent validity with LoadingFactor

variables	Indicator	Original Sample (O)
<i>transformational Leadership</i>	X1.1	0.796
	X1.2	0.768
	X1.3	0.817
	X1.4	0.899
<i>knowledge sharing</i>	X2.1	.830
	X2.2	0.764
	X2.3	0.805
	X2.4	0.708
	X2.5	.710
employee performance	Y1	0.768
	Y2	.881
	Y3	0.909
	Y4	.814
	Y5	0.843

Based on the above table it can be seen that all the indicators that measure variables Transformational Leadership, knowledge sharing, and employee performance PBMTI in Jepara region of greater value than 0.6. Dengan thus declared valid indicator to measure the variables.

table 3
Convergent validity with AVE and Commuality

variables	AVE	Commuality
<i>transformational Leadership</i>	.675	.675
<i>knowledge sharing</i>	0,579	0,579
employee performance	.713	.713

The above table shows results of testing of convergent validity can be known through AverageVarianceExtracted value (AVE) and Commuality mempunyai value > 0.5 yang means that all variables in measuring instrument is declared valid. Karenasuatu said to satisfy the convergent validity testing if it has AverageVarianceExtracted (AVE) and Commuality above 0.5. Next discriminant validity was calculated using cross correlation with the criterion that when the value in a variable loading factor corresponding correlation value is greater than the other indicators in the variable is declared valid



indicator in measuring the corresponding variables. The results of cross correlation calculations are presented in the following table.

table 4
Discriminant validity with crosscorrelation

Indicator	<i>transformational Leadership</i>	<i>knowledge sharing</i>	employee performance
X1.1	0.796	.589	.435
X1.2	0.768	.637	0.53
X1.3	0.817	0.715	0,509
X1.4	0.899	0.732	0,597
X2.1	0.626	0.83	.777
X2.2	0,624	0.764	0.576
X2.3	.612	0.805	0,624
X2.4	0.617	0.708	0.562
X2.5	.673	0.71	.574
X2.6	.596	0.74	.546
Y1	0.552	0.67	0.768
Y2	0.547	0.678	.881
Y3	.561	0.735	0.908
Y4	0.586	0.667	.814
Y5	.443	0.672	0.843

Based on the cross correlation measurements in the table above, it can be seen that the overall indicators of variable Transformational Leadership, knowledge sharing, and employee performance PBMTI in Jepara region produces loading factor greater than the cross correlation on other variables. Thus it can be stated that each of the indicators capable of measuring latent variables corresponding to the indicator.

b) Reliability Evaluation Results

Calculations can be used to test the reliability of the construct is Cronbach Alpha and Composite Reliability. Testing criteria states that if Composite Reliability value is greater than 0.7 and Cronbach alpha value is greater than the construct 0.6 maka otherwise reliable.

table 5
Reliability with CronbachAlpha and Compositerelaibility

variables	<i>CompositeReliability</i>	<i>CronbachsAlpha</i>
<i>transformational Leadership</i>	.892	.839
<i>knowledge sharing</i>	.892	0.854
employee performance	0.925	.898

Based on the above table it can be seen that the composite value of reliability in 0892 Leadershipsebesar Transformational variable, the variable knowledge sharingsebesar 0.892, and employee performance PBMTI of 0925. These results show the reliability of composite values greater than 0.7. Dengan Thus, based on the calculation of composite reliability all reliable indicators expressed in measuring latent variables.

Furthermore, the value of Cronbach's Alpha in 0839 Leadershipsebesar Transformational variable, the variable knowledge sharingsebesar 0.854, and employee performance for 0.898. Hasil PBMTI shows all variables Cronbach's Alpha produces a value greater than 0.6. Dengan Thus, based on the calculation of Cronbach's Alpha all the indicators that measure variables Transformational Leadership, knowledge sharing; and employee performance PBMTI otherwise reliable in measuring latent variables.

b. Goodness of Fit Models

Goodness of fit Model is used to determine the ability of the endogenous variables to explain the diversity of the exogenous variables, or in other words to determine the contribution of exogenous variables on endogenous variables. Goodness of fit model in PLS analysis performed using Q-Square predictive relevance (Q²). However if only a single dependent variable, we used the coefficient of determination R². Adapun Goodness of fit model results are summarized in the following table.



table 6

Goodness of fit model with a coefficient of determination R²

variables	R ²
Employee performance	0792

R-square-value variable employee performance 0792, or 79.2%. This may indicate that the diversity of employee performance variables PBMTI able to be explained by variable Transformational Leadership, knowledge sharing and amounted to 79.2%, or in other words the contribution of Transformational Leadership, knowledge sharing; on employee performance PBMTI amounted to 79.2%, while the remaining 20.8% is contributed by other variables that are not addressed in this study.

c. Hypothesis Test

Significance testing is used to test the effect of exogenous variables on the variable endogen. Kriteria test states that if the value of T-statistics $\geq$ T-table (1.96) then declared significant effect endogen. Hasil exogenous variables to variable significance testing can be found through the following table.

table 7

The resulting value coefficient and T -Statistic

Exogenous variables	Endogenous variables	Original Sample (O)	T Statistics (O / Sterr)
transformational Leadership	employee performance	-0.255	3,092
knowledge sharing	employee performance	0.604	6,164

Hypothesis 1 is Transformational influence Leadership terhadap karyawan. Hasil performance of these tests show that the value of T statistics $>$ 1.96. Hal This means there is a significant influence of Transformational Leadership terhadap employee performance.

Hypothesis 2 is sharing terhadap knowledge influence karyawan. Hasil performance testing shows that the value of T statistics $>$ 1.96. Hal This means there is a significant influence Skill Competence terhadap employee performance.

d. Conversion into a Structural Model

4:14 From the table above can be made as the following equation

$$Y = BX_1 + \beta X_2 + e$$

$$Y = -0.255 X_1 + 0.604 X_2 + e$$

From persamaandiatas can be informed that the direct effect of Transformational Leadership terhadap coefficient employee performance at -0.255 stated that Leadership berpengaruh Transformational negative and significant impact on the performance of this means higher karyawan. Hal Transformational Leadership maka tend to menurunkankinerja employees. Competence Direct effect Skill coefficient of 0.604 menyatakan that knowledge sharing positive and significant effect on employee performance. This means that the higher the skill Competence maka tend to improve employee performance.

4. Discussion of Results Analysis

After testing the statistics, then further discussion and analysis of the results of the study are as follows:

a) Influence of Transformational Leadership on employee performance PBMTI Jepara

table 8

Summary results of the PLS analysis Transformational leadership

T statistic	Original samples (O) / beta	Standard T table	Standard error
3,092	- 0.255	1.96	0.05

Based on the test results it can be concluded that the Transformational Leadership significant effect on employee performance PBMTI Jepara. It can be seen from T- statistic yang value greater than 1.96 is equal to 3,093. But Transformasional Leadership turns negative influence on employee performance





PBMTI Jepara, so the higher the transformational leadership of the pattern is applied, it actually degrades performance karyawan. Hal shows **Hypothesis 1 Rejected.**

Decrease in employee occurs due knowledge gap between the level of employees, differences in knowledge, education among fellow employees, benefits / salary, potential ability (IQ), ability to manage emotional intelligence (EQ), working facilities, which will affect the application of leadership patterns.

The results of this study are not consistent with the theory of transformational menyatakan. Kepemimpinan Bass which further improve the performance of employees. The results of this study support previous research conducted by Ujang Tri Cahyono et al which resulted in the discovery that the transformational Leadership negative effect with the analysis that there is a gap between the level of knowledge of employees is very different from each level of employees in the office with in the garden. ,

b) KnowledgeSharing influence on employee performance PBMTI Jepara

table 11

Summary results of the PLS analysis Knowledge sharing

T statistic	Original samples (O) / beta	Standard T table	Standard error
6,164	0.604	1.96	0.05

Based on the results it can be concluded that the knowledgesharing penhitungan positive and significant effect on the performance of karaywan, this can be seen from the results of the t test result t - statistic has a value of 6164 (t-statistic values over or above 1.96). While the value of its directeffect coefficient is 0.604, which means the higher the level knowledgesharing it can improve employee performance. that is to say **Third hypothesis Fulfilled Or Accepted.**

This is in line with and support the theory Hoofd and Ridder are mengemukakan that to make a good performance, then the company needs a good system too that not only existing regulations or standards, but will also involve -pihak directly related to this study are also consistent SDM. Hasil with previous studies conducted by Triana Elizabeth, nur Cholifa, and Agustina Widi also get knowledgesharing findings that affect the performance of employees. Their willingness to share knowledge to improve the performance of employees as in the context of sharing the employee will be more open in the form of submission of ideas, opinions or information.

5. Conclusion

- Hypothesis 1 was rejected, it means Transformational leadership significantly influence employee performance. This is seen in the test results shown on the table T T statistics show that the value is equal to 3093. The test results showed that the value of T statistics > 1.96, This means there is a significant influence of Transformational Leadership terhadap employee performance. But the effect is negative, it can be seen from the coefficient value of -0.255.
- Hypothesis 2 are met, it means knowledgesharing significant effect on employee performance, as seen in In the test results are shown in Table T statistics show the value of 6164. The test results showed that the value of T statistics > 1.96, This means there is a significant influence on the performance of employee knowledge sharing.

Goodness of fit Model described in Q2, or R-square. R-square variable employee performance worth 0.792 or 79.2%. This may indicate that the diversity of the variable employee performance PBMTI able to be explained by the variable Transformational Leadership, and knowledge sharing sebesar 79.2%, or in other words the contribution of Transformational Leadership, and knowledge sharing terhadap employee performance PBMTI amounted to 79.2%, while the remaining 20.8% is a variable contribution others are not addressed in this study.

6. Reference





- [1] Anak Agung Ngurah Bagus Dhermawan, I gede Adnyana S, dan I wayan Mudiarta utama, 2012, *Pengaruh Motivasi, Lingkungan Kerja, Kompetensi dan Kompensasi terhadap kepuasan kerja dan Kinerja Pegawai di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali*, jurnal manajemen Strategi Bisnis dan kewirausahaan volume 6 No.2 agustus 2012, Bali
- [2] Augusty Ferdinand, 2005, *Structural Equation Modelling Dalam Penelitian Manajemen*, Badan Penerbit UNDIP, Semarang.
- [3] Bryan Johannes Tampi, 2014, *Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan pada PT Bank Negara Indonesia, Tbk, (Regional Sales Manado)*, jurnal "acta Diurna", Volume 3 no.4, Manado.
- [4] Cooper, D.R & Emory, C.W, 1995, *Metodologi Penelitian Bisnis*, penerbit Erlangga, Jakarta
- [5] Eko Yudhi Setiawan, 2015, *Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Kinerja Karyawan PT ISS Indonesia di Rumah Sakit Nasional Surabaya*, Jurnal Ilmu Manajemen Magistra Vol.1 No .1 Magister Manajemen Fakultas Ekonomi Universitas Narotama
- [6] Firman Wahyudi, Adam idris, Massdan Hatuwe, 2014, *Peran Kompetensi Dalam Meningkatkan Kinerja Pegawai Bagian Sosial Secretariat Daerah Kabupaten Kutai Timur*, e-journal Administrative reform, Program Pascasarjana Ilmu Administarsi ,FISIP universitas Mulawarman Samarinda
- [7] Isa Yohanes Israel Supit, 2016, " Pengaruh Gaya Kepemimpinan Transformasional Terhadap Komitmen Organisasional Dan Organizational Citizenship Behavior Yang Dimediasi Oleh Kepuasan Kerja", jurnal riset Bisnis dan Manajemen , vol 4, No.3 , Edisi khusus SDM, Program Magister Manajemen Fakultas Ekonomi dan Bisnis Universitas Samratulangi.
- [8] I Gusti Ngurah Karmandita & Made Subudi, Pengaruh Kompetensi dan Kecerdasan Emosional Terhadap Kinerja Karyawan SI DOI Hotel dan Restaurant Legian, Jurnal Fakultas Ekonomi dan Bisnis Universitas Udayana, Bali.
- [9] Imam Ghozali, 2014, *Structural Equation Modelling*, Edisi 4, Badan Penerbit Undip, Semarang.
- [10]Analisis multivariate lanjutan dengan program SPSS, 2009.
- [11]PARTIAL LEAST SQUARES, KONSEP APLIKASI PATH MODELING menggunakan program XLSTAT-PLS, 2013,
- [12] Isnaini Muallidin, 2013, *Kepemimpinan Transformasional Dalam Kajian Teoritik Dan Empiris*, Paper Mata Kuliah Leadership, Program Doctor Jurusan Ilmu Administasi Public Fakultas Ilmu Administrasi Universitas Brawijaya, Malang.
- [13] James Tatilu dkk, 2014, *Kepemimpinan Transaksional, Transformasional, Servant Leadership Pengaruhnya Terhadap Kinerja Karyawan Pada PT.Sinar Galesong Pratama Manado*, Jurnal EMBA, Vol 2.No.1, Fakultas Ekonomi Dan Bisnis Jurusan Manajemen, Universitas Sam Ratulangi Manado.
- [14] Lucia Nurbani Kartika dan Agus Sugiarto, 2014, *Pengaruh Tingkat Kompetensi Terhadap Kinerja Pegawai Administrasi Perkantoran*, jurnal Ekonomi dan Bisnis, Universitas Sumatra Utara, volume XVII, No.1, ISSN 1979-6471.
- [15] Marlina Budhinintias W, Pengaruh Kompetensi Terhadap Kinerja Karyawan, Majalah ilmiah UNIKOM vol 7. No 2.
- [16] Martha andy pradana, bambang swasto S dan Djahur hamid," Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Kinerja Karyawan", jurnal Fakultas Ilmu Administrasi Universitas Brawijaya Malang.
- [17] Marwan Petra Surbakti, 2013, *Analisis Pengaruh Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Karyawan (Studi Pada PT Kereta Api Indonesia Daop IV Semarang)*, Skripsi, Fakultas Ekonomi Universitas Diponegoro, Semarang.
- [18] Moeheriono, 2010, *Pengukuran Kinerja berbasis kompetensi: Competency Based Human resource Managament*, Ghalia Indonesia, Bogor.
- [19] Munawaroh, 2011, *Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Kinerja Guru*, Jurnal ekonomi dan Bisnis, STKIP PGRI Jombang.
- [20] Nina ningsih panggabean, 2013, "Pengaruh Kompetensi Terhadap Prestasi Kerja Karyawan Divisi Administrasi Pada PT MORISS site Muara Kaman", e-journal Administrasi Bisnis volume 1 nomor 2.
- [21] Nuri Herachwati, Atika Dinita S, 2012, *Kompetensi Dan Kinerja Karyawan Bagian Pemasaran*, Jurnal Manajemen Teori Dan Terapan, volume 1 no.1, Fakultas Ekonomi dan Bisnis Universitas Airlangga, Surabaya
- [22] Quinnati Solechah dkk, *Gaya Kepemimpinan Transformasional, Karakteristik Individu, Motivasi Karyawan, Pengaruhnya Terhadap Kinerja Karyawan*, Jurnal Profit Volume 7, Fakultas Ilmu Administrasi Universitas Brawijaya, Malang
- [23] Sopiah, 2008, *Perilaku Organisasional*, Andi, Yogyakarta,
- [24] Sugiyono, 2015, *Metode Penelitian Manajemen*, cetakan ke empat, Alfabeta, Bandung
- [25] Thomas Stefanus Kaihutu dan Wahyu Astjarjo Rini, 2007, *Kepemimpinan Transformasional Dan Pengaruhnya Terhadap Kepuasan Atas Kualitas Kehidupan Kerja, Komitmen Organisasional Dan Perilaku Ekstra Peran: Studi*



- Pada Guru-Guru SMU Di Kota Surabaya, jurnal Jurusan Ekonomi manajemen, Fakultas Ekonomi universitas Krsitenpetra, <http://www.petra.ac.id/~puslit/journals/dir.php?departemn ID=MAN.Surabaya>.
- [26] Triantoro Safaria, 2004, kepemimpinan, GRAHA ILMU, Yogyakarta.
 - [27] Ujang tri Cahyono, Muhammad syamsul Maarif, Suharjo, 2014 “Pengaruh Kepemimpinan Transformatif Terhadap Kinerja Karyawan Di Perusahaan Daerah Perkebunan Jember”, Jurnal Manajemen & Agrobisnis, vol 11, no.2.
 - [28] Yuyun Fitri Astuti, 2015, “Pengaruh Gaya Kepemimpinan Transformatif Dan Kompensasi Terhadap Kinerja Karyawan Pada Karyawan Pamella supermarket”, Skripsi, Program Studi Manajemen, Fakultas Ekonomi Universitas Negeri Yogyakarta

