

Research Article

Employee Performance and Work Motivation: The Impact of Transformational and Transactional Leadership Mediator

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Received: 14-10-2024; Accepted: 23-04-2025

Abstract

This study investigates the effects of transformational and transactional leadership on employee performance, with work motivation acting as a mediating variable. Conducted at The Acacia Hotel Jakarta, a four-star hotel established on June 21, 1996, the research involved 60 employees. A quantitative approach was used, utilizing questionnaires distributed to all employees through purposive sampling. Data analysis was conducted using WarpPLS Partial Least Square Structural Equation Modeling (PLS-SEM). The findings revealed that transactional leadership positively influences employee performance, while transformational leadership negatively impacts it. Moreover, transactional leadership negatively affects work motivation, whereas transformational leadership has a positive influence on it. Interestingly, work motivation does not significantly affect employee performance and does not mediate the relationship between either leadership style and employee performance. These results suggest that while transactional leadership can drive performance directly, it may reduce motivation. On the other hand, transformational leadership boosts motivation but may not translate into improved performance. This highlights a critical consideration for managers in balancing leadership styles to enhance both motivation and performance. Understanding the complex dynamics between leadership, motivation, and performance can help organizations formulate more effective management strategies.

Keywords: Employee performance, transformational leadership, transactional leadership, Work Motivation

JEL Classification: M54, J24, D23

How to cite: Sudarmadi, M. A. S., Santosa, P. W., (2025). Employee Performance and Work Motivation: The Impact of Transformational and Transactional Leadership Mediator, *Human Capital and Organizations (HCO)* 2(2), 55-65

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1. Introduction

Competent and dependable employees are essential for the success of companies and organizations, as human resources (HR) are essential to promoting excellence and accomplishing company objectives. Generally speaking, human resource management (HRM) is a strategic approach aimed at managing an organization's people resources. It covers several important areas, such as hiring and selecting staff, training and development, performance management, pay management, employee relations, change management, and the establishment of workforce-related policies and procedures

According to Putri et al. (2022), the quality of an organization's human resources is crucial for its success, making it essential for organizations to continually enhance the quality of their workforce through training and development programs. Employees serve as the driving force behind the planning and execution of organizational goals, so it is vital for companies to prioritize employee training and development. This investment helps elevate employees' skills and competencies, enabling them to uncover their potential and recognize their value as assets to the organization. Employee training programs are critical in enhancing competence and performance, ultimately contributing to achieving the company's goals, vision, and mission.

Training is an activity that can obtain, improve, and develop the potential for employee productivity, which can produce more disciplined employees with specific skills and expertise. Development is an activity that is always directed at preparing employees who move to get new positions by carrying out development, change, or growth within an organization. Training and change are cultures that already exist in the company. The development required is conceptual skill rather than technical skill, while the training required is technical skill rather than conceptual skill (Setiawan, 2024).

Performance is also critical to support the smooth running and development of the company. Performance focuses on the problems of the planning process, implementation, and results obtained after the work. Performance is also one of the benchmarks of the quality of the organization/company. An employee is said to have good performance if the employee is able to produce work results that are the same as or exceed the standards or standards that the organization has established. On the other hand, employees are considered to be performing poorly if their output falls short of the jointly established norms or criteria. One expert asserts that performance is the outcome of the job that employees accomplish, both in quantity and quality, to fulfill their responsibilities.

Megawati et al. (2024) stated that Performance is the outcome of a person's labor in completing the duties assigned to him according to his aptitude, experience, level of seriousness, and time constraints. In the meantime, performance is defined by Parastra et al. (2023) as a means of evaluating how an individual works against a predetermined target.

In the context of hospitality employee performance, where high-quality service and satisfying customer experience are the keys to success, the important role in influencing employee performance becomes very significant. Employee performance not only includes the achievement of work targets and productivity but also includes aspects such as organizational commitment, namely customer comfort and the quality of service provided by the Acacia Hotel Jakarta because the hotel is a place to stay consisting of several or many rooms that are rented to the general public for specific times and provide food and drinks for its guests Dhian (2023). The factor of employee performance itself is an external factor, namely transactional leadership. The main principle of transactional leadership is the exchange process between leaders and followers, where the former uses rewards and sanctions as a control mechanism to make the latter perform the desired task in a more preferred manner (Haq et al., 2023).

In addition to transactional leadership, there are external factors of employee performance, namely transformational leadership. According to Gazali and Zainurrafiqi (2023), transformational leadership inspires followers by encouraging personal and social identification with the leaders and their organizations' objectives and mission. Employee engagement, cohesiveness, dedication, potential, and organizational performance are all improved by encouraging identification with the organization's mission. Furthermore, transformational leadership is predicated on motivating others, a feeling of shared purpose, heightened task awareness, job satisfaction, and an attractive vision and aspirations, all of which affect employees' readiness to think creatively. Nasir et al., (2022), individual consideration is the leader's ability to focus on individual needs for development and achievement while understanding them as a coach or mentor. Transformational leadership reevaluates an organization's current presumptions, practices, and beliefs to suggest fresh concepts

and methods of completing tasks. Through work support structures, leaders encourage their subordinates to develop new perspectives on leadership through intellectual stimulation.

Feranita et al. (2020) state that transactional leadership is an exchange interaction between managers and employees, where managers set work targets and provide rewards if they are achieved. Anda Jaya Company implements a transactional leadership style, setting product sales targets each employee must achieve within a specific period. Managers routinely monitor each employee's progress in achieving sales targets. If the target is achieved or exceeds the target, Additional incentives or bonuses will be given to staff members. On the other hand, they do not get a bonus if the goal is not met. By putting such a pattern into practice, managers want to inspire workers to perform at their best in order to meet the targets set by the company.

2. Literature Review and Hypothesis

Employee performance

According to Gazali & Zainurrafiqi (2023), performance reflects the outcomes of an individual's work, encompassing both quality and quantity, as employees strive to fulfill their obligations based on their responsibilities. Additionally, performance can be understood as the results and efforts derived from a person's abilities and actions within specific conditions. Nasir et al. (2022) identify three main factors that influence employee performance. The first is personal attributes encompass abilities, creativity, motivation, self-confidence, innovation, and initiative. The second factor is organizational, including goal clarity, reward systems, leadership, available work facilities and infrastructure, operational processes, and the prevailing work culture. Lastly, the psychological factor encompasses impressions, behaviors, identity, learning experiences, and forms of encouragement. Essentially, performance represents employees' actions, significantly impacting their contributions to the organization, including the quality of services rendered. Organizations must cultivate appropriate human resources in a supportive work environment to enhance employee performance.

Transactional Leadership

According to Haq et al. (2023), the transactional leadership style emphasizes the interpersonal exchanges between leaders and employees, focusing on relationships built on mutual agreements concerning targets, work standards, and rewards. Qalati et al. (2022) describe transactional leadership as a leadership approach where leaders guide their followers toward clearly defined goals while stressing the importance of expected roles and responsibilities. This style, often called managerial leadership, highlights the leader's role in supervision and organizational performance. Leaders who adopt this approach motivate compliance among their followers through the use of rewards and punishments.

Transformational Leadership

Setiawan & Muzdalifah (2024) By attempting to change the organization's structure and quality in the direction of freedom, transformational leadership enlivens and establishes people, groups, and organizations. The transformational leadership style employs a number of tactics to motivate its followers to enhance their performance their followers through the principle of practicing inspiration on followers, providing examples to prioritize groups rather than themselves for joint procedures, and providing means for supporters to be more enthusiastic when working. A leadership approach known as transformational leadership describes how leaders inspire employees to strive for change by establishing, sharing, and modeling a vision for the company or work unit to achieve that vision.

Work motivation

Karim Abdul et al. (2023) stated that work One definition of motivation is a state that affects how behavior connected to the workplace is created, guided, and sustained. A person's motivation to satisfy different demands drives their behavior and productivity. Samudera and Agustina (2024) define motivation as an internal process that guides an individual to concentrate on a specific objective. Rosdiana & Afianty (2023) The process of motivation results in actions that lead to fulfillment and success. According to Zulkarnaen et al. (2020), motivation is a force that propels

an individual to act or not; in essence, it exists both inside and externally and can be directed in either a positive or negative way, depending on the toughness of the leader.

Research Concept Framework

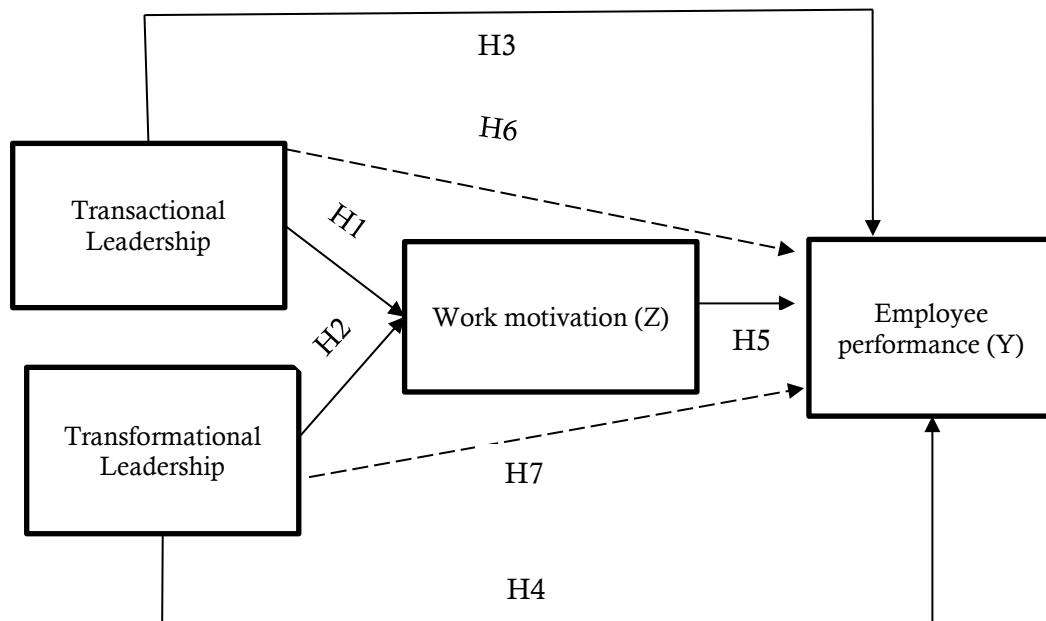


Figure 1. Research Concept Framework

The study's conceptual framework, which explains the connection between employee performance, work motivation, and leadership styles, is depicted in the figure. The two leadership theories under investigation are transformational leadership and transactional leadership. Both strategies affect employees' motivation at work, which affects their productivity. Additionally, transactional and transformational leadership philosophies are expected to affect worker performance, regardless of direct motivation at work. According to this approach, employee performance and leadership styles are mediated by job motivation. Thus, through work motivation, the framework describes leadership styles' direct and indirect effects on worker performance.

Research Hypothesis

The Influence of Transactional Leadership on Employee Performance

Ulfah et al. (2020) noted a favorable relationship between worker performance and transactional leadership. In order to exercise this leadership style, leaders must first comprehend their subordinates. The interaction between employees and transactional leaders can be assessed through three key aspects: leaders must identify what their employees need to perform effectively within the company and clearly communicate the rewards that employees will receive for meeting performance expectations. Ocean and Agustina (2024) and Forbiddendinasty et al. (2017) also highlighted a favorable correlation between transactional management and employee performance. This phenomenon occurs because transactional leadership establishes a clear structure, outlines concrete expectations, and sets specific incentives to motivate employees to reach their goals. Consequently, employees clearly understand what is expected from them and the rewards they can earn by meeting or exceeding those expectations.

H1: The Influence of Transactional Leadership on Employee Performance

The Influence of Transformational Leadership on Employee Performance

Jintar in Rio Martha et al. (2020) shows that transformational leadership positively impacts employee performance. The leader model conveys a clear vision and goals for subordinates to recognize and typically exerts a significant effect. Transformational leaders motivate and enable staff members to realize their most significant potential by encouraging innovation, providing a

clear vision, and demonstrating a commitment to personal and professional development. Puma (2024), Srutiningsih et al. (2023), and Aini et al. (2024) assert that employee performance is positively impacted by transformative leadership. Although implementing a transformational leadership style might enhance employee performance, there are notable impacts both before and after applying this style on the final results in the form of good and increased performance given by employees to the company.

H2: Transformational Leadership Has a Positive Influence on Employee Performance.

The Influence of Transactional Leadership on Work Motivation

Ardiyansyah & Pesudo (2022) Transactional leadership style positively influences work motivation. The transactional leadership style is one in which a leader can motivate his subordinates, which involves an exchange relationship by exchanging rewards for the work he has done. The intended reward can be in the form of awards or wages for employees who produce a performance that exceeds the specified target, or the leader gives sanctions to employees whose performance is below the target. According to Dharma (2020), there is a positive relationship between transactional leadership and motivation. This approach leads to two main ways transactional leaders use their power to influence the motivation of subordinates.

Transactional Leadership Has a Positive Influence on Work Motivation.

The Influence of Transformational Leadership on Work Motivation

Srutiningsih et al. (2023) stated that transformational leadership style positively affects work motivation. One of the most dominant factors in increasing employee work motivation is the style of a leader in leading his subordinates, which later this motivational factor has an impact on employee performance. According to Puma (2024) and Martha et al. (2020) also found results in the same direction that the encouragement given by leaders can contribute to employee motivation to create productivity in employees, which states that employee performance is influenced by the support of leaders who can inspire employees to work better so that employees can be motivated by the presence of the leader.

Transformational Leadership Has a Positive Influence on Work Motivation

The Influence of Work Motivation on Employee Performance

Harahap (2022) concluded that work motivation positively impacts employee performance. Employee motivation will, therefore, rise for those who are highly motivated to do well at work and who are able to realize their potential. Workers will be highly motivated at work if they are happy with their working conditions. According to Ulfah et al. (2020) and Srutiningsih et al. (2023), employee motivation positively impacts performance. Motivation can influence employee performance; in this case, it has an impact if more motivation is given. Motivation is a condition that influences the arousing, direct, and maintenance of behavior related to employee performance.

H5: Work Motivation Has a Positive Influence on Employee Performance

The Influence of the Role of Work Motivation as a Mediator on Transactional Leadership and Employee Performance

Marwiyah et al. (2022) have shown that motivation has mediated the relationship between transactional leadership and performance. Research on transactional leadership considers two main characteristics of the transactional leadership type, namely that transactional leaders use a series of rewards or compensation to motivate their employees and that leaders only take corrective action if their employees cannot achieve the targets set by the company. Samudera & Agustina (2024) and Dharma (2020) state that there is a direct positive influence related to transactional leadership style and work motivation on employee performance. Management improves performance, and leadership accuracy is needed to determine leadership style and employees' primary motivation.

H6: Work Motivation as a mediator positively influences Transactional Leadership and Employee Performance.

The Influence of the Role of Work Motivation as a Mediator on Transformational Leadership and Employee Performance

Srutiningsih et al. (2023) found that leadership style and employee performance are mediated by work motivation. This research indicates that leaders' transformational leadership can directly impact employees' performance, whether positive or negative; the presence of work motivation enhances the impact of transformational leadership on employee performance. According to Dharma (2020) and Martha et al. (2020), transformational leadership positively affects employee performance if indirectly mediated by work motivation. This result means that implementing appropriate transformational leadership can create a high level of work motivation in employees and produce high employee performance.

H7: Work Motivation as a mediator positively influences Transformational Leadership and Employee Performance.

3. Data and Method**Types of research**

The type of research applied in this study is associative research. According to Zulkarnaen and Herlina (2018), Associative research is a type of research that aims to identify the influence or relationship between one variable and another. This study's methodology is quantitative research. The Acacia Hotel Jakarta employees will get surveys as part of the data collection process. The goal of this research is to ascertain how the independent variables—transformational leadership (H2) and transactional leadership (H1)—relate to the dependent variable, which is employee performance (Y), with a mediator, namely work motivation (Z).

Data collection

Researchers use a questionnaire to collect data. The questionnaire is then distributed to employees of The Acacia Hotel Jakarta. In this study, data was collected through a questionnaire approach.

Population and Sample

Population is also not just the number of objects/subjects studied but includes all the characteristics/traits possessed by the subjects or objects studied. The study's population consisted of 129 Hotel The Acacia Jakarta 2023 employees. The nonprobability sampling method was the sampling strategy employed in this investigation. The number of samples required for this investigation was 56.33, rounded to 60, according to the Slovin calculation above. I employed a sample of 60 people in this investigation, which is valid because it exceeds the minimum sample of 30 people. I did not choose the saturated sampling technique to be used as a sample in this study because not all of the population at Hotel The Acacia Jakarta were willing to fill out the questionnaire distributed by the researcher.

Data Analysis Methods

The process of organizing and arranging data into a framework, components, and fundamental aspects to identify subjects and develop hypotheses based on the currently available information is known as data analysis. The Partial Least Square Structural Equation Modeling (PLS-SEM) approach is the data analysis technique employed in this work. It processes the available data using the WarpPLS 8.0 program to identify the direct and indirect influence between variables.

4. Results

Evaluation of Measurement Model

Table 1. Results of Measurement Model Evaluation

Variables	Information
Transactional Leadership Variables	
Average Variance Extracted (AVE) 0.750 > 0.5	Valid
Composite Reliability 0.955 > 0.70	Reliable
Transformational Leadership Variables	
Average Variance Extracted (AVE) 0.818 > 0.5	Valid
Composite Reliability 0.973 > 0.70	Reliable
Employee Performance Variables	
Average Variance Extracted (AVE) 0.789 > 0.5	Valid
Composite Reliability 0.974 > 0.70	Reliable
Work Motivation Variables	
Average Variance Extracted (AVE) 0.753 > 0.5	Valid
Composite Reliability 0.968 > 0.70	Reliable
Source: Processed primary data (2024)	

Table 1 above demonstrates that the AVE value of the transactional leadership variable is 0.750, exceeding the cutoff of 0.5. Consequently, the transactional leadership variable has a high level of reliability.

The aforementioned AVE value of 0.818 for the transformational leadership variable is higher than the norm of 0.5. As a result, the transformational leadership variable is quite reliable.

The AVE value above is 0.789 in the employee performance variable, more than the standard of 0.5. seen from the P-value <0.001 and the composite reliability of 0.974, which means > 0.70. So, the employee performance variable has a high level of reliability.

The P-value in the work motivation variable is <0.001, and the composite reliability is 0.968, which means >0.70. So, the work motivation variable has a high level of reliability.

Structural Model Evaluation

Table 2. Structural Model Evaluation Results

Evaluation Size	Criteria Rules	Model Test Results
R ² or adjusted R ²	Weak ≤ 0.25 Moderate 0.26- 0.45 Strong 0.46 – 0.70 Very strong ≥ 0.70	R ² (Employee Performance) = 0.811 (Very Strong) R ² (Work Motivation) = 0.530 (Strong)
Q ² predictive relevance	Q ² > 0 = the model has predictive relevance Q ² < 0 = model lacks predictive relevance	Q ² (Employee Performance) = 0.803 (predictive relevance) Q ² (Work Motivation) = 0.539 (predictive relevance)
Tenenhaus Goodness of Fit (GoF)	Small if ≥ 0.1, Medium ≥ 0.25, Large ≥ 0.36	GoF =0.722

Source: Processed primary data, (2024)

Based on Table 2 above, the overall result shows that the R^2 value for the dependent variable "employee performance" is 0.811, which has powerful criteria, and the R^2 value for the mediating variable "work motivation" is 0.530, which has strong criteria. This means that the influence of transactional leadership is strong.

The results of the Q^2 test show that this model has relevance in predicting the relationship between variables (predictive relevance). This result is indicated by the Q^2 value for the dependent variable "employee performance" of 0.803 and the mediating variable "work motivation" of 0.539.

Research Hypothesis Testing

Table 3. Research Hypothesis Testing

Variable Relationship	Coefficient	p-Value	Information
Transactional leadership -> Employee Performance	0.366	0.001	H1 Accepted
Transformational leadership -> Employee Performance	-0.455	<0.001	H2 Rejected
Transactional leadership -> Work Motivation	-0.377	<0.001	H3 Rejected
Transformational leadership -> Work Motivation	0.407	<0.001	H4 Accepted
Work Motivation -> Employee Performance	-0.188	0.062	H5 Rejected
Work Motivation -> Transactional Leadership -> Employee Performance	0.071	0.214	H6 Rejected
Work Motivation -> Transformational Leadership -> Employee Performance	-0.077	0.196	H7 Rejected

Source: Processed primary data, (2024)

Based on Table 3 above, Transactional Employee performance is positively impacted by leadership. The first hypothesis test yielded a coefficient value of 0.366, indicating a favorable influence.

Employee performance is positively impacted by transformational leadership. According to the findings of hypothesis test 2, the influence's direction is negative, as indicated by the coefficient value of -0.455.

Workplace motivation is positively impacted by transactional leadership. According to the findings of hypothesis test 3, the coefficient value was -0.377, indicating a negative effect direction.

Motivation at work is positively impacted by transformational leadership. According to the findings of hypothesis test 4, the influence is positive, as indicated by the coefficient value of 0.407.

Work Motivation Has a Positive Impact on Employee Performance According to the findings of the Hypothesis 5 test, the influence is negative, with a coefficient value of -0.188. Employee performance and transactional leadership both benefit from work motivation as a mediator.

According to the findings of hypothesis test 6, the influence is positive, as indicated by the coefficient value of 0.071. Employee performance and transformational leadership both benefit from work motivation as a mediator. The coefficient value derived from the findings of hypothesis test 7 is -0.077, indicating a negative effect direction.

5. Discussion

Transactional Leadership Has a Positive Influence on Employee Performance

The information presented in Table 3 indicates that transactional leadership positively impacts employee performance. This implies that employee performance rises in tandem with the company's transactional leadership. The findings reveal that The Acacia Jakarta Hotel employees perceive transactional leadership as a means to enhance their performance, largely due to leaders who recognize and reward their efforts. These findings are consistent with earlier studies by Ulfah et al. (2020), Samudera & Agustina (2024), and Forbiddendinasty et al. (2017), which also show that transactional leadership improves worker performance. Thus, transactional leadership effectively maximizes employee performance by providing recognition and appreciation.

Transformational Leadership Has a Positive Influence on Employee Performance

Based on Table 3 above, claims that transformational leadership improves worker performance are denied, implying that worker performance will fall as transformational leadership in the organization grows. This outcome demonstrates that workers of The Acacia Jakarta Hotel consider that transformational leadership decreases employee performance because of the role of leaders who provide too much encouragement or demands for employees to change and adapt; of course, this can cause emotional exhaustion in employees, which will result in decreased performance in the operations of The Acacia Jakarta hotel, transformational leaders also often have an ambitious vision, if these expectations are too high, employees in the company can feel pressured which can reduce their performance. These results align with research conducted by Kerja et al. (2023), which states that transformational leadership negatively affects employee performance.

Transactional Leadership Has a Positive Influence on Work Motivation

The findings from Table 3 indicate that transactional leadership negatively impacts work motivation. This implies that work motivation tends to decline as transactional leadership within the organization increases. The rationale behind this observation is that when rewards primarily drive employees, their motivation may wane if they are not consistently available or are perceived as being unfairly distributed. This perception of injustice can lead to employee dissatisfaction, potentially fostering discord. These results align with the study conducted by Siswatiningsih et al. (2019), which also found that transactional leadership adversely affects employee performance.

Transformational Leadership Has a Positive Influence on Work Motivation

Based on Table 3 above states that Transformational leadership has a positive effect on work motivation. This result means that if transformational leadership in the company increases, work motivation will increase. This result shows that transformational leadership has a clear vision that can direct employees to feel more involved and motivated. At The Acacia Hotel Jakarta, this vision can include improving the standard of satisfactory guest service to motivate employees to contribute better. The results of this study are in accordance and in line with the research that has been conducted Srutiningsih et al. (2023), Puma (2024), and Rio Martha et al. (2020), which state that transformational leadership has a positive effect on work motivation. The results indicate that transformational leadership is very influential in motivating employees in the company.

Work Motivation Has a Positive Influence on Employee Performance.

Based on table 3 above states that work motivation has a positive effect on employee performance is rejected, meaning that work motivation does not affect employee performance in the company. This result shows that employees of The Acacia Jakarta Hotel consider that the motivation given by leaders does not improve employee performance. Hence, employees consider that work motivation does not affect their performance. The study's results align with the research conducted by Adha et al. (2019), which states that work motivation does not affect employee performance. Research conducted by Khairunnisa (2022) states that work motivation does not affect employee performance. Cahya et al. (2021) revealed that work motivation does not affect employee performance. These results can indicate that employee work motivation. The motivation provided by the company is not the main factor in improving the performance of a company's employees.

Work Motivation as a Mediator Has a Positive Influence on Transactional Leadership and Employee Performance

Based on table 3 above claims that employee performance and transactional leadership are positively impacted by work motivation as a mediator. This suggests that work motivation as a mediator does not affect the relationship between employee performance and transactional leadership. This demonstrates that transactional leadership focuses more on the exchange between leaders and employees, such as rewards based on performance achievement. If work motivation obtained from transactional leadership does not affect performance, there may be limitations in how rewards are applied. These results align with Anjani's (2019) statement that work motivation does not mediate transactional leadership on employee performance.

6. Conclusion

The following is the conclusion drawn from the analysis and discussion of the effects of transformational and transactional leadership on worker performance, with work motivation serving as a mediating factor in this study: At Hotel The Acacia Jakarta, transactional leadership improves employee performance. At Hotel The Acacia Jakarta, transformational leadership has a detrimental impact on staff performance. At Hotel The Acacia Jakarta, transactional leadership has a detrimental impact on employee motivation. Motivation at work at Hotel The Acacia Jakarta is positively impacted by transformational leadership. At Hotel The Acacia Jakarta, work motivation does not negatively impact employee performance. Work drive and employee performance at Hotel The Acacia Jakarta cannot mediate transactional leadership. Work motivation cannot mediate transformational leadership and employee performance at Hotel The Acacia Jakarta.

The managerial implications of work motivation mediating the effects of transformational and transactional leadership on employee performance offer crucial information for organizational leaders creating more successful management plans. In real life, managers ought to incorporate aspects of both leadership philosophies. Effective leaders can modify and use leadership philosophies that are appropriate to the situation and continuously motivate employees to achieve their best performance.

Recommendation

Based on the research conducted, the following suggestions can be made: It is recommended that companies hold monthly job training. The aim is for employees to improve their work skills and provide awards for employees who work well. The aim is for employees to be enthusiastic about working.

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