



The Effect of Transformational Leadership, Leadership Behaviour, Communication, and Work Motivation On Employee Performance

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ABSTRACT

This study aimed to examine and analyze the effect of transformational leadership, leadership behavior, communication, and work motivation on the Performance of Beasmeet Chicken Distributor employees in Kendari City. Respondents in this study were all Beasmeet Chicken employees in Kendari City, totaling 32 employees. Data analysis the technique used in this research is Multiple Linear Regression. The results showed that: 1) transformational leadership had a significant positive effect on employee performance, 2) leadership behavior had a positive and significant effect on employee performance. 3) Communication has a positive and significant effect on employee performance, 4) Work motivation has a positive and significant effect on employee performance, 5) transformational leadership, leadership behavior, communication, and work motivation simultaneously have a significant positive effect on employee performance.

Keywords: Transformational Leadership, Leadership Behavior, Communication, Work Motivation, Performance

I. INTRODUCTION

Human resources in an organization are a significant factor in the effectiveness of the activities within the organization. Every organization, whatever its shape and type, will require human resources who can think, act, and are skilled in dealing with the success of an organization. For this reason, organizations are required to improve the quality of resources so that there is an increase in employee performance.

According to Robbins, and Judge (2015:59), one of the things that can affect employee performance is organizational commitment. What the organization demands of its members are a commitment to the organization in the workplace. Organizational commitment is an essential behavioral dimension that can be used to assess the tendency of employees to remain members of the organization.

Organizations with human resources problems will be overcome if a leader has a good leadership model, such as the ability to lead and interact with fellow leaders, subordinates, superiors, organizations, and the environment. Experience in a person dramatically influences the way decisions are made and the Performance of the organization they lead. The success of a leader in mobilizing other people or his followers in achieving the goals that have been set is very dependent on the authority and the leader in creating motivation in every subordinate, colleague, and leader of the leader himself.

Drucker (2012) states that when organizations have experienced periods of gradual stability and sustainable growth, they tend to manage their resources in inefficient or ineffective ways; turbulent times are a good opportunity for organizations to reengineer their operations, focusing more on improving their Performance. Boxall and Purcell (2003) show that initial work performance will affect organizational Performance. Thus, increasing individual work performance is crucial to improving the organization's core competencies. However, the question arises about how we can improve individual job performance.

A literature review suggests that the answer can be found in the science of leadership. Drucker (1993) said that leadership style is one of the most critical factors contributing to a company's success. Bass (1990) reported that the appropriate leadership style could be explained by 45% to 60% of organizational Performance. Leadership is even more critical than usual in knowledge-based organizations such as software companies. From a change management perspective, companies must be adaptable to deal with technological changes to survive in a fast-paced environment.

For example, I.T. Bass (1985) states that a leader must be a change agent who can take the initiative and change the organization. From a knowledge management perspective, Drucker (2002) says that knowledge workers in knowledge-based organizations such as software companies can be led only through an appropriate leadership style that focuses on listening, encouraging, and mentoring rather than ordering or controlling. Another unique characteristic of a software company is that its staff are often categorized into different teams to work on separate projects; Turner and Muller (2005) reported that leadership style is a critical factor in the success of project team performance.

According to Hughes (2012:231), Leadership Behavior is a function of intelligence, personality traits, emotional intelligence, values, attitudes, interest in knowledge, and experience. Leadership behavior has a huge role in an organization. A leader can carry out his role as a good leader; then, the leader can create and move, control, and direct his employees to produce a good performance. Another view that shows the relationship between leadership behavior and employee performance is the opinion of Robbins (2015: 335), who states that people always link leadership attributes when they see the Performance of an organization as good or bad.

If the organizational Performance is good, it cannot be separated from the leadership attributes of the executive leadership, including leadership behavior.

Furthermore, Robbins (2015:336) states that one of the most valued approaches to leadership is the *Path-Goal Theory* developed by Robert House. *Path-Goal Theory* is a contingency leadership model extracted from leadership research by Ohio State on *initiating structure* and *consideration*, as well as expectancy and motivation theory.

Therefore, quality leaders who can utilize company resources optimally and aim at employee activities to achieve company goals are needed. The leadership quality partly determines the organization's victory or bankruptcy. One method that can be used to eliminate this problem is to apply a transformational leadership model.

The transformational leadership model is relatively new in leadership studies. The concept of transformational leadership integrates ideas developed in a character, style, and contingency approach. Transformational leadership is one of the essential dimensions of ineffective leadership, which is also the strongest predictor of *leadership outcomes*, such as the extra effort of subordinates on leadership skills (Bass in Hakim, 2014).

Transformational leadership is the ability possessed by leaders to influence their subordinates to increase awareness of the importance of work results, prioritize groups, and raise the needs of their associates to a higher degree to achieve a better quality of life. Research conducted by Faiza Manzoor et al. (2019), Fiqa Darmawanty et al. (2018), Abdurrakhman (2017), and Utami (2015) show the results that leadership, communication, and work motivation are positive and significant on employee performance. Then there are also studies whose results show that work motivation has a positive but not too strong influence on employee performance, such as research conducted by Susanty and Baskoro (2012). Meanwhile, Botez et al. (2013) entitled: Theory and Practice of Human Resource Motivation in Hospital Units concluded that motivation with biological, psycho-social, organizational, and cultural factors influences employee performance. Furthermore, a study on the influence of Leadership Behavior, Communication, and Work Motivation on employee performance has been studied by Fiqa Darmawanty et al. (2018); the results show that Leadership Behavior, Communication, and Work Motivation simultaneously have a positive and significant effect on employee performance.

Based on initial observations made that the current phenomenon of Beast Meet Chicken Distributor employees in Kendari City is that the Performance of some employees is still not optimal; this can be seen in the timeliness in completing work, for example, employees who are tasked with distributing goods which sometimes occur delays. And not by the specified schedule. Then there was an error in calculating the number of products distributed. Another problem related to the managerial skills possessed by the leadership is still not optimal. There are still employees who feel that the communication between the administration and employees has not been well established. Then the administration does not motivate employees to perform well. This impacts the lack of employee commitment in carrying out their duties, which influences the implementation of work that can result in employee performance not being carried out correctly.

Based on that problem, it can be concluded that this study aims to analyze the effect of transformational leadership, leadership behavior, and organizational commitment on employee performance. This study also tries to fill a gap that has not been done in previous studies. The aims of this research are to:

1. Simultaneously test and analyze the effect of transformational leadership, Leadership Behavior, Communication, and Work Motivation on the Performance of Beasmeet Chicken Distributor employees in Kendari City
2. Testing and analyzing the influence of transformational leadership on the Performance of Beasmeet Chicken Distributor employees in Kendari City
3. Testing and analyzing the influence of Leadership Behavior on the Performance of Beasmeet Chicken Distributor employees in Kendari City
4. Test and analyze the influence of communication organization on employee performance of Beasmeet Chicken Distributor in Kendari City
5. Testing and analyzing the effect of work motivation on the Performance of Beasmeet Chicken Distributor employees in Kendari City

II. LITERATURE REVIEW

2.1. Transformational leadership

According to Bass (1925), the term transformational leadership is an attempt by leaders to transform followers from one level of the need hierarchy to another higher level of needs. According to Abraham Maslow's theory of motivation, leaders also transform expectations for followers' success, as well as values and the development of organizational culture to achieve the goals the leader sets. Through Transformational Leadership, followers can achieve Performance beyond what the leader has expected (Performance beyond expectations).

Transformational leadership is leadership that motivates and inspires followers and is similar to visionary and charismatic leadership. This is because transformational leadership aims to increase followers' intrinsic motivation by exploiting the goals and aspirations of the leader. Transformational leadership has four domains: ideal influence; inspirational motivation; intellectual stimulation; and individual considerations (Doody & Doody, 2012). Meanwhile, according to Engkoswara and Aan (2011, p. 193), "Transformational leaders are leaders who have far-reaching insight and seek to improve and develop the organization not for now but in the future. Therefore, transformational leaders are leaders who can be said to be visionary."

There are several indicators of transformational leadership style, according to Indra Kharis (2015):

1. Charisma is considered a combination of charm and personal attractiveness, which contributes to the extraordinary ability to get others to support and promote the vision passionately.
2. Inspirational Motivation
Inspirational motivation describes a passionate leader in communicating the romantic future of the organization. The leader uses verbal communication or the use of symbols that are intended to stimulate the spirit of subordinates.
3. Intellectual Stimulation
Intellectual stimulation illustrates that leaders can encourage employees to solve old problems in new ways. The leader seeks to promote the attention and awareness of subordinates to the issues at hand. The leader then tries to develop the ability of subsidiaries to solve problems with new approaches or perspectives.
4. Individualized Attention
Individualized attention illustrates that the leader always pays attention to his employees, treats employees individually, and trains and advises. Leaders invite employees to be observant to see the abilities of others. Leaders on employees developing personal strengths.

2.2. Leadership Behavior

Leadership behavior is an individual's response as a motivator in an organization to an action that can be observed and has a positive or negative impact on an organization. Leadership behavior is a behavior shown by a person when influencing the activities of others as perceived by others (Sutrisno, Edy (2011:122). According to Williams (2008:347), leadership and management in an organization are closely related but different concepts. A person can be a good manager but not a good leader or vice versa.

2.3. Communication

Robbins: 2002 emphasizes that communication must also be understood. Therefore, communication must include both, namely conveying and understanding meaning. Communication is an essential element in organizational life, both in terms of administrative and management processes and the involvement of all parties in an organization (Siagian: 2003).

Communication indicators can be measured by (Uchjana: 2001):

1. Communication among employees
2. Communication with other department employees
3. Communication between heads of departments
4. Coordination of leadership with employees
5. Coordination among fellow employees

2.4. Work motivation

Motivation is a desire in a person that causes other human resource problems to be influenced and affect the person's motivation to act (Mathis & Jackson, 2006: 114). Meanwhile, Richard (in Sedarmayanti, 2007: 233) says motivation is the strength of an individual's tendency to engage in goal-directed activities at work. This is not a feeling of pleasure relative to the results of various jobs or satisfaction, but rather a feeling of being willing to work to achieve work goals. Motivation indicators, according to Herzberg's theory in Luthans (2011:210), consist of:

1. Intrinsic Motivation
2. Extrinsic Motivation

2.5. Performance

Performance or Performance, according to Prawirosentono (2000: 1), is the result of work that a person or group of people can achieve in the organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics.

According to Robbins (2006), employee performance has six indicators, namely:

- a. Quality. Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.

- b. Quantity. Represents the resulting amount expressed in terms such as several units and the number of completed activity cycles.
- c. Punctuality. It is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities.
- d. Effectiveness. The use of organizational resources (human resources, money, technology, raw materials) is maximized to increase each unit's results in using resources.
- e. Independence. This is the level of an employee who can carry out his work duties.
- f. Work commitment. It is a level where employees have a work commitment with the agency and employee responsibilities to the office.

2.6. Relationship between research variables

1. Relationship of Transformational Leadership to Performance

Transformational leadership is a leader who stimulates and inspires (transforms) his followers for extraordinary things, according to Robbins in Edison Emron et al. (2016, p.98). Several empirical studies that have been carried out have found a positive relationship between transformational leadership and Performance. Research conducted by I Wayan and Ayu (2015) regarding the role of transformational leadership in improving the quality of relationships and employee performance results states that transformational leadership can significantly affect the quality of relationships and employee performance. Furthermore, Tania's (2017) and Ritawati's (2013) research also states that transformational leadership significantly affects employee performance. Based on the findings of these studies, it can be noted that transformational leadership closely correlates with employee performance.

2. Relationship between Leadership Behavior and Performance

According to Fiqa Darmawanty et al. (2018) and Thamrin (2017), leadership behavior has a positive and significant effect on Performance. Ali et al. (2013) and Mihrez and Armanu (2014) also state that leadership behavior positively and significantly impacts employee performance.

3. Relationship of Communication to Performance

Previous research conducted by Femi (2014) shows that poor communication has affected the low Performance of some organizations in Lagos, Nigeria. Utami (2015), in his research, shows how good communication has improved the Performance of corporate travel agency employees so that the company can compete in the travel agency business environment. Fiqa Darmawanty also found similar results et al. (2018), Muda et al. (2014); Susanto and Anisah (2013); and Nor (2013) showed a positive relationship between communication and employee performance.

4. The Relationship of Work Motivation to Performance

Botez et al. (2013) show that biological, psycho-social, organizational, and cultural motivation influences employee performance. Further, Kwapong et al. (2015) found research results showing a positive relationship between employee motivation and the implementation of faculty members at the Ghana Polytechnic. The positive correlation between motivation and Performance is also reflected in the results of Zameer et al. (2014), Young et al. (2014), Nor (2013), Widono (2012), and Susanty and Baskoro (2012). Motivation is an important variable that requires excellent attention for organizations to improve employee performance.

4. Relationship of Transformational Leadership, Leadership Behavior, Communication, and Work Motivation to Performance

According to Fiqa Darmawanty et al. (2018), Faiza Manzoor et al. (2019), Abdurrahman (2017), and Tami (2015), Leadership Behavior, Communication, and Work Motivation simultaneously have a positive and significant effect on Performance. Several empirical studies that have been carried out have found a positive relationship between transformational leadership and Performance. Research conducted by I Wayan and Ayu (2015) regarding the role of transformational leadership in improving the quality of relationships and employee performance results states that transformational leadership can significantly affect the quality of relationships and employee performance.

CONCEPTUAL FRAMEWORK

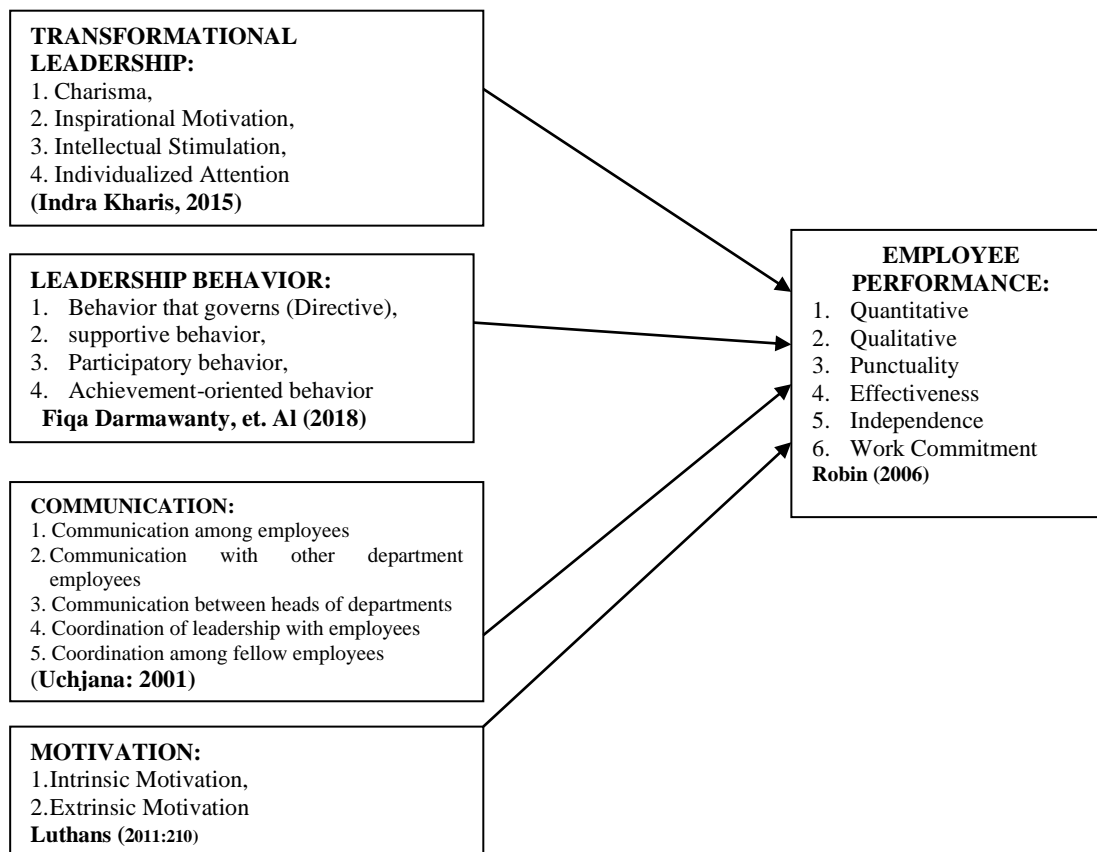


Figure 3.1. Research Concept Framework

III. RESEARCH METHODS

3.1. Research Approach

The approach used in this study is quantitative (*positivism*). A quantitative approach is a research approach that works with numbers; the data is in the form of numbers, analyzed using statistics to answer questions or test specific research hypotheses and to predict that a particular variable affects other variables (Ferdinand 2006). The quantitative approach is based on studies on empirical rational principles. Therefore, before conducting research, researchers must identify problems and hypotheses to be tested based on established criteria and analytical tools.

3.2. Types of research

Based on the objectives to be achieved and the nature of the relationship between variables, this research includes *descriptive analysis*, which is a study that aims to find an explanation of the functional relationship or the influence of the relationship between variables and other variables and test hypotheses (Singarimbun and Efendi, 1995).

3.2. Research sites

The research location chosen in this study was the Beasmeet Chicken Distributor in Kendari City.

3.3. Population and Research Sample

3.3.1. Research Population.

The population of this research is all Beasmeet Chicken Distributors in Kendari City employees, as many as 32 employees.

3.3.2. Sampling method.

The sampling method used in this research is *the sensus method*. In this sampling method, the entire population is used as a sample of 32 employees of Beasmeet Chicken Distributor in Kendari City.

3.4. Data Types and Sources

The types of data in this study consist of primary data and secondary data, which include:

a. Primary data

Primary data is data obtained directly from respondents. The data collection technique used a closed questionnaire and added direct observation. The questionnaire was designed concerning the research objectives described in the operationalization of the research variables. The form of the scale in this closed questionnaire uses a *Likert scale* with a standard scale of one to five. They conducted in-depth interviews with several medical professionals willing to provide direct confirmation of their purpose to complete the primary data collected.

b. Secondary data is obtained by directly recording documents and reports that Beasmeet Chicken Distributor Employees have made in Kendari City.

4.5. Data Collection Techniques and Procedures.

Data collection techniques in this study were carried out using methods and procedures, namely:

- a. Interviews are data collection techniques by conducting direct interviews with respondents or employees where they carry out their activities. This technique is used to obtain technical data about individual employee behavior that has not been recorded in the questionnaire.
- b. Questionnaires, namely data collection techniques using a list of questions made by the research objectives. The list of questionnaires is then submitted to each respondent. The questions are arranged based on this study's core variables, so they are easier to understand in filling them out.

4.5. Data analysis technique

The data analysis technique used in this research is Multiple Linear Regression. The data obtained in this study were analyzed using a quantitative data analysis approach.

IV. RESULTS AND DISCUSSION

The study's results indicate that transformational leadership positively and significantly affects employee performance. This finding shows that the quality of transformational leadership can improve employee performance. Leadership behavior has a positive and significant impact on employee performance because it effectively creates good relationships between leaders and employees to improve their Performance. Communication has an appropriate and considerable influence on employee performance; it effectively develops two-way communication that can facilitate their work and improve their Performance; Work motivation has a positive and significant effect on employee performance; it comes from themselves (intrinsically) and from outside as individuals (extrinsically), which can affect employee performance; Transformational Leadership, Leadership Behavior, Communication, and Work Motivation simultaneously have a positive and significant effect on Employee Performance.

4.1. The Effect of Transformational Leadership on Performance

Based on the research results, transformational leadership positively and significantly affects the Performance of Beasmeet Chicken Distributor employees in Kendari City. This finding shows that the quality of transformational leadership can improve employee performance. Transformational leadership is a leader who stimulates and inspires (transforms) his followers for extraordinary things, according to Robbins in Edison Emron et al. (2016, p.98). This study's results align with previous research, which found a positive relationship between transformational leadership and Performance. Research conducted by I Wayan and Ayu (2015) regarding the role of transformational leadership in improving the quality of relationships and employee performance results states that transformational leadership can significantly affect the quality of relationships and employee performance. Furthermore, Tania's (2017) and Ritawati's (2013) research also states that transformational leadership significantly affects employee performance. Based on the findings of these studies, it can be noted that transformational leadership closely correlates with employee performance.

4.2. The Effect of Leadership Behavior on Performance

Leadership behavior has a positive and significant effect on employee performance because it effectively creates good relationships between leaders and employees to improve the Performance of Beasmeet Chicken Distributor employees in Kendari City. This study's results align with Fiqa Darmawanty et al. (2018) and Thamrin (2017) that leadership behavior positively and significantly affects Performance. Ali et al. (2013) and Mihrez and Armanu (2014) also state that leadership behavior simply and substantially impacts employee performance.

4.3. The Effect of Communication on Performance

Communication has an appropriate and significant influence on employee performance; effective way to create two-way communication that can facilitate their work and improve the Performance of Beasmeet Chicken Distributor employees in Kendari City. This study's results align with research conducted by Femi (2014), showing poor communication has affected the low Performance of several organizations in Lagos, Nigeria. Utami (2015), in his research, shows how good communication has improved the Performance of corporate travel agency employees so that companies can compete in the travel agency business environment. Fiqa Darmawanty also found similar results et al. (2018), Muda et al. (2014); Susanto and Anisah (2013); and Nor (2013) show a positive relationship between communication and employee performance.

4.4. The Effect of Work Motivation on Performance

Work motivation has a positive and significant effect on employee performance; it comes from themselves (intrinsically) and from outside as individuals (extrinsically), which can affect employee performance; As found in Botez et al. (2013), which shows that motivation with biological, psycho-social, organizational and cultural elements influences employee performance. Further, Kwapong et al. (2015) found research results showing a positive relationship between employee motivation and the implementation of faculty members at the Ghana Polytechnic. The positive correlation between motivation and Performance is also reflected in the results of Zameer et al. (2014), Young et al. (2014), Nor (2013), Widono (2012), and Susanty and Baskoro (2012). Motivation is an important variable that requires excellent attention for organizations to improve employee performance.

4.5. The Influence of Transformational Leadership, Leadership Behavior, Communication, and Work Motivation on Performance

The study's results indicate that Transformational Leadership, Leadership Behavior, Communication, and work motivation have a positive and significant effect on employee performance.

The results of this study are in line with research conducted by Fiqa Darmawanty et al. (2018), Faiza Manzoor et al. (2019), and Abdurrahman (2017), Tami (2015) Leadership Behavior, Communication, and Work Motivation simultaneously have a positive effect and significant to Performance. Several empirical studies that have been carried out have found a positive relationship between transformational leadership and Performance. Research conducted by I Wayan and Ayu (2015) regarding the role of transformational leadership in improving the quality of relationships and employee performance results states that transformational leadership can significantly affect the quality of relationships and employee performance.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

1. Transformational leadership has a positive and significant effect on employee performance. This finding shows that the quality of transformational leadership can improve employee performance.
2. Leadership behavior has a positive and significant effect on employee performance because it is effective in creating exemplary relationships between leaders and employees to improve their Performance,
3. Communication has an appropriate and significant influence on employee performance; it effectively creates two-way communication that can facilitate their work and improve their Performance;
4. Work motivation has a positive and significant effect on employee performance; it comes from themselves (intrinsically) and from outside as individuals (extrinsically), which can affect employee performance;
5. Transformational Leadership, Leadership Behavior, Communication, and Work Motivation simultaneously positively and significantly affect Employee Performance.

5.2. Suggestion

Future research should be carried out in less developed countries by investigating models to improve the generalizability of results. Future research should encourage examining leadership with leadership styles such as transactional leadership, Democratic, Autocratic, and Strategic Leadership, and many more while focusing on organizational citizenship behavior and organizations' performance. In addition, further research is needed to identify other possible mediator and moderator variables in this procedure.

VI. LIMITATIONS OF THE RESEARCH

While conducting this study, it was identified that it made many contributions and limitations. The sample of this study only examined employees at one best chicken distributor company in Kendari City. A cross-sectional study design was used for data collection. Future research can use longitudinal study techniques to present a research model to avoid the ambiguity of causal correlation. Second, the existing studies are limited to the best chicken distributor sector.

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