

# The Role of Job Satisfaction in Moderating the Influence of Transformational Leadership and Affective Commitment on Employee Performance

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## ABSTRACT

### Keywords:

Job satisfaction;  
leadership; affective  
commitment; Employee  
Performance

The purpose of the research to identify the role of job satisfaction in moderating the influence of transformational leadership and affective commitment on employee performance. This research is a quantitative research with explanatory research type using survey method. This type of explanatory research explains the relationship between variables that have been built based on theory using hypotheses. The research steps begin based on the limitations of the problem, followed by forming a framework of thinking so that it can be used to answer the problems that are the background of this research. The temporary answer to this research error is called a hypothesis, which will be proven true by the results of analysis of the data obtained. A Sample of 76 respondents was surveyed using a census method. The data processing is done using Smart PLS 3.0. Based on the results of the analysis of research data that has been carried out, the following conclusions can be drawn: Transfomastional leadership and affective commitment significantly and positively influence employee performance. However, job satisfaction did not moderate the relationship between transformational leadership and employee performance, nor did it moderate the relationship between affective commitment and employee performance. Nonetheless, job satisfaction was found to have a significant positive impact to employee performance.



## Introduction

After the discovery and mass production of the Covid 19 vaccine, efforts to control the Covid 19 Pandemic carried out by many countries showed success with the continued decline in the spread of Covid 19. This makes human movement and economic activity gradually recover. In Indonesia, the phenomenon of successful handling of the Covid-19 Pandemic has also succeeded in driving economic growth performance.

The report released by Bappenas in the first quarter of 2022 shows that Indonesia's GDP was recorded to increase by 5% *year on year* (YoY), in the fourth quarter of 2021

and the first quarter of 2022. Where the highest economic growth based on expenditure occurred in household consumption of 4.3%. The full report of Bappenas is presented in figure 1, below:

	2017	2018	2019	2020:1	2020:2	2020:3	2020:4	2021:1	2021:2	2021:3	2021:4	2022:1
<b>Produk Domestik Bruto</b>	5.1	5.2	5.0	3.0	-5.3	-3.5	-2.2	-0.7	7.1	3.5	5.0	5.0
Konsumsi Rumah Tangga	4.9	5.1	5.0	2.8	-5.5	-4.0	-3.6	-2.2	6.0	1.0	3.6	4.3
Konsumsi LNPR	6.9	9.1	10.6	-5.0	-7.8	-1.9	-2.1	-3.7	4.0	2.8	3.3	6.0
Konsumsi Pemerintah	2.1	4.8	3.3	3.8	-6.9	9.8	1.8	2.5	8.1	0.6	5.2	-7.7
PMTB	6.2	6.6	4.5	1.7	-8.6	-6.5	-6.2	-0.2	7.5	3.8	4.5	4.1
Ekspor Barang dan Jasa	8.9	6.6	-0.5	0.2	-12.4	-13.0	-6.9	6.9	31.5	29.2	29.8	16.2
Impor Barang dan Jasa	8.1	11.9	-7.1	-5.4	-20.7	-24.5	-15.8	4.4	31.8	29.9	29.6	15.0
Pertanian, Kehutanan, Perkebunan dan Perikanan	3.9	3.9	3.6	0.0	2.2	2.2	2.6	3.4	0.5	1.4	2.3	1.1
Pertambangan dan Penggalian	0.7	2.2	1.2	0.4	-2.7	-4.3	-1.2	-2.0	5.2	7.8	5.2	3.8
Industri Pengolahan	4.3	4.3	3.8	2.1	-6.2	-4.3	-3.1	-1.4	6.6	3.7	4.9	5.1
Industri Pengolahan Nonmigas	4.9	4.8	4.3	2.0	-5.7	-4.0	-2.2	-0.7	6.9	4.1	4.6	5.5
Listrik dan Gas	1.5	5.5	4.0	3.9	-5.5	-2.4	-5.0	1.7	9.1	3.9	7.8	7.0
Air, Pengelolaan Sampah, Limbah, Daur Ulang	4.6	5.6	6.8	4.4	4.4	5.9	5.0	5.5	5.8	4.6	4.1	1.3
Konstruksi	6.8	6.1	5.8	2.9	-5.4	-4.5	-5.7	-0.8	4.4	3.8	3.9	4.8
Perdagangan Besar dan Eceran; Reparasi	4.5	5.0	4.6	1.5	-7.7	-5.1	-3.7	-1.3	9.5	5.2	5.6	5.7
Transportasi dan Pergudangan	8.5	7.1	6.4	1.3	-30.8	-16.7	-13.4	-13.1	25.1	-0.7	7.9	15.8
Akomodasi dan Makan Minum	5.4	5.7	5.8	1.9	-22.0	-11.9	-8.9	-7.3	21.6	-0.1	4.9	6.6
Informasi dan Komunikasi	9.6	7.0	9.4	9.8	10.8	10.7	11.0	8.7	6.9	5.5	6.2	7.1
Jasa Keuangan dan Asuransi	5.5	4.2	6.6	10.6	1.1	-0.9	2.4	-3.0	8.3	4.3	-2.6	1.6
Real Estate	3.6	3.5	5.8	3.8	2.3	2.0	1.2	0.9	2.8	3.4	3.9	3.8
Jasa Perusahaan	8.4	8.6	10.3	5.4	-12.1	-7.6	-7.0	-6.1	9.9	-0.6	0.9	6.0
Administrasi Pemerintahan, Pertahanan dan Jaminan Sosial Wajib	2.0	7.0	4.7	3.2	-3.2	1.8	-1.5	-2.3	10.0	-9.9	1.0	-1.5
Jasa Pendidikan	3.7	5.4	6.3	5.9	1.2	2.4	1.3	-1.5	5.9	-4.4	0.7	-1.7
Jasa Kesehatan dan Kegiatan Sosial	6.8	7.2	8.7	10.3	3.7	15.3	16.5	3.4	11.7	14.1	12.2	4.4
Jasa lainnya	8.7	9.0	10.6	7.1	-12.6	-5.5	-4.8	-5.2	12.0	-0.3	3.4	8.2
PDB Harga Beraku (triliun Rp)	13587	14638	15.633	3.922,6	3.688,6	3.895,5	3.931,3	3.971,2	4.176,4	4.325,2	4.498,0	4.513,0
PDB Harga Konstan (triliun Rp)	9.913	10.426	10.949	2.703,0	2.589,8	2.720,5	2.709,7	2.684,2	2.772,9	2.815,9	2.845,9	2.818,6

Sumber: Badan Pusat Statistik, diolah

Source : Indonesia Economic Growth Table 2017 – Quarter I/2022 Bappenas

**Figure 1**

**Indonesia Economic Growth Table 2017 – Quarter I/2022, Bappenas.**

In the situation of economic growth after the Covid 19 pandemic which is full of high competition, every company needs optimal employee performance capabilities and strong competitiveness to seize market share of businesses that are starting to grow. Employee performance becomes a crucial thing and becomes an important factor in the growth of company performance when economic growth is underway. A low level of employee performance will result in decreased company performance. This phenomenon occurs at PT. Fitrafood International, a food distribution company located in Tangerang City. As a food distribution company, PT. Fitrafood International measures employee performance with *key performance indicators* that have the main indicator of the value of goods sales as an output of company and employee performance.

Employee appraisal data for the current 3 years shows that there are indicators of decreased performance in most departments at PT. Fitrafood International, which is fully presented in the results of the performance appraisal of PT. Fitrafood International for the period 2020 – 2022 in table 1 below:

**Table 1 Results of PT Fitrafood International Employee Performance Appraisal 2020 -2022**

DEPT.	2020	2021	2022
Accounting	68.69%	70.10%	68.60%
Administration	71.40%	60.65%	58.50%

Business Development	67.60%	53.56%	50.68%
Logistics and Distribution	68.50%	52.78%	50.65%
Marketing Support	70.21%	57.70%	68.70%
Purchasing	75.60%	76.15%	56.80%

Source : PT Fitrafood International Employee Performance Data processed 2023

The results of the employee performance appraisal in table 1 are the average value of employees in each department. Where the average score of each department is generated from the total score of department members divided by the number of employees from each department. The average results show that most employee performance scores decreased and were below the minimum target score of 70%. This shows that there are employee performance problems when the economy is significantly experiencing growth. In conditions of intense competition in the phase of economic growth, it is important to research and find out the factors that can improve employee performance.

According to (Edy, 2016) performance is the result of a process that refers to and is measured in a certain period based on predetermined provisions. The improvement of employee performance according to (Wibowo, 2016) is influenced by one of them how well a leader manages the performance of his subordinates. According to (Rivai, 2020), leadership is one of the factors that shape and help others to work and enthusiastically achieve planned goals in relation to organizational success. In several previous studies, it was found that one type of leadership that positively affects employee performance is the transformational leadership style. (Pambudi, Mukzam, & Nurtjahjono, 2016) in their research found that transformational leadership affects employee performance. Similar results were also obtained in research conducted by (Prahesti, Riana, & Wibawa, 2017) which found that transformational leadership has a positive and significant effect on employee performance.

In addition to transformational leadership, another factor that can be able to improve employee performance is employee commitment to the company. Every company tries to achieve its goals by using all its human resources. Therefore, the goals of every human resource in the company must be maintained to be aligned with organizational goals. Every company wants to have employees who have a strong commitment to the organization. One type of organizational commitment that is believed to improve employee performance is affective commitment. According to Newstrom, 2011 (Wibowo, 2016), affective commitment is the level of positive emotions at which workers want to press the effort to exit and choose to remain in the organization. (Pathan, Natsir, & Adda, 2016) stated that affective commitment affects employee performance. Another study conducted by (Nastiti, 2022) also produced the same findings, namely affective commitment has a significant effect on employee performance.

However, not all studies produce the same findings. There is still a small percentage of research producing the opposite findings. As in table 2 below:

**Table 2 Research Gap**

No.	Issue	Influence	Researchers and years
1.	There are different research results on the influence of transformational leadership on Employee performance.	Positive and significant  No effect	(Prahesti et al., 2017) (Son, Kim, & Kim, 2021) (Rivai, 2020)  (Baihaqi & Saifudin, 2021) (Cahyono, Maarif, & Suharjono, 2014) (Nurhuda et al., 2019)
2.	There are differences in research results on the effect of affective commitment towards employee performance.	Positive and significant  No effect	(Pathan et al., 2016) (Nastiti, 2022) (Warsito, Alexandri, & Muhyi, 2021)  (Prasetya, 2021) (Soni, 2020) (Nurussaifa, 2020)

*This research gap* is another argument for re-conducting research on the influence of transformative leadership and affective commitment on employee performance.

### **Theory Study and Hypothesis Development**

#### **The Effect of Transformational Leadership on Employee Performance**

Transformational leadership according to Bass & Riggio in (Garvin & Winata, 2017) is a leadership style that stimulates and inspires followers to achieve extraordinary results and in the process this leadership also develops their leadership capacity. (Judge & Robbins, 2017) explain that transformational leadership is a leadership style that provides individualized intellectual consideration and stimulation and has charisma. Transformational leadership according to (Pradana & Andriyani, 2021) has indicators including charisma, inspiration, individual *consideration* and intellectual stimulation. Kharsima, a leader who draws from the example of integrity and inspiration provided by superiors, will provide guidance and *role models* for employees. The leader's concern to give individual consideration to each employee along with intellectual guidance in solving work problems continuously is an advantage for employees. Transformational leader behaviors encourage employees to feel more connected to organizational goals. This will motivate employees to perform their duties with better performance.

Research conducted by (Yanti, D.A.W., & Morsidi, 2021) shows that transformational leadership has a positive and significant influence on employee performance. *The leader's idealized influence* or charisma makes his followers admire, respect and trust him. Transformational leaders clearly articulate the appreciation of each subordinate's achievements and demonstrate their commitment to the organization so that they become an inspiration that motivates subordinates. Transformational leaders are able to build new ideas, provide creative solutions to every employee problem. In addition,

they are willing to listen to input and specifically pay attention to the needs of subordinates for career development.

Research by (Priyatmo, 2018), provides empirical evidence of transformational leadership having a positive and significant effect on employee performance. (Cahyandani, 2021) obtained similar findings where transformational leadership has a positive and significant effect on employee performance.

H1: Transformational leadership affects employee performance.

### **The Effect of Affective Commitment on Employee Performance**

(Mujiyanto & Indarto, 2021), stated that affective commitment is a close relationship formed from an individual to his organization assuming the individual feels ownership and strives to realize organizational goals. Employees who continuously associate themselves with the goals of the organization and desire to continue to be members of the organization have a high affective commitment. Conversely, if employees with low affective commitment will also have low attention to achieving organizational goals, even tend to prioritize personal desires or goals. (Meyer, Allen, & Smith, 1993) in (Yusuf & Syarif, 2018) as employee emotional attachment, employee identification of common company values and employee involvement in the organization. (Robbins & Judge, 2011) in (Anisah, 2016) define affective commitment as emotional attachment, identification and involvement in an organization. In this case, the individual settles in an organization because of his own desires.

(Srimulyani, Murniningsih, & Raharja, 2017) states that affective commitment is a strength that employees have to work in an organization, because they are willing and have the desire to do the work. The affective commitment that an employee has will reflect individual strengths that will cause a tendency to continue working in the organization or company, because the employee feels in line with the company's goals and feels happy working within the company.

Research conducted by (Ariyani, R.P.N. & ampiyanto, 2020) provides empirical evidence that affective commitment has a positive and significant effect on performance. Someone who has a high affective commitment will have a feeling of wanting to be part of the organization, actively involved in achieving company goals, have an emotional attachment to the company, and feel proud of the organization. So that employees who have high affective commitment will have good performance.

And research conducted by (Parinding, 2017) also produced findings that show that affective commitment has a significant positive relationship with employee performance at PT. Pegadaian (Persero) Ketapang Branch.

H2: Affective commitment affects employee performance.

### **The Role of Job Satisfaction Moderation on the Effect of Transformational Leadership on Employee Performance**

Job satisfaction has the potential to amplify the influence of transformational leadership on employee performance. Transformational leadership that inspires, supports, and provides a clear view will work harder and more innovatively so that performance improves. Increased performance will be responded with *rewards* from the company so that social exchange occurs. *The rewards* given make employees satisfied so as to motivate employees again to be more productive and high performers. This exchange process will be continuous and mutually influential. Thus, it can be expected that the influence of transformational leadership on performance will be stronger in employees who have job satisfaction. (Pagalun, 2021) stated that job satisfaction moderates the influence of leadership style on performance at PT. Ciputra Fajar Mitra Makassar.

The effect of transformational leadership on employee performance is stronger in employees who have higher levels of job satisfaction.

H3: Job satisfaction plays a role in moderating the influence of transformational leadership on employee performance.

### **The Role of Job Satisfaction Moderation on the Effect of Affective Commitment on Employee Performance**

Job satisfaction is a measure of the degree to which employees feel satisfied and happy with their jobs, their environment, their income, and overall working conditions. Employees who feel satisfied with their jobs have a positive outlook on their jobs.

Affective commitment is a form of commitment in which employees feel emotionally attached to their organization. They have strong ties to the company's values, goals and culture. Employees with high affective commitment and have a good level of job satisfaction will further improve their performance. Thus, it is suspected that job satisfaction can play a role in strengthening the influence of affective commitment on employee performance. (Munthe, 2021) states that job satisfaction can moderate the relationship between organizational commitment to employee performance

The effect of affective commitment in improving employee performance will be higher in employees who have a higher level of job satisfaction.

H4: Job satisfaction plays a role in moderating the effect of affective commitment on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

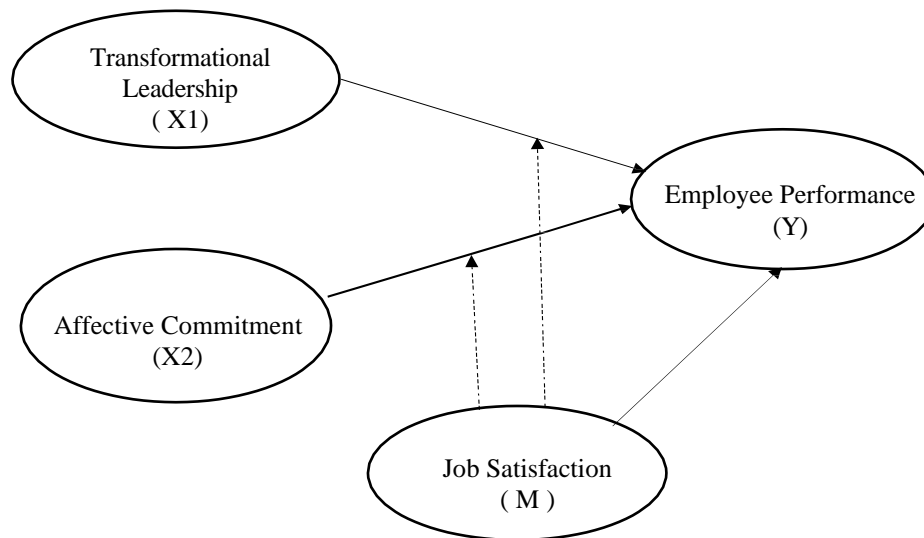
According to Locke (1969) in (Pitasari & Perdhana, 2018), job satisfaction is a measure of the degree to which employees feel satisfied and happy with their jobs, their environment, their income, and overall working conditions. Locke (1969) in (Pitasari & Perdhana, 2018) defines job satisfaction as a state of happy emotions or positive emotions derived from a person's job assessment or work experience. These emotions are employees' perceptions of how well their work is important. Tiffin in Fatmawati, *et al* (2013) explained that job satisfaction is the attitude of employees towards work, work situation, cooperation among leaders and fellow employees.

(Judge & Robbins, 2017) explain that job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level of job satisfaction has negative feelings. A person with a high level of job satisfaction will be motivated to make a positive contribution in the form of better performance to companies that have provided satisfaction for them. Job satisfaction affects employee performance.

Research by (Desyantoro & Widhiastuti, 2021) at PT. XYZ. Shows that job satisfaction has a positive and significant effect on employee performance. Research by (Narulita & Charina, 2020) found the same result, namely job satisfaction has a significant effect on employee performance.

High job satisfaction keeps employees motivated to perform better in exchange for job satisfaction provided by the company.

H5: Job satisfaction affects employee performance.



**Figure 2**  
**Theoretical Framework of Thought**

## Research Methods

This research is an explanatory quantitative research that aims to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2019)

### Population and Sample

The population in this study is employees of PT Fitrafood Internationa in Tangerang which amounted to 75 people. With census sampling techniques because the population number is top

### Data and Measurement Scale

The type of data used in this study is primary data collected from respondents with questionnaires distributed in the form of google forms. Data measurement scale using *Likert* scale (1 – 7)

### Data Analysis Techniques

Data analysis using SEM (*Structural Equation Modeling*) with Smart PLS program.

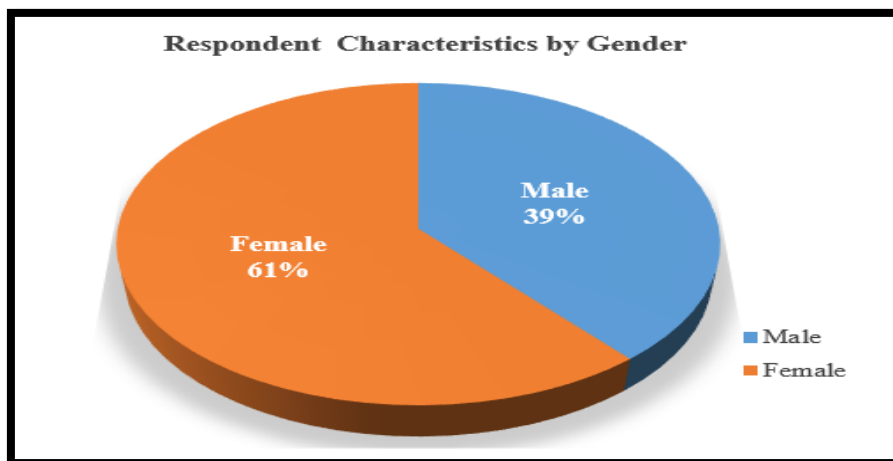
## Results and Discussion

### Descriptive Analysis of Respondents

From the results of the distribution of questionnaires that have been given to employees of PT Fitrafood International, answers can be described in several characteristics of respondents such as gender, education level and length of service.

### Respondent's Gender

The characteristics of PT Fitrafood International employee respondents based on gender are shown in the diagram in figure 3 below:



Source : Processed Primary Data, 2023

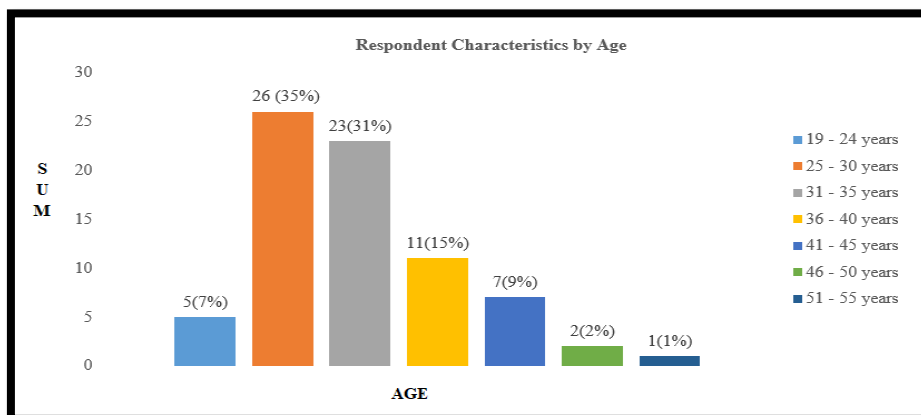
**Figure 3**

**Diagram of Respondent Characteristics by Gender**

Based on figure 1, it shows that most respondents at PT Fitrafood International are female employees, which is 61%, while there are fewer male respondents at 39%.

**Age of Respondents**

The characteristics of respondents based on age at PT Fitrafood International in Tangerang are presented in the diagram in figure 1.4 below:



Source : Processed Primary Data, 2023

**Figure 4 Diagram of respondent characteristics by age**

Based on figure 4, it can provide an idea of the characteristics of respondents to this study, namely employees of PT Fitrafood Interational in the dominance of 25-30 years old, namely 26 respondents (35%) and 31-35 years old as many as 23 respondents (31%). Then for the younger age group, namely 19-24 years, as many as 5 respondents (6%). The group of respondents aged 36-40 years as many as 11 respondents (15%), ages 41-45 years as many as 7 respondents (9%), ages 46-50 years as many as 2 respondents(2%) and the oldest age group aged 51-55 years as many as 1 respondent (1%).

**Education Level of Respondents**

The characteristics of respondents based on the level of education at PT Fitrafood International in Tangerang are presented in table 1.3 below:



**Table 3 Characteristics of respondents based on education level**

No.	Education Level	Sum	Percentage
1	SMA	43	56%
2	D3	5	7%
3	S1	26	35%
4	S2	1	2%
<b>Sum</b>		<b>75</b>	<b>100%</b>

Source : Processed Primary Data, 2023

Based on the data in table 1.3 provides an illustration that the characteristics of respondents in this study are dominated by employees with a high school education level, namely 43 respondents (56%), then followed by respondents with a Bachelor level of strata 1 education as many as 26 respondents (35%), then respondents with a Diploma III education level as many as 5 respondents (7%) and at least respondents with a Master / Strata 2 education level of 1 respondent (2%)

#### **Respondent's Length of Service**

The characteristics of respondents of PT Fitrafood International in Tangerang based on length of service can be shown in table 1.4 below:

**Table 4Table of Characteristics of Respondents By length of service**

No.	Period of Service	Sum	Percentage
1	0 – 5 years	48	64%
2	6 – 10 years	16	21%
3	11 – 15 years	9	12%
4	16 – 20 years	2	3%
<b>Sum</b>		<b>75</b>	<b>100%</b>

Source : Processed Primary Data, 2023

Based on the data in table 4 gives an idea that the characteristics of the respondents of this study were dominated by employees of 1-5 years of work, namely 48 respondents (64%), then followed by respondents with 6-10 years of service as many as 16 respondents (21%), then respondents who had worked 11-15 years as many as 9 respondents (12%) and at least were respondents with the longest working period of 16-20 years only 2 respondents ( 2%)

#### **Description of Research Variables**

Descriptive analysis of research variables describes in general the responses or responses of respondents to questions or statements contained in questionnaires about research variables. In the study, the description presented is the respondent's response to the variables studied, namely transformational leadership, affective commitment, job satisfaction and employee performance.

Descriptive analysis of the variables of this study was carried out using index numbers. Because the measurement scale used is a Likert scale with a scoring range of 1 to 7. Thus the calculation of the answer index of respondents is formulated as follows:

Index Value :

$$\{(\%F1 \times 1)+(\%F2 \times 2)+(\%F3 \times 3)+(\%F4 \times 4)+(\%F5 \times 5)+(\%F6 \times 6)+(\%F7 \times 7)\} / 7$$

The respondents' answer index number starts from a minimum of 7 and a maximum of 100 with a range of 93, without the number 0. By using the *three-box method*, the range of 93 divided by three will produce a range of 31, which will be used

as the basis for interpretation of the index value (Ferdinand, 2014). So that the index value can be determined as follows:

7,00 – 38,00	= low
38,01 – 69,00	= medium
69,01 – 100,00	= height

### Description of the variables of Transformational Leadership

The index of respondents' answers to questions from the transformational leadership variable measured by four question items can be seen in table 5 below:

**Table 1.5**

<b>Index of respondents' answers to transformational leadership variables</b>									
<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>Total</b>	<b>Table of Contents</b>
Charisma	0	0	0	3	23	28	21	75	84%
Inspirational Motivation	0	0	0	7	17	29	22	75	84%
Intellectual Stimulation	0	0	0	6	25	26	18	75	82%
Individual Considerations	0	0	0	5	21	31	18	75	83%
<b>Average</b>									<b>83%</b>

Source : Processed Primary Data, 2023

The data in table 5 shows that the average index of response perception to transformational leadership variables is 83%, in accordance with the *Three-box Method* criteria used in determining the index criteria in this study means that they are included in the high criteria. With the highest index on the indicator of charisma and inspirational motivation at 84% and the lowest indicator of intellectual stimulation at 82%.

### Description of the Affective Commitment variable

The index of respondents' answers to questions from the Affective Commitment variable measured by four question items can be seen in table 6 below:

**Table 6**

<b>Index of respondents' answers to affective commitment variables</b>									
<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>Total</b>	<b>Table of Contents</b>
Sense of Fun	0	0	0	5	26	28	16	75	82%
A Sense of Belonging	0	0	0	6	25	30	14	75	81%
Emotional Attachment	0	0	1	8	31	25	10	75	78%
Personal Meaning	0	0	0	7	25	24	19	75	82%
<b>Average</b>									<b>81%</b>

Source : Processed Primary Data, 2023

The data in table 1.6 shows that the average index of response perception to the affective commitment variable is 81%, in accordance with the *Three-box Method* criteria used in determining the index criteria in this study means that it is included in the good criteria. With the highest index on indicators of pleasure and personal meaning at 82% (high category). And the lowest index on the emotional attachment indicator is 78%.

### Description of the variable Job Satisfaction

The index of respondents' answers to questions from job satisfaction variables measured by six question items can be seen in table 7 below:

**Table 7 Index of Respondents' Answers to Job Satisfaction Variables**

Indicators	1	2	3	4	5	6	7	Total	Table of Contents
There is a variety of jobs	0	0	0	9	25	31	10	75	79%
Supervisors are capable of decision making	0	0	0	4	19	34	18	75	84%
There are <i>sufficient rewards</i> .	0	0	0	6	28	33	8	75	80%
There is a definite job desk.	0	0	0	8	15	38	14	75	82%
Opportunities for self-actualization and freedom	0	0	0	5	22	35	13	75	82%
The leader's policy can be put into practice.	0	0	0	1	22	39	13	75	84%
<b>Average</b>									<b>82%</b>

Source : Processed Primary Data, 2023

The data in table 7 shows that the average response perception index to job satisfaction variables is 82%, in accordance with the *Three-box Method* criteria used in determining the index criteria in this study means that they are included in good criteria. The highest index obtained in the indicator of leadership policy can be practiced, which is 84% (high category).

#### **Description of the Employee Performance variable**

The index of respondents' answers to questions from employee performance variables measured by five question items can be seen in table 1.8 below:

**Table 8 Index of respondents' answers to employee performance variables**

Indicators	1	2	3	4	5	6	7	Total	Table of Contents
Quality	0	0	0	0	7	44	24	75	89%
Quantity	0	0	0	1	8	48	18	75	87%
Timeliness	0	0	0	2	5	38	30	75	90%
Effectiveness	0	0	0	2	7	45	21	75	88%
Independence	0	0	0	1	9	31	34	75	90%
<b>Average</b>									<b>89%</b>

Source : Processed Primary Data, 2023

The data in table 1.8 shows that the average index of perception of response to employee performance variables is 89%, in accordance with the criteria of *the Three-box Method* used in determining the index criteria in this study means that it is included in the good criteria. The highest index of 90% (tigggi category) on indicators of punctuality and independence. While the lowest index value is found in the quantity indicator, which is 87%.

#### **Inferential Statistical Analysis**

##### **Outer Model Evaluation**

The purpose of testing this measurement model is to test the validity and reliability of indicators in each exogenous and endogenous construct.

##### **Validity Test**

**Table 9 Convergent Validity Test Results with AVE Value Parameters**

Variable	Average Variance Extracted ( AVE)	Validity Convergent
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Transformational Leadership (X1)	0,704	Valid
Job Satisfaction ( M )	0,575	Valid
Employee Performance (Y)	0,574	Valid
Affective Commitment ( X2 )	0,730	Valid

Table 9 shows the results of convergent validity testing with AVE values for all constructs greater than 0.5. This shows that all constructs are convergently valid. Convergent validity testing with *Loading Factor* parameters was also found to be valid although not included in this report.

**Table 10 Discriminant Validity Test Results with Fornell and Larcker Criteria Parameters**

	<b>Transformational Leadership (X1)</b>	<b>Job Satisfaction (M)</b>	<b>Employee Performance (Y)</b>	<b>Affective Commitment (X2)</b>
Transformational Leadership (X1)	<b>0,839</b>			
Job Satisfaction (M)	0,228	<b>0,759</b>		
Employee Performance (Y)	0,617	0,502	<b>0,758</b>	
Affective Commitment (X2)	0,420	0,431	0,745	<b>0,855</b>

The results of testing the validity of the discriminant using the Fornell and Larcker criteria values in table 10, show that all AVE root values in the diagonal path of table 4.10 are greater than the correlation values between the constructs below. It shows that all constructs meet the validity of discrimination. Testing the validity of discriminants with HTMT value parameters also showed valid results, although they were not included in this report.

**Reliability Test**

**Table 11 Reliability Testing Table With Cronbach's Alpha, Rho\_A and Composite Reliability Parameters**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Rho_A</b>	<b>Composite Reliability</b>
Transformational Leadership (X1)	0,862	0,88	0,905
Job Satisfaction ( M )	0,859	0,905	0,890
Employee Performance (Y)	0,814	0,815	0,871
Affective Commitment ( X2 )	0,878	0,886	0,915

The data in table 11 reliability measurement results with the results of all parameters have a value greater than 0.7. Thus it can be concluded that the measuring instruments used are realistic.

**Inner Model Evaluation**

**Test R2**

**Table 12 R-Square Testing Table**

	<b>R-Square</b>	<b>R-Square Adjusted</b>
Employee Performance (Y)	0,774	0,757

The test results in table 12 explain that employee performance variables can be explained by transformational leadership, affective commitment and job satisfaction

variables of 0.774 or 77.4%. This figure belongs to the strong category. The remaining 0.226 or 22.6% was explained by other variables that were not studied. (Ghozali,2021)

**F2 Test**

**Table 13 F-Square Test Table**

	<i>F-Square</i>	<b>Category</b>
Transformational Leadership	0,532	Big
Affective Commitment	0,617	Big
Job Satisfaction	0,132	Small

The test results in table 13 explain that the transformational leadership variable has an influence on employee performance of 0.532 and is included in the large category. The affective commitment variable has an influence of 0.617 on employee performance variables and falls into the large category. While the job satisfaction variable has an influence of 0.132 on employee performance variables and is included in the small category because it is below 0.15. (Ghozali, 2021).

**Test the hypothesis**

Based on data analysis that has been carried out in the Smart PLS bootstrapping process in figure 14, hypothesis test decision making data are obtained as in table 2.5 below:

**Table 15 Hypothesis Testing Table**

	<b>Original Sample (O)</b>	<b>T Statistics</b>	<b>P- Values</b>	<b>Decision</b>
Transformational Leadership (X1) -> Employee Performance (Y)	0.389	5.278	0,000	H1 Accepted
Afketive commitment (X2) -> Employee Performance ( Y)	0.456	4.998	0,000	H2 Accepted
Emod Job Satisfaction (M) ->Transformational Leadership (X1)*Employee Performance (Y)	0.049	0.408	0.684	H3 Rejected
Emod Job Satisfaction (M) ->Affective Commitment(X2)* Employee Performance (Y)	-0.222	1.223	0.222	H4 Rejected
Job Satisfaction (M) -> Employee Performance (Y)	0.194	2.384	0.017	H5 Accepted

Based on table 15, the complete hypothetical test results are as follows:

**The influence of transformational leadership on employee performance.**

Based on the results of SmartPLS bootstrapping analysis, the statistical value for the effect of transformational leadership (X1) on employee performance (Y) original *sample* value of 0.389 is positive and t is calculated at 5.278 > t table (1.96) and *p - value* 0.000 < 0.05. Thus research hypothesis 1 is accepted. Transformational leadership has a positive and significant effect on employee performance.

**The effect of affective commitment on employee performance.**

Based on the results of SmartPLS bootstrapping analysis, the statistical value for the effect of affective commitment (X2) on employee performance (Y) original *sample* value of 0.456 is positive and t is calculated at 4.998 > t table (1.96) and *p – value* 0.000

$< 0.05$ . Thus research hypothesis 2 is accepted. Affective commitment has a positive and significant effect on employee performance.

#### **The role of job satisfaction in moderating the influence of transformational leadership on employee performance.**

Based on the results of SmartPLS bootstrapping analysis, statistical values for the moderation effect of job satisfaction on the effect of transformational leadership (X1) on employee performance (Y) original *sample* value of 0.049 are positive and t count is  $0.408 < t \text{ table } (1.96)$  and  $p - \text{value } 0.684 > 0.05$ . Thus research hypothesis 1 was rejected. Job satisfaction did not moderate the influence of leadership on employee performance at a significance level of 0.05.

#### **The effect of affective commitment on employee performance.**

Based on the results of SmartPLS bootstrapping analysis, statistical values for the moderation effect of job satisfaction on the effect of affective commitment (X2) on employee performance (Y) original *sample* value of 0.222 are negative and t count is  $1.223 < t \text{ table } (1.96)$  and  $p - \text{value } 0.222 > 0.05$ . Thus research hypothesis 1 was rejected. Job satisfaction did not moderate the effect of transformational leadership on employee performance at a significance level of 0.05.

#### **The effect of job satisfaction on employee performance.**

Based on the results of SmartPLS bootstrapping analysis, the statistical value for the effect of job satisfaction (M) on employee performance (Y) original *sample* value of 0.194 is positive and t is calculated at  $2.384 > t \text{ table } (1.96)$  and  $p - \text{value } 0.017 > 0.05$ . Thus research hypothesis 5 is accepted. Job satisfaction has a positive and significant effect on employee performance at a significance level of 0.05.

## **Discussion**

### **The influence of transformational leadership on employee performance.**

Based on the results of hypothesis 1 testing which states that transformational leadership has a positive and significant effect on employee performance at PT Fitrafood International in Tangerang, it means that the more transformational the leadership style of superiors at PT Fitrafood International, the better the employee performance. Inspiring charisma is accompanied by intellectual guidance to employees in carrying out tasks and solving every problem that arises. The average index of transformational leadership variables is 83% in the high category. PT Fitrafood International employees, the majority of whom have high school education, are female as much as 63% with the highest employee age aged 25-35 years as much as 66%, feel that the presence of individual leaders to the process and completion of work makes them feel supported to do work with maximum results

Charisma that comes from integrity that can be trusted to be a role model for employees, inspirational motivation, consideration and the presence of individual leaders in helping every employee problem and intellectual guidance provided by superiors make employees motivated to reciprocate with maximum performance. This is in line with the premise of social exchange theory where each individual in an organization calculates its overall value by subtracting its sacrifice from the rewards received. The attitude of superiors who are transformational style as will be exchanged with maximum kinerja. Transformational leadership has a significant positive effect on improving the performance of PT. Fitrafood International.

The results of this study are in line with research conducted by previous researchers, namely (Faqih, F., Awasinombu, A.H., Juharsah, Sukotjo, 2023) stated that transformational leadership will be able to improve employee performance. This result is

also supported by research conducted by (Krisnawan & Djastuti, 2021), (Ausat, Suherlan, & Hirawan, 2022), and (Najib, 2023) who state that transformational leadership style has a positive and significant effect on employee performance

**The effect of affective commitment on employee performance.**

Based on the results of hypothesis 2 testing which states that affective commitment has a positive and significant effect on employee performance at PT Fitrafood International Tangerang, it means that the higher the level of affective commitment of PT Fitrafood International employees, the better their performance. Employees with a high level of affective commitment feel that the values carried out by the company have similarities with the values that are held personally. This similarity in values gives birth to a sense of pleasure to continue his career in the company PT Fitrafood International for a long time. This will make the company provide rewards which in turn will motivate employees to continue to perform well, in accordance with the principle of social exchange.

The average index of the affective commitment variable has an index of 81% and is included in the high category. PT Fitrafood International employees with the majority of work for 0-5 years and dominated by female employees as much as 63% have a high affective commitment to the company. Employees feel happy to work because the company can accept her and her husband to work together in one company. They feel that they get treatment that may not necessarily be obtained in other companies. Democratic values that are actually adopted make them feel that their opinions and input to the company are valued so that they feel comfortable and happy. This sense of pleasure makes the emotional attachment and sense of belonging of employees to the company strong. This can improve employee performance. Affective commitment has a positive and significant effect on the performance of PT. Fitrafood International.

The results of this study are in line with research conducted by previous researchers, namely (Lamondjong, Prayekti, & Herawati, 2021), (Anisah, 2016), (Parinding, 2017) and also (Pane & Fatmawati, 2017) which similarly found relevant results, namely affective commitment has a positive and significant effect on laryawan performance.

**The role of job satisfaction in moderating the influence of transformational leadership on employee performance.**

Based on the results of hypothesis 3 testing which states that job satisfaction does not play a role in moderating the effect of affective commitment on employee performance at PT Fitrafood International in Tangerang, it means that the higher the level of job satisfaction of PT Fitrafood International employees, it does not have an effect on either strengthening or weakening the influence of transformational leadership on employee performance. In the employee population of PT Fitrafood International studied, the level of job satisfaction did not have a moderating effect on the influence of transformational leadership style on their performance.

The satisfaction obtained from the variety of jobs, having superiors who have the authority to take leadership, *rewards* that are commensurate with performance, a definite job desk, and the existence of self-actualization space and situations where all superior policies can be practiced make employees motivated to continue to perform their duties and work with high awareness and responsibility, not proven to be able to play a role in strengthening or weakening positive influences Tarnsformational leadership style towards improving the performance of PT Fitrafood International employees. Thus, it can be interpreted that the level of positive influence of transformational leadership on

improving employee performance is not found to be different in employees who have high levels of job satisfaction and those who have low levels of job satisfaction

The results of this study are not in line with previous research conducted by (Pagalun, 2021) and (Madjid & Hidayanto, 2017), which obtained results that job satisfaction moderates the influence of leadership style on employee performance.

**The role of job satisfaction in moderating the effect of affective commitment on employee performance.**

Based on the results of hypothesis 4 testing which states that job satisfaction does not moderate the effect of affective commitment on employee performance at PT Fitrafood International in Tangerang. This means that the higher the level of job satisfaction of PT Fitrafood International employees, it does not strengthen or weaken the influence of employees' affective commitment on their performance. In the employee population of PT Fitrafood International studied, the level of job satisfaction did not have a moderating effect on the effect of employees' affective commitment on their performance. This can be interpreted as there is no significant relationship between the level of job satisfaction in improving employee performance as a result of the higher level of affective commitment of employees.

The satisfaction obtained from the variety of jobs, having superiors who have the authority to take leadership, *rewards* that are commensurate with performance, a definite job desk, and the existence of self-actualization space and situations where all superior policies can be practiced make employees motivated to continue to perform their duties and work with high awareness and responsibility, not proven to be able to play a role in strengthening or weakening positive influences affective commitment to improving the performance of PT Fitrafood International employees. No difference was found in employees who had high levels of job satisfaction or those who had low levels of job satisfaction.

The results of this study are not in line with research conducted by previous researchers, namely (Munthe, 2021) and (Hasibuan & Indrawijaya, 2023) which obtained different results that job satisfaction was able to moderate the effect of organizational commitment on employee performance.

**The effect of job satisfaction on employee performance.**

Based on the results of testing hypothesis 5 which states that job satisfaction has a positive and significant effect on the performance of PT Fitrafood International employees in Tangerang, it is explained that the higher the level of job satisfaction of PT Fitrafood International employees, the better the performance. Employees who have a high level of job satisfaction will provide feedback in the form of increased performance. The satisfaction obtained from the variety of jobs, having superiors who have the authority to take advantage, *rewards* that are commensurate with performance, a definite job desk, and the existence of self-actualization space and situations where all superior policies can be practiced make employees motivated to continue to do their duties and work with high awareness and responsibility. This will result in better quality and quantity performance.

The average index of the job satisfaction variable has an index of 81% and is included in the high category. PT Fitrafood International employees with the majority of work periods of 0-5 years and dominated by female employees as much as 63% have a high level of job satisfaction, feel a variety in work, have superiors who have the authority to take leadership, get *rewards* commensurate with performance, a definite job desk, and



there is space for self-actualization and situations where all superior policies can be practiced.

The results of this study are supported by the results of previous studies conducted by (Desyantoro & Widhiastuti, 2021), (Nugroho, Rinda, & Marlina, 2022), (Anam & Edy, 2017) and (Ramadhanty & Djastuti, 2020) which obtained similar findings that job satisfaction has a positive and significant effect on employee performance.

## Conclusion

Based on the results of hypothesis testing that has been done, the results of this study can be concluded as follows:

Transformational leadership has a positive and significant effect on employee performance. The better the transformational level of a boss, the more employee performance will increase.

Affective commitment has a positive and significant effect on employee performance. The higher the level of affective commitment of the employee will further improve the performance of the employee.

Job satisfaction does not play a role in moderating the influence of transformational leadership on employee performance. An employee's level of job satisfaction does not moderate the influence of a leader's transformational style on improving employee performance.

Job satisfaction does not play a role in moderating the effect of affective commitment on employee performance. An employee's level of job satisfaction does not moderate the effect of an employee's level of affective commitment on improving his or her performance.

Job satisfaction has a positive and significant effect on employee performance. The higher the level of job satisfaction of an employee, the more his performance will increase.

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