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DETERMINATION OF TRANSFORMATIONAL LEADERSHIP, WORK DISCIPLINE, WORKLOAD, WORK SPIRIT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AFTER THE COVID 19 PANDEMIC AT THE BATAM CITY REGIONAL REVENUE AGENCY OFFICE, INDONESIA

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ABSTRACT

In realizing the achievement of the vision and mission of the Regional Revenue Agency (BAPENDA) In realizing the achievement of the vision and mission of the Regional Revenue Agency (BAPENDA) Batam City, namely "The Realization of Regional Original Income as the Mainstay of Batam City Development." the Batam City BAPENDA Office as the agency that manages tax revenues is responsible for carrying out the third mission, namely improving the quality and performance of personnel and organizational resources. So it is necessary to do research on Determination of Transformational Leadership, Work Discipline, Workload, and Work Spirit on Employee Performance through Job Satisfaction after the Covid-19 Pandemic at the Batam City Regional Revenue Agency Office. The population in this study was employees who worked in the Batam City Regional Revenue Agency, which amounted to 206 employees using the Solvin method rounded off by 136 respondents. The results of all the determination variables are seven significant and two are not significant, while the R Square value of the effect of X1, X2, X3 and X4 simultaneously on Y is 0.693 with an adjusted R Square value of 0.684. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 0.693 or 69.3%. The R Square value of the influence of X1, X2, and X3 simultaneously on Z is 0.580 with an adjusted R Square value of 0.564. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Z by 0.580 or 58.0%. Therefore, it is necessary to increase Transformational Leadership and Job Satisfaction so that employee performance increases.

KEYWORDS: transformational leadership, work discipline, workload, morale, job satisfaction, employee performance.

I. PRELIMINARY

1) Background of the problem

The issuance of Batam City Regional Regulation No. 10 of 2016 concerning the Establishment and Composition of Batam City Government Regional Apparatuses, the legal reference used by the Batam City Regional Revenue Agency (BAPENDA) can be sourced from the rules set by the Central Government as technical guidelines governing the administrative system in the management of PAD, as well as regulations regional government determined by the regional government/regional legislature as the legal basis for the implementation of regional tax/retribution collection. Aspects of quality human resources with which are strengths and can improve the performance of the Batam City Regional Revenue Agency in carrying out the management of regional income and services to the taxpayer community.

In simple terms, Human Resource Management is the process of managing human beings, through planning, recruitment, selection, and training, development of compensation, career, safety and health as well as maintaining industrial relations to termination of employment in order to achieve company goals and improve the welfare of stakeholders.

In realizing the achievement of the vision and mission of the Regional Revenue Agency (BAPENDA) Batam City, namely "The Realization of Regional Original Income as the Mainstay of Batam City Development." the Batam City BAPENDA Office as the agency that manages tax revenues is responsible for carrying out the third mission, namely improving the quality and performance of personnel and organizational resources. Currently the problem found by the company related to employee performance is the lack of care for the leadership of the employee. Leaders are less assertive in improving the quality of employee work, such as time discipline at work is less than optimal, does not provide work motivation so that employees are more enthusiastic, a work atmosphere that is less conducive to dissatisfaction with other employees at work.

2) Formulation of the problem

- a) How does transformational leadership have a direct effect on employee job satisfaction?
- b) How does work discipline have a direct effect on job satisfaction?
- c) How does workload directly affect job satisfaction?
- d) How does work morale directly affect employee job satisfaction?
- e) How does job satisfaction have a direct effect on employee performance at the Batam City Regional Revenue Agency?
- f) How does transformational leadership directly affect employee performance?
- g) How does work discipline directly affect employee performance?
- h) How does workload directly affect employee performance?

- i) How does work morale directly affect the performance of employees at the Regional Revenue Agency Office of Batam City?
- j) How is transformational leadership on employee performance through job satisfaction?
- k) How does work discipline affect employee performance through job satisfaction?
- l) How does workload affect employee performance through job satisfaction?
- m) How does work morale affect employee performance through job satisfaction?

II. THEORETICAL BASIS

a) Transformational leadership

Munawaroh (2011) argues that transformational leadership is described as a leadership style that can arouse or motivate employees, so that they can develop and achieve performance at a high level, exceeding what they previously thought. Basically, the concept of transformational leadership focuses on providing inspirational motivation, giving a leader the influence of his employees, providing intellectual stimulation, and doing individual considerations (Dewi et al, 2015: 4225).

According to (Munir et al. (2012), transformational leadership has four components, namely:

1. Charismatic

In this component the leader will act as a model that is admired, respected and trusted by subordinates so that the subordinate will be on the side of the leader and even want to be like his leader. This component is also known as the Idealized Influence component.

2. Inspirational motivational

Leaders are able to provide ideas or inspiration that can motivate their subordinates. Transformational leaders will raise the spirit, enthusiasm and optimism of their employees.

3. Intellectual Stimulation

Transformational leaders use an approach to their subordinates in order to be creative and innovative to solve existing problems. Subordinates are also given the opportunity to approach approaches in new ways to existing problems and find solutions.

4. Individual considerations

Give individual attention, treat each subordinate as a whole person, train and advise subordinates to achieve performance at a higher potential level.

Leaders in an organization, both profit-oriented and non-profit oriented, have a dominant position in determining the progress of a company. The performance produced by a company is a description of the ownership of the results given by the leader who manages the company. And leaders have been accustomed to using performance as a measure to support decision making. This assessment can be done by looking at the financial performance and non-financial performance. Financial performance looks at the financial statements owned by the company or business entity concerned and it is reflected in the information obtained on the balance sheet, income statement (income statement) and cash flow as reinforcement for the financial performance assessment. And non-financial performance is seen, one of which is in terms of the quality of human resources in the company, such as experience and background education of employees. A good leader is one who is able to manage all available resources and is able to provide benefits and satisfaction to stakeholders.

This theory was first put forward by Burn in Khoirusmadi, (2011: 22) who identified two types of political leadership, namely transformational leadership and transactional leadership. Transformational leadership is characterized as a leader who focuses on achieving changes in the values, beliefs, attitudes, behavior, emotions, and needs of subordinates towards better changes in the future. A transformational leader is a change agent who strives to re-transform the organization as a whole so that the organization can achieve maximum performance in the future. There are several characteristics of transformational leadership types. First, there is the most important similarity, namely the way the organization is not driven by bureaucracy, but by shared awareness. Second, the perpetrators prioritize the interests of the organization, not personal interests. Third, there is active participation from followers or people being led

According to Brantas (2009:159), leadership cannot be separated from the values possessed by leaders, namely:

1. Theoretical, namely values related to the search for truth and rational justification.
2. Economical, this is interested in aspects of life that are full of beauty, enjoying each event for its own sake.
3. Social, have compassion for others, sympathy, selflessness.
4. Political, power-oriented and see competition as a very vital factor in his life.
5. Religious, always connect every activity with the power of the creator.

b) Work Discipline

According to (Husain, 2018:5) Work discipline is an attitude or behavior that shows employee discipline towards organizational regulations, work discipline is also heavily influenced by factors that make a person's personal characteristics and can create habits that support the establishment of discipline, namely:

1. Can respect each other, when met in the work environment or outside of work.
2. Tell your co-workers if you want to leave the workplace, so that your co-workers will know when to ask your boss.
3. Give praise according to the place and time, so that employees will also feel proud of the compliment.
4. If all the factors mentioned above are applied by a company or organization, then discipline enforcement will be easy to implement, thus employees will be disciplined against all procedures that have been set by a company or organization.

A work order, work regulations and work policies are very much needed in work because if there is no work discipline then the company cannot achieve the desired goals and that is where the targets set by the company will not be achieved. (Husain, 2018: 4) Discipline is the awareness and willingness of someone who will obey the company's current regulations. Work discipline is an employee who is able to carry out labor compliance that has been determined by existing regulations. Here are some explanations about basic principles of work discipline, ie. (Ultari Dewi , SE., 2016:117)

Continuing the previous explanation, according to the disciplined attitude of the employee, it can be seen that the personality of the employee is related to the responsibility to the company because this problem is closely related to the motivation and morale of the employee which in turn has an influence on the level of performance of the employee to the company.(Ultari Dewi , SE., 2016: 117) Discipline is the awareness and willingness of someone who will obey the company's current regulations. Work discipline is an employee who can carry out the obedience of a workforce that has been determined by existing regulations and is determined by the company where they work, with work discipline it means that someone is obliged to be able to carry out every regulation that exists in the company. This is necessary because it can affect the tasks assigned to an employee. (Fahmi, 2016: 65)

c) Workload

According to Irwandy (2006), workload is the average activity frequency of each job within a certain period of time. While the workload according to KEPMENPAN no.75/2004 is a number of work targets or target results that must be achieved in a certain time unit. While the definition of workload according to PERMENDAGRI no. 12/2008 workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and the time norm.

Workload measurement is defined as a technique to obtain information about the efficiency and effectiveness of the work of an organizational unit or position holder which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. It was further stated that the measurement of workload is one of the management techniques to obtain job information, through a process of research and analysis carried out by analysis. The position information is intended to be used as a tool to improve the apparatus both in the fields of institutions, management, and human resources. Calculation of workload can be seen from 3 aspects, namely physical, mental and time use. Physical aspects include workloads based on human physical criteria. The mental aspect is the calculation of the workload by considering the mental (psychological) aspect. While the aspect of time utilization is more concerned with the aspect of using time for work (Marizki, 2014).Prihatini (2007), states that the workload is influenced by the following factors:

1. External factors are loads that come from outside the worker's body, such as:
 - a. The tasks carried out are physical such as work stations, layout, workplace, work tools and facilities, working conditions, work attitudes, while mental tasks such as the complexity of the work, the level of difficulty of the work, training or education obtained, job responsibilities.
 - b. Work organization such as working hours, rest periods, shift work, night work, remuneration systems, organizational structure models, delegation of tasks and authority.
 - c. The work environment is the physical work environment, chemical environment, biological work environment, and psychological work environment. These three aspects are called wring stressors.
2. Internal factors. Internal factors are factors that come from within the body as a result of reactions to external workloads. The body's reaction is called a strain; the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors

(gender, age, body size, nutritional status, health conditions) psychological factors (motivation, perception, belief, desire and satisfaction).

d) Spirit at work

Every company wants every employee to have high morale; this work spirit is needed so that company activities in achieving goals can run smoothly. Morale is a trait that must be trusted by every employee so that the work done is not only completed quickly but the quality is also good. Morale is used to describe the overall atmosphere felt by employees in the office. If the employee feels passionate, happy, optimistic, it illustrates that the employee has high morale and if the employee likes to argue, hurt, looks uneasy, then the employee has low morale.

According to Nitisemito (2010), morale is something positive and something good, so that it can contribute to work in a better sense. Meanwhile, according to Nitisemito (2010), morale is doing work more actively, so that the work will be expected to be faster and better. According to Hasibuan (2013), morale is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum performance. In addition, according to Siagian (2010) morale is the extent to which employees are passionate about carrying out their duties and responsibilities within the company. From some of these opinions, it can be seen that what is meant by morale is every individual or group of people within the company who do work more actively and passionately in carrying out their duties with the hope that the work will be completed quickly and better, and is responsible for the work given.

e) Job satisfaction

According to Dole and Schroeder (2010:45) job satisfaction can be defined as individual feelings and reactions to the work environment, while Testa (2011:76) defines job satisfaction as joy or a positive emotional statement resulting from the assessment of one job or work experiences. . Locke (in Testa, 2011:87) also explains that job satisfaction reflects the joy or positive emotional attitude that comes from one's work experience. The joy felt by employees will have a positive attitude impact on employees. According to Robbins (2012: 34) states that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received. According to Lawler (in Robbins, 2012: 56), the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and energy given. According to Siagian (2011: 55) job satisfaction is a person's perspective, both positive and negative about his work, according to Munandar (2010: 287) job satisfaction is a personal right. Each individual has a different level of satisfaction according to the situation and values that apply to him. The high level of satisfaction felt by individuals indicates that the elements contained in the work are as desired. So job satisfaction is the overall result of the degree of enjoyment of workers to various aspects of their work.

Job satisfaction is a response that reflects the degree to which a person feels affective and or emotional towards various jobs (Kreitner&Kinicki, 2014). According to Davis and Newstrom (2014: 245) job satisfaction is a set of employees' feelings about whether or not their work is enjoyable. If someone is happy with his job, then that person is satisfied with his job. According to Kartono (2011: 87) job satisfaction is the true satisfaction that can be obtained in the work

environment is a sense of pride and satisfaction with the success of completing work tasks to completion. The success of someone completing will make the individual feel useful for the organization.

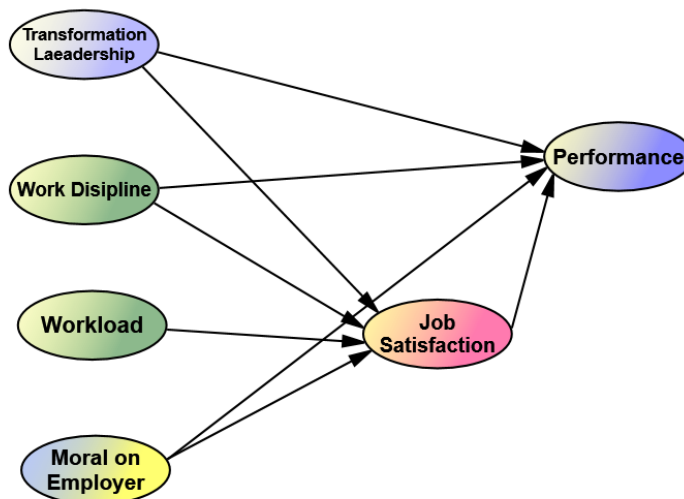
Job satisfaction is an attitude shown by employees in carrying out their duties related to their expectations and existing realities. Job satisfaction according to Robbins (2010:30) is a general attitude towards one's work; the difference between the amount of rewards workers receive and the amount they believe they should receive. In addition, Hasibuan (2011: 202) states that job satisfaction is an emotional attitude that is pleasant and loves his job. The definition expressed by Robbins and Hasibuan above directs that employee job satisfaction is an emotional attitude that shows pleasant or unpleasant feelings from the expectations that employees should receive with the existing reality.

f) Employee Performance

To get an idea of employee performance, the following will be put forward the definition of employee performance according to experts. (Mangkunegara, 2011: 67) defines performance (performance) as follows: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile (Hasibuan, 2011; 379), said that employee performance depends on the ability, work effort and job opportunities which are assessed from the output. According to (Timpe, 2011; 10), suggests that performance (job performance) is the level of individual performance, namely the desired outcome of individual behavior. According to (Rivai and Sagala, 2014; 25) stated that performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly. According to (Hersey and Blanchard, 2011; 179) defines performance as the results that have been achieved by someone using certain media. This definition emphasizes that an employee cannot successfully achieve his performance without the help of a medium in the form of other means that affect him both intrinsically and extrinsically.

According to (Prawirosentono, 2011; 11) Human resources as actors who play an active role in moving the company/organization in achieving its goals. The achievement of the company's goals is only possible because of the efforts of the actors in the company to perform well. Individual performance (individual performance) with institutional performance (institutional performance) or company performance (corporate performance) there is a close relationship. Performance (performance) is defined as the work of an employee, a management process or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards). According to (Widodo, 2015; 131) Performance is the level of achievement of results on the implementation of certain tasks. The term performance comes from job performance or actual performance (job performance or actual achievement achieved by someone). Understanding performance (achievement) is the result of work in quality, quantity, and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

g) Framework of thinking



Transformational Leadership Determination, Work Discipline, Workload, Morale on Employee Performance through Job Satisfaction Post Pandemic Covid 19 at the Regional Revenue Agency Kantor Batam city.

Image 1. Research Model

h) Hypothesis

The hypotheses that can be found are as follows:

1. Transformational leadership has a direct influence on employee job satisfaction at Batam City Regional Revenue Agency.
2. Work Discipline has a direct influence on employee job satisfaction at Batam City Regional Revenue Agency.
3. Workload directly affects employee job satisfaction at Batam City Regional Revenue Agency.
4. Work enthusiasm directly affects employee job satisfaction at Batam City Regional Revenue Agency.
5. Job satisfaction directly affects employee performance at Batam City Regional Revenue Agency.
6. Transformational leadership directly affects employee performance at Batam City Regional Revenue Agency.
7. Work discipline has a direct influence on employee performance at Batam City Regional Revenue Agency.
8. The workload directly affects the performance of employees at Batam City Regional Revenue Agency.
9. Morale directly affects employee performance at Batam City Regional Revenue Agency.
10. Transformational leadership affects performance through employee job satisfaction at Batam City Regional Revenue Agency.
11. Work discipline affects performance through employee job satisfaction at Batam City Regional Revenue Agency.

12. Workload affects performance through employee job satisfaction at Batam City Regional Revenue Agency.
13. Work enthusiasm affects performance through employee job satisfaction at Batam City Regional Revenue Agency.

III. RESEARCH METHODS

1) Population and Research Sample

The populations in this study are employees who work in Batam City Regional Revenue Agency which amounts to 206 people regardless of strata and specific field of work. Arikunto (in Riduwan, 2012: 210) suggests that if the subject is less than 100, it is better to take all, so that the research is a population study (census method). The populations in this study were employees who worked at the Batam City Regional Revenue Agency, which amounted to 206 employees using the Solvin Method.

$$n = \frac{N}{1 + N(e)^2} \quad n = 206 / (1 + (206 \times 0.05)^2) = 135.97 \text{ rounded up by 136 respondents}$$

The data analysis technique in this study uses Partial Least Square (PLS), which is a multivariate analysis in the second generation using structural equation modeling (Structural Equation Model / SEM). PLS can be used for a small number of samples, and of course with a large number of samples will be able to increase the precision of the estimate. PLS does not require the assumption that the data distribution must be normal or not. The form of the construct can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000 indicators (Hair, Hult, Ringle, & Sarstedt, 2014).

IV. DISCUSSION

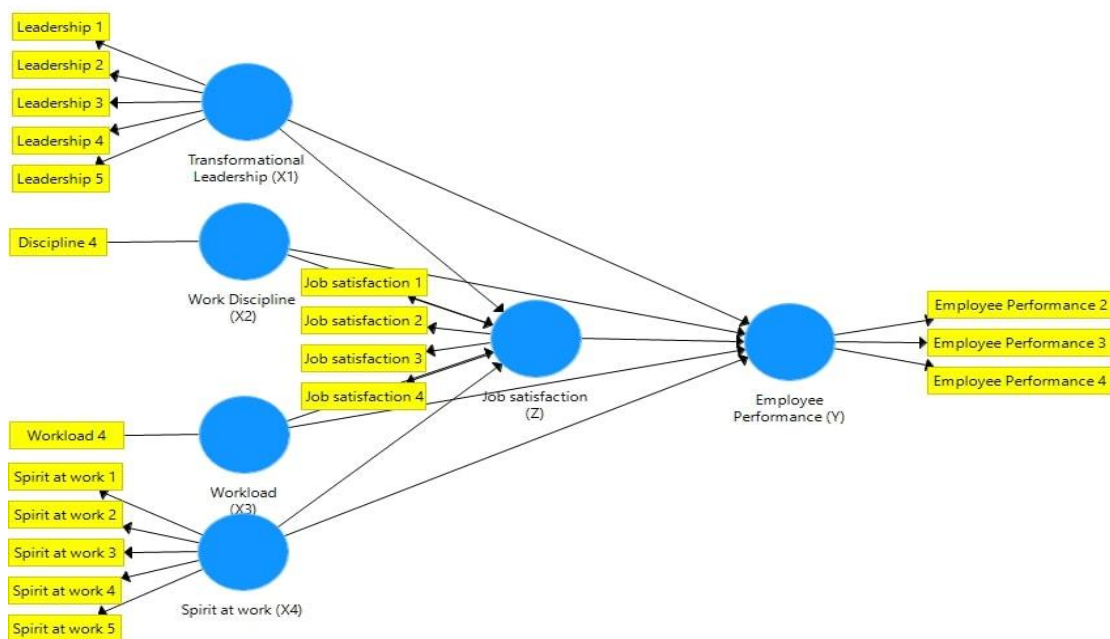


Fig.2. Discriminant Validity

Table.1. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Workload_(X3) -> Job Satisfaction_(Z)	0.153	0.150	0.055	2,778	0.006
Workload_(X3) -> Employee Performance (Y)	0.059	0.060	0.082	0.717	0.474
Work Discipline_(X2) -> Job Satisfaction_(Z)	0.172	0.170	0.057	2,994	0.003
Work Discipline_(X2) -> Employee Performance (Y)	0.180	0.171	0.086	2,091	0.037
Transformational Leadership (X1) -> Job Satisfaction_(Z)	0.163	0.165	0.080	2,027	0.043
Transformational Leadership (X1) -> Employee Performance (Y)	0.073	0.078	0.119	0.611	0.541
Job Satisfaction_(Z) -> Employee Performance (Y)	0.192	0.191	0.129	1,490	0.137
Morale (X4) -> Job Satisfaction_(Z)	0.519	0.522	0.087	5,941	0.000
Morale (X4) -> Employee Performance (Y)	0.402	0.403	0.111	3,631	0.000

1. The direct effect of the Workload_(X3) variable on the Job Satisfaction_(Z) variable has a path coefficient of 0.153 (positive) and the T-Statistics value is 2,778 > 1.96 (significant).
2. The direct effect of the Workload_(X3) variable on the Employee Performance variable (Y) has a path coefficient of 0.059 (positive) and the T-Statistics value is 0.717 < 1,96 (not significant).
3. The direct effect of the Work Discipline variable_(X2) on the Job Satisfaction variable_(Z) has a path coefficient of 0.172 (positive) and the T-Statistics value is 2,994 > 1.96 (significant).
4. The direct effect of the Work Discipline variable_(X2) on the Employee Performance variable (Y) has a path coefficient of 0.180 (positive) and the T-Statistics value is 2.091 > 1.96 (significant).
5. The direct effect of the Transformational Leadership variable (X1) on the Job Satisfaction_(Z) variable has a path coefficient of 0.163 (positive) and the T-Statistics value is 2.027 > 1.96 (significant).
6. The direct effect of the Transformational Leadership variable (X1) on the Employee Performance variable (Y) has a path coefficient of 0.073 (positive) and the T-Statistics value is 0.611 < 1.96 (not significant).
7. The direct effect of the Job Satisfaction_(Z) variable on the Employee Performance variable (Y) has a path coefficient of 0.192 (positive) and the T-Statistics value is 1.490 < 1.96 (not significant).

8. The direct effect (direct effect) of the variable work spirit (X4) on the variable job satisfaction_(Z) has a path coefficient of 0.519 (positive) and the value of T-Statistics is 5.941 > 1.96 (significant).
9. The direct effect (direct effect) of the work spirit variable (X4) on the employee performance variable (Y) has a path coefficient of 0.402 (positive) and the value of T-Statistics is 3.631 > 1.96 (significant).

Table.1. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload_(X3) -> Job Satisfaction_(Z) -> Employee Performance (Y)	0.029	0.028	0.023	1.275	0.203
Work Discipline_(X2) -> Job Satisfaction_(Z) -> Employee Performance (Y)	0.033	0.033	0.026	1,246	0.213
Transformational Leadership (X1) -> Job Satisfaction_(Z) -> Employee Performance (Y)	0.031	0.032	0.029	1.084	0.279
Morale (X4) -> Job Satisfaction_(Z) -> Employee Performance (Y)	0.100	0.098	0.068	1,465	0.143

1. The value of the coefficient of indirect influence of Workload_(X3) -> Satisfaction Work_(Z) -> Employee Performance (Y) is 0.029 (positive) with a value of probability of 1.275 > 0.05 (not significant). Thus the influence what actually happened was indirect. In other words the variable **Job Satisfaction_(Z)** play a mediating but not significant role between variables **Workload_(X3)** with variable **a. Employee Performance (Y)**;
2. The value of the coefficient of indirect influence of Work Discipline_(X2) -> Satisfaction Work_(Z) -> Employee Performance (Y) is 0.033 (positive) with a value of probability of 1.246 > 0.05 (not significant). Thus the influence what actually happened was indirect. In other words the variable **Satisfaction Work_(Z)** has a mediating role but is not significant between variables **Work Discipline_(X2)** with Employee Performance variable (Y);
3. The value of the indirect influence coefficient of Transformational Leadership (X1) -> Job Satisfaction_(Z) -> Employee Performance (Y) is 0.031 (positive) with a probability value of 1.084 > 0.05 (not significant). Thus the actual effect that occurs is indirect. In other words, the variable Job Satisfaction_(Z) plays a mediating but not significant role between the Transformational Leadership variable (X1) and the Employee Performance variable (Y);
4. The value of the coefficient of indirect influence of Morale (X4) -> Job Satisfaction_(Z) -> Employee Performance (Y) is 0.100 (positive) with a probability value of 1.465 > 0.05 (not significant). Thus the actual effect that occurs is indirect. In other words, the variable Job Satisfaction_(Z) has a mediating role, but it is not significant between the Work Morale variable (X4) and the Employee Performance variable (Y).

5. R-Square Nilai Value

	R Square	R Square Adjusted
Job Satisfaction_(Y)	0.693	0.684
Employee Performance (Z)	0.580	0.564

Coefficient of Determination (R-Square) is a way to assess how much endogenous constructs can be explained by exogenous constructs. Based on the results of the analysis of the coefficient of determination above, it can be concluded as follows:

1. The R Square value of the effect of X1, X2, X3 and X4 simultaneously on Y is 0.693 with an adjusted R Square value of 0.684. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 0.693 or 69.3%.
2. The value of R Square influence together or simultaneously X1, X2, and X3 on Z is equal to 0.580 with adjusted R Square 0.564. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously affect Z by 0.580 or 58.0%.

V. CONCLUSION

- a. The direct effect of the Workload_(X3) variable on the Job Satisfaction_(Z) variable has a path coefficient of 0.153 (positive) and the T-Statistics value is $2,778 > 1.96$ (significant).
- b. The direct effect of the Workload_(X3) variable on the Employee Performance variable (Y) has a path coefficient of 0.059 (positive) and the T-Statistics value is $0.717 < 1.96$ (not significant).
- c. Work Discipline _(X2) on Job Satisfaction_(Z) variable has a path coefficient of 0.172 (positive) and the value of T-Statistics is $2,994 > 1.96$ (significant).
- d. The direct effect of the Work Discipline variable _(X2) on the Employee Performance variable (Y) has a path coefficient of 0.180 (positive) and the T-Statistics value is $2.091 > 1.96$ (significant). The direct effect of the Transformational Leadership variable (X1) on the Job Satisfaction_(Z) variable has a path coefficient of 0.163 (positive) and the T-Statistics value is $2.027 > 1.96$ (significant).
- e. The direct effect of the Transformational Leadership variable (X1) on the Employee Performance variable (Y) has a path coefficient of 0.073 (positive) and the T-Statistics value is $0.611 < 1.96$ (not significant).
- f. The direct effect of the Job Satisfaction_(Z) variable on the Employee Performance variable (Y) has a path coefficient of 0.192 (positive) and the T-Statistics value is $1.490 < 1.96$ (not significant).
- g. The direct effect (direct effect) of the variable work spirit (X4) on the variable job satisfaction_(Z) has a path coefficient of 0.519 (positive) and the value of T-Statistics is $5.941 > 1.96$ (significant).
- h. The direct effect (direct effect) of the work spirit variable (X4) on the employee performance variable (Y) has a path coefficient of 0.402 (positive) and the value of T-Statistics is $3.631 > 1.96$ (significant).

- i. The value of the coefficient of indirect influence of Workload_(X3) -> Satisfaction Work_(Z)-> Employee Performance (Y) is 0.029 (positive) with a value of probability of $1.275 > 0.05$ (not significant).
- j. The value of the coefficient of indirect influence of Work Discipline _(X2) -> Satisfaction Work_(Z) -> Employee Performance (Y) is 0.033 (positive) with a value of probability of $1.246 > 0.05$ (not significant).
- k. The value of the indirect influence coefficient of Transformational Leadership (X1) -> Job Satisfaction_(Z) -> Employee Performance (Y) is 0.031 (positive) with a probability value of $1.084 > 0.05$ (not significant).
- l. The value of the coefficient of indirect influence of Morale (X4) -> Job Satisfaction_(Z) -> Employee Performance (Y) is 0.100 (positive) with a probability value of $1.465 > 0.05$ (not significant).

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