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The influence of transactional leadership style and transformational on organizational commitment with compensation as a moderating variable

Lukieto Cahyadi*, Willy Cahyadi
Sekolah Tinggi Ilmu Ekonomi Bina Karya

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ABSTRACT

This study aims to determine the effect of transactional and transformational leadership styles on the commitment of stikes banalita Sudama Medan employees with compensation as a moderating variable. The research method used is quantitative data method. Data collection in this study was carried out by distributing questionnaires (questionnaires) to respondents. The analysis technique used in this study is the Multiple Linear Regression model. The results of the study show that the Transactional Leadership Style (X1) and the Transformational Leadership Style (X2) have a significant simultaneous effect on the Organizational Commitment variable (Y). Compensation (Z) is a moderating variable that influences the relationship between Transactional Leadership Style (X1) and Transformational Leadership Style (X2) and Organizational Commitment (Y). Variables Transactional Leadership Style (X1), Transformational Leadership Style (X2), and Compensation (Z) can explain the variable Organizational Commitment (Y) of 41.3%. Seeing the results of this study which shows that the provision of compensation strengthens the relationship of leadership style to organizational commitment, it is expected to continue to maintain compensation to always support employee performance which of course will also have a positive impact on the productivity of the Binalita Sudama College of Health, Medan.



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Corresponding Author:

Lukieto Cahyadi,
Sekolah Tinggi Ilmu Ekonomi Bina Karya
Email: bkcahyadi@gmail.com

Introduction

Organizational commitment becomes an important thing in this day and age. When a company is very difficult to find employees who have very good qualifications in doing their jobs, organizational commitment is one way to determine employees who have good qualifications, loyalty and performance. In other words, organizational commitment is used as an important thing in determining employees at the level of performance within a company. Employees who have organizational commitment want to remain part of the organization, will try hard according to the wishes of the organization, certain beliefs, acceptance of organizational values and goals and will be loyal (Subekti, 2017).

The phenomenon that occurs causes the organizational commitment of each employee to be different, including some employees who decide to commit to a company/institution because they feel that the leadership style of the accepted leader is in accordance with what they want, some employees who decide to

commit because they feel an obligation to remain in the company. This is because he is needed and some are committed because if he leaves the company, it will add a greater cost than staying at the company. So that the problem of organizational commitment needs further research related to organizational justice so that the results of this research can provide an empirical solution to this phenomenon. According to Kharismawati & Dewi (2016) with high organizational commitment within the company, this will be able to reduce the level of employee turnover intention.

Factors that affect organizational commitment. The following pre-research results obtained by the author regarding organizational commitment are as follows: The fact is that every employee has a different basis and behavior depending on the organizational commitment he has. Employees who have a high commitment will make maximum effort and a strong desire to achieve organizational goals. On the other hand, employees who have low commitment will make efforts that are not optimal in forced circumstances. Employees who have high organizational commitment will be able to see from their work performance. This is evidenced by the strong desire of employees to be involved in organizational activities. Employee involvement in organizational activities reflects the dedication of employees in helping the organization achieve its goals.

One's leadership in a company is one factor that determine the course of a company (Setiawan, 2015). Transactional leadership is a leadership model in which a leader is more likely to provide direction to his subordinates and provide incentives and punishments for their performance and focus on behavior to guide followers (Maulizar & Yunus, 2012). The transactional leadership style is also known as managerial leadership which focuses on supervisory roles, organization, and group performance. Transactional leadership style is a leadership style in which the leader encourages the obedience of his followers through two factors, namely rewards and punishments. Leaders with transactional leadership style work by paying attention to employee work to find errors and irregularities.

This type of leadership is very effective in crisis and emergency situations. Leadership style is the effort or way of a leader to achieve organizational goals by paying attention to the elements of philosophy, skills, traits, and attitudes of employees. So that the most effective leadership style is a leadership style that can encourage or motivate subordinates, foster a positive attitude of subordinates to work and the organization, and easily adapt to all situations. Transactional leadership is the ability to identify the desires of subordinates and help them achieve higher levels of achievement by providing satisfactory rewards. This process is accompanied by clarity regarding the completion of work and the amount of compensation to be received (Italiani, 2013).

The fact of transactional leadership as a form of agreement between the leader and the employee, where the employee will be compensated if the employee can carry out the task in accordance with his instructions. However, employees will receive negative actions such as penalties and fines if employees fail to carry out their duties as instructed. It can be concluded that the transactional leadership style is a leadership style that motivates subordinates by making agreements between leaders and subordinates regarding the classification of goals, work standards, work assignments, by assessing the rewards obtained by subordinates and punishments if the tasks performed by subordinates are not as expected.

The pattern of relationships developed by transactional leadership is based on a highly profitable reciprocal system (transactions).mutual system of reinforcement), namely the leader understands the basic needs of his followers and the leader finds solutions to the workings of the followers. Leadership theory has been widely studied, especially from the aspect of leadership effectiveness. Effectiveness in the sense of how the leadership model is able to influence the performance of subordinates both in terms of work motivation, satisfaction, productivity and effort more than a subordinate. These various studies gave birth to various theories, including leadership. One of the appropriate leadership models in dealing with all changes and increasing the pro-active attitude of employees is the transformational leadership model. Transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expect. The transformational leadership style is the type of leader who inspires his followers to put their personal interests aside and has extraordinary influencing abilities (Fitriansyah, 2013).

The transformational leadership model is a relatively new model in leadership studies. This model is considered the best model in explaining the characteristics of leaders. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach. The essence of transformational leadership is sharing of power. In this concept, a transformational leader involves subordinates together to make changes, or often called a form of empowerment. Through transformational leadership there is a positive bond between superiors and subordinates. So it is important for an organization to have a leader with the right leadership style for the organization it is running, for further research it is necessary to find out the effect of which leadership style is right between transactional and transformational on organizational commitment with other supporting variables, namely compensation.

In fact, one leadership style that is considered capable of increasing commitment is transformational leadership (Mauliza et al., 2016). The form of leadership that is believed to be able to balance the mindset and reflection of the new paradigm in the flow of globalization is formulated as transformational leadership. Transformational leadership, described as a leadership style that can arouse or motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously thought (Sonni, 2013). In addition, transformational leadership style is considered effective in any situation and culture. However, based on the pre-survey, it was found that the transformational leadership style is still quite low. This leadership factor has a direct influence on organizational strategy but the results obtained have not been maximized, namely when planning or making policies and making decisions, implementation (implementation of work), and evaluation (organizational performance). overall), commitment to the organization.

Compensation plays an important role in improving employee performance and organizational commitment. One of the main reasons people work is to fulfill their needs. Someone will work optimally in order to get the appropriate compensation. Compensation can be given in various forms, both financial and non-financial. Financial compensation includes salary/wages and incentives (commissions/bonuses) (Setya, 2018). Compensation is very important for employees because the size of the compensation is a measure of employee performance. Employees always expect a more adequate income. The current employee payroll system is still low so that it affects employee performance. In such a situation, there is a desire to seek compensation other than salary. Based on this view, Stikes Banalita Sudama Medan took steps to care about economic growth and welfare through the provision of appropriate financial compensation. Providing appropriate compensation is one way that can be used to improve performance for employees so as to achieve the desired performance. The effect of financial compensation on employees has a positive influence on organizational commitment.

Based on this definition, it can be concluded that compensation is any form of payment or benefit received as an employee's remuneration for contributions to their work at Stikes Binalita Sudama Medan. He added that compensation must be designed in such a way as to motivate employees and at the same time not burden the organization. Thus the target of providing compensation to increase employee and organizational productivity can be achieved. Compensation is received by employees as remuneration for their work, and the compensation itself can be divided into two, namely direct compensation. And direct compensation is compensation for services to employees received directly, routinely or periodically because the person concerned has provided assistance/donations to achieve organizational goals and direct compensation includes salaries, bonuses/incentives, commissions. Therefore, based on the phenomena and background described previously, this study was conducted with the aim of knowing the effect of transactional and transformational leadership styles on employees of the Stikes Banalita Sudama College of Health Sciences Medan with compensation as a moderating variable.

Method

Research design is the entire procedure for planning, and implementing research which includes procedures for data collection and data processing that have been determined. In carrying out a research, a researcher must develop a research design that is adapted to the type and purpose of the research. In accordance with the objectives of the study and the nature of the problem to be studied, this study used quantitative descriptive with a correlation research design. The method used in selecting the sample is purposive sampling, which is a data collection method taking into account certain objectives. The objectives considered in this study are the assessment of organizational commitment and leadership style applied by the Stikes Banalita Sudama Medan College of Health Sciences with compensation as a moderating variable which is assessed directly by employees.

The data collection technique is carried out by means of questionnaires or questionnaires, which are a number of questions or written statements about factual data or opinions related to the respondent, which are considered facts or truths that are known and need to be answered by the respondent. Interview is a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be investigated, but also if the researcher wants to know things from the respondents more deeply. Literature study, according to Nazir (2013), is a data collection technique by conducting a review study of books, literatures, notes, and reports that have to do with the problem being solved. The test instrument for this study uses a multiple linear regression model to explain the magnitude of the role of the variables Transactional Leadership Style (X1), Transformational Leadership Style (X2), and Compensation (Z) on the variable Organizational Commitment (Y). The hypothesis testing uses the t test (Partial), F Test (Simultaneous), and the Coefficient of Determination (R²)

This study uses multiple linear regression analysis as a tool to analyze data processed with the SPSS 2 program5. The model used in explaining this research uses the equation:

$$Y = a + b_1X_1 + b_2X_2 + Z + e$$

Results and Discussions

Data obtained then tested using the classic assumption test in order to get good results. After the classical assumption test is carried out, the data is analyzed using multiple linear regression analysis techniques and performs hypothesis testing to see the effect of the dependent variable on the independent variable and determine the coefficient of determination to see how much the independent variable contributes to the dependent variable and the Moderated Regression Analysis (MRA) method.

Classic assumption test

Before testing the hypothesis in this study, a classical assumption test will be carried out first. The classical assumption test consists of normality test, multicollinearity test and heteroscedasticity test.

Normality test

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Testing the normality of the data can be done using two methods, graphs and statistics.

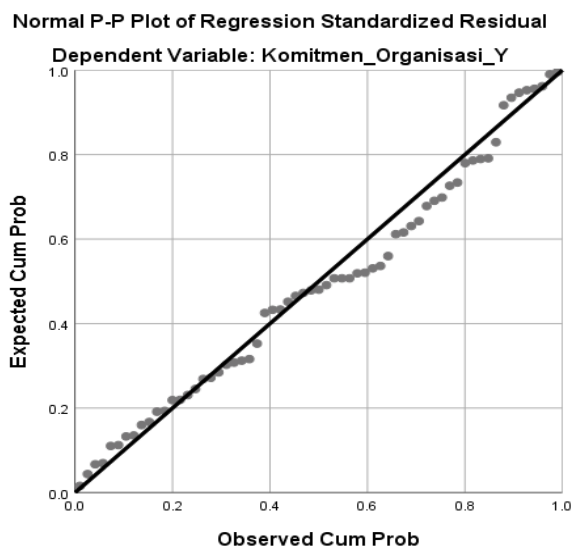


Figure 1. Normal P Plot

Source: Data processed from attachment (2021)

Data that is normally distributed will form a straight diagonal line and plotting residual data will be compared with a diagonal line, if the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016).

Multicollinearity test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF).

It can be seen that the tolerance value of Transactional Leadership Style (X1) is 0.848, Transformational Leadership Style (X2) is 0.894, all of which are greater than 0.10 while the VIF value of Transactional Leadership Style (X1) is 1.179, Transformational Leadership Style (X1) X2 is 1.119, where all of them are smaller than 10. Based on the results of the above calculations, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 5 so that there is no correlation symptom in the variables. free. So it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

Table 1. Multicollinearity Test Results

Model	Coefficients ^a	
	Tolerance	VIF
(Constant)		
Transactional Leadership Style_X1	.848	1.179
Transformational Leadership Style_X2	.894	1.119
Compensation_Z	.771	1.297

a. Dependent Variable: Commitment_Organization_Y
Source: Data processed from attachment 4 (2021)

Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is the Glejser test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

Table 2. Glejser Test Results

Model	Coefficients ^a	
	t	Sig.
(Constant)	1,717	.891
Transactional Leadership Style_X1	2.035	.246
Transformational Leadership Style_X2	.720	.474
Compensation_Z	-3.44	.179

a. Dependent Variable: Res_ABS
Source: Data processed from attachment 4 (2021)

Shows the significance value of the Transactional Leadership Style (X1) variable is 0.246, the significance value of the Transformational Leadership Style (X2) variable is 0.474, the significance value of the Compensation variable (Z) is 0.179, where the value of this variable is greater than 0.05 so it can be concluded that there is no heteroscedasticity symptoms.

Multiple Linear Regression Analysis

Multiple linear regression testing explains the magnitude of the role of the variable Transactional Leadership Style (X1), Transformational Leadership Style (X2), and Compensation (Z) on the Organizational Commitment variable (Y). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is described in the following description:

Table 3. Multiple Linear Regression Results

Model	Coefficients ^a	
	B	Std. Error
(Constant)	5.169	1,766
Transactional Leadership Style_X1	.404	.094
Transformational Leadership Style_X2	.427	.091
Compensation_Z	-.062	.070

a. Dependent Variable: Commitment_Organization_Y
Source: Data processed from attachment 4 (2021)

Based on these results, the multiple linear regression equation described above is as follows: Based on these results, the multiple linear regression equation has the formulation: $Y: a + b_1X_1 + b_2X_2 + z + e$, so that the equation is obtained:

$$Y = 5.169 + 0.404X_1 + 0.427X_2 - 0.062Z$$

Hypothesis testing

The t statistic test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable.

Table 4. Partial Test (t)

Coefficients ^a		
Model	t	Sig.
(Constant)	2,926	.005
Transactional Leadership Style X1	4.314	.000
Transformational Leadership Style X2	4.697	.000
Compensation Z	-.886	.379

a. Dependent Variable: Commitment_Organization_Y

Source: Data processed from attachment 4 (2021)

Hypothesis Testing the Effect of Transactional Leadership Style Variable (X1) on Organizational Commitment Variable (Y). Obtained a tcount value of 4,314 With = 5%, $t_{table}(5\%; 63-k''(2)) = 61$ obtained a ttable value of 1.999 From the description it can be seen that tcount (4.314) > ttable (1.999), as well as with a significance value of $0,000 < 0,05$, it can be concluded that the first hypothesis is accepted, meaning variable Transactional Leadership Style (X1) has a significant effect on the variable of Organizational Commitment (Y).

Hypothesis Testing the Effect of Transformational Leadership Style Variable (X2) on Organizational Commitment Variable (Y). The tcount value is 4.697. With = 5%, $t_{table}(5\%; 63-k''(2)) = 61$, the ttable value is 1.999. From the description it can be seen that tcount (4.697) > ttable (1.999), as well as with a significance value of $0,000 < 0,05$, it can be concluded that the second hypothesis is accepted, meaning that variable Transformational Leadership Style (X2) has a significant effect on the variable of Organizational Commitment (Y).

F Test (Simultaneous)

Table 5. Simultaneous Test Results (F)

Model	ANOVA ^a	
	F	Sig.
Regression	15,543	.000 ^b
Residual		
Total		

a. Dependent Variable: Commitment_Organization_Y

b. Predictors: (Constant),

Compensation_Z, Leadership_Transformational_X2, Transactional_Leadership_Style_X1

Source: Data processed from attachment 4 (2021)

Obtained the value of Fcount of 15.543 With = 5%, dk of numerator : 2, dk of denominator : $63-2-1(5\%; 60)$ obtained Ftable value of 3.15 From this description it can be seen that Fcount (15.543) > Ftable (3.15), and a significance value of $0,000 < 0,05$, it can be concluded that the fourth hypothesis is accepted, meaning that the Transactional Leadership Style (X1), Transformational Leadership Style (X2), have a significant effect simultaneously (simultaneously) on the Organizational Commitment variable (Y).

Moderation Analysis Results

The results of the moderation analysis in this study are intended to determine the effect of Transactional Leadership Style (X1), Transformational Leadership Style (X2).

Table 6. Results of Moderate Regression Analysis (MRA)

Coefficients ^a		
Model	t	Sig.
(Constant)	-.966	.338
Leadership_Style_Transactional_X1	.887	.379
Leadership_Style_Transformational_X2	2006	.050
Compensation_Z	1.263	.212
Style_Kej_Transactional_X1_Compensation_Z	-2.209	.005
Style_Kej_Transformational_X2_Compensation_Z	-2.406	.015

a. Dependent Variable: Commitment_Organization_Y

Source: Data processed from attachment 4 (2021)

It is known that the MRA coefficient value from the interaction Transactional Leadership Style (X1)_Compensation (Z) to Organizational Commitment (Y) negative value is -2.209 with Tcount -2.209 >1,999 and the value of sig 0.007 < 0.05 this indicates the variable Compensation (Z) is a moderating variable that affects the relationship between Transactional Leadership Style (X1) with Organizational Commitment (Y).

It is known that the MRA coefficient value from the interaction Transformational Leadership Style (X2)_Compensation (Z) to Organizational Commitment (Y) negative value is -2.406 with Tcount -2.406 >1999 and the value of sig 0.015 < 0.05 this indicates the variable Compensation (Z) is a moderating variable that affects the relationship between Transformational Leadership Style (X2) with Organizational Commitment(Y).

Coefficient of Determination (R²)

The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in the following table:

Table 7. Coefficient of Determination

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.664a	.441	.413

a. Predictors: (Constant),

Compensation_Z,Leadership_Transformational_X2,Transactional_Leadership_Style_X1

b. Dependent Variable: Commitment_Organization_Y

Source: Data processed from attachment 4 (2021)

It is known that the adjusted R square value is 0.413 or 41.3%. This shows that the Transactional Leadership Style (X1), Transformational Leadership Style (X2), and Compensation (Z) variables can explain the Organizational Commitment (Y) variable by 41.3%, the remaining 58.7% (100% - 41, 3%) is explained by other variables outside this research model such as work motivation, employee performance, organizational culture and competence.

The Effect of Transactional Leadership Style Variable (X1) on Organizational Commitment Variable (Y).

Based on the results of the t-test (Partial) it can be seen that t-count (4.314) > t-table (1.999) and a significance value of 0.000 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the variable Transactional Leadership Style (X1) has a significant effect to the variable Organizational Commitment (Y). Supported by the results of Agung & Mas'ud (2021) research showing that the transactional leadership style has a positive and significant influence on organizational commitment. So that the increasing transactional leadership will increase organizational commitment.

The Effect of Transformational Leadership Style Variable (X2) on Organizational Commitment Variable (Y).

Based on the results of the t-test (Partial) it can be seen that t-count (4.697) > t-table (1.999), and with a significance value of $0.000 < 0.05$ it can be concluded that the second hypothesis is accepted, meaning that the variable Transformational Leadership Style (X2) has a significant effect on variable Organizational Commitment (Y). The results of this Untan (2019) research show that transformational leadership influences organizational commitment. So that the increasing transformational leadership will increase organizational commitment.

The Effect of Transactional Leadership Style (X1) and Transformational Leadership Style (X2) Variables on Organizational Commitment Variable (Y).

Based on the results of the F (Simultaneous) test, it can be seen that F-count (15.543) > F-table (3.15), and a significance value of $0.000 < 0.05$, it can be concluded that the fourth hypothesis is accepted, meaning Transactional Leadership Style (X1), Leadership Style Transformational Leadership (X2) has a significant effect simultaneously (simultaneously) on the variable Organizational Commitment (Y). So that the increasing Transactional and Transformational leadership will increase organizational commitment. The suggestion is to increase employee motivation in carrying out work because the nature and characteristics of leaders greatly influence the formation of organizational commitment.

Based on the results of the moderation analysis, it is known that the coefficient value of Moderate Regression Analysis with T-count $-2.209 > 1.999$ and a sig value of $0.007 < 0.05$ this shows that the Compensation variable (Z) is a moderating variable that influences the relationship between Transactional Leadership Style (X1) and Organizational Commitment (Y). As for the coefficient value of Moderate Regression Analysis with Tcount $-2.406 > 1.999$ and a sig value of $0.015 < 0.05$ this shows that the variable Compensation (Z) is a moderating variable that influences the relationship between Transformational Leadership Style (X2) and Organizational Commitment (Y). so that compensation can influence the relationship between leadership style and organizational commitment.

It is known that the value of the adjusted R square is 0.413 or 41.3%. This shows that the variables Transactional Leadership Style (X1), Transformational Leadership Style (X2), and Compensation (Z) are able to explain the Organizational Commitment variable (Y) of 41.3%, the remaining 58.7% ($100\% - 41.3\%$) is explained by other variables outside this research model such as work motivation, employee performance, organizational culture and competence. The results of research on transactional and transformational leadership styles were tested with other variables showing that the results of Burhanudin & Kurniawan (2020) research proved that transactional leadership styles had a positive and significant effect on employee performance. This means that the higher the transactional leadership style, the higher the employee performance; and Transformational leadership style has a positive and significant effect on employee performance. This means that the higher the transformational leadership style, the higher the employee performance. The other variables that might be tested are shown by research conducted by Heru (2012) showing that leadership styles that tend to be more transformational oriented produce higher levels of subordinate satisfaction, leader effectiveness, and extra effort levels than those produced by transactional oriented leadership styles. This study examines the augmentation effect that results from adding transformational variable dimensions into the transactional equation on leader effectiveness, subordinate satisfaction, and subordinate extra effort. The results of the analysis of the sample show that there is a significant and larger augmentation effect on leader effectiveness, subordinate satisfaction, and extra effort than is produced by the transactional variable dimensions themselves.

Conclusions

Based on the results of the research and discussion in the previous chapter, it can be concluded that the Transactional Leadership Style (X1) and Transformational Leadership Style (X2) have a significant effect on the Organizational Commitment variable (Y) and simultaneously have a significant effect on the Organizational Commitment variable (Y). Compensation (Z) is a moderating variable that influences the relationship between Transactional Leadership Style (X1) and Transformational Leadership Style (X2) and Organizational Commitment (Y). so that the results of this study indicate that giving compensation strengthens the relationship between leadership style and organizational commitment, it is expected to continue to maintain compensation so that it always supports employee performance which of course will also have a positive impact on employee productivity. Binalita Sudama College of Health, Medan.

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