



The Influence of Transformational Leadership Style on Employee Performance with Religiosity as a Moderating Variable

¹ Putri Citra Larasati

² Heru Kurnianto Tjahjono

³ Meika Kurnia Puji Rahayu D.A

Received 16th Aug 2022,
Accepted 19th Sep 2022,
Online 4th Oct 2022

^{1,2,3} Magister Manajemen, Universitas Muhammadiyah Yogyakarta, Indonesia
pclarasati@gmail.com

Abstract: Employee performance has a very important role for a company or organization because it will affect organizational performance. The leadership factor is predicted to be the most influencing factor and can improve employee performance. This study aims to analyze the effect of transformational leadership style on employee performance with religiosity as a moderating variable. Respondents in this study were Muslim employees at CV Prawiratama Group. The samples used were 166 which were selected using purposive sampling technique. Data analysis used the Moderating Regression Analysis (MRA) method with SPSS Analysis software version 21. This study found that transformational leadership style is proven to affect employee performance. This study also found that the religiosity factor was able to strengthen the influence of transformational leadership style on employee performance. The findings of this study indicate that religiosity is able to moderate the effect of transformational leadership style on employee performance.

Key words: Transformational Leadership, Religiosity, Employee Performance..

Employee performance is something, individual success in carrying out their tasks that can be seen directly overall (Bangun, 2019). Employee performance has a very important role for a company or company organization because it will influence performance organization. If the employee's performance is good, it can be ascertained that the performance of the organization is also good and has an impact on the achievement of organizational goals. Companies cannot be separated from human labor, even though the company's activities already have large enough capital and modern technology (Setiyono, 2017). This is due to the execution factor. Thus, it is necessary for companies to improve employee performance. The leadership factor is predicted to be the most influencing factor and can improve employee performance (Nugroho. & Ranihusna, 2020). A leader for sure. have. ability. for.lead and. encourage the productivity of its employees for its organizational goals (Shunglong &. Weiming, 2017). Style. leadership. transformational. has been interesting. attention. amount. researcher. during. a number of. decade. in. the effect. to. performance. employee.

(Contreras. . et al, 2017; Naqvi. et al, 2017; Skuidene. et al, 2018; Hansen. & Pihl-Thingvad,. 2018; Khan. et al., 2020). Bass & Avolio in Yukl (2010) stated that transformational leadership style is considered effective in any situation and culture. According to Tjahjono (2018), the transformational leadership approach is able to encourage and influence employees through inspiration and example.

Research conducted by Zairurossalamia et al. (2020) revealed that leaders who are perceived as having a transformational style will have more of an impact on employee performance. Based on research conducted by Rahmat et al. (2020); Longbao (2019); Janeswar and Ranjit (2020) and Shahbaz (2019), they agreed to conclude that the transformational leadership style has a positive and significant effect on employee performance. Bass Avolio in Yukl (2010) states that transformational leadership based on conceptual wealth, through charisma, individual consideration and intellectual stimulation, is believed to be able to produce thoughts for future reach, the principles of democracy and transparency.

However, another study conducted by Cahyono (2019); Luthfi (2019) and Khoirunnisa (2019) found different research results. In the research that has been done, the three found the fact that transformational leadership style has no effect on employee performance. Research conducted by Khoirunnisa (2019) states that the factor that can affect employee performance is motivation. The above literature proves that there are still inconsistencies in the results of transformational leadership research in influencing employee performance, so this research is considered needs to be done to re-examine the relationship between transformational leadership style on employee performance. This research gap encourages researchers to elaborate more deeply and broadly about the relationship between the two variables more specifically, by involving the variable religiosity as a moderating variable.

Religiosity is considered capable of being an element that influences the psychology of leaders to lead their subordinates (Rania, 2018). Thing. this. because. every. religion. certain. teaches goodness to its adherents, so that religion is not only defined when someone carries out religious rituals (worship), but religion must be manifested in every activity including work (Rania, 2018).

The value of religiosity is also believed to be able to strengthen the influence of leaders on the performance of their employees, because according to Amaliah et al, (2018), with the nature of religiosity, someone who is religious, especially a leader, whose figure is a role model, should always try to do his best and not violate the rules in behave and behave in every activity so that he will be able to give a good influence that has an impact on the good performance of its members. This is reinforced by research conducted by Hasbi (2019) which concluded that the religiosity factor was able to strengthen the influence between transformational leadership and employee performance.

In line with the research that has been carried out by Utama, (2018), religiosity is able to strengthen the influence of transformational leadership style because leaders with high levels of religiosity generally show positive traits such as being responsible, tolerant, and committed to work and co-workers, so that with these traits the leader is able to provide a good influence that has an impact on optimal employee performance. If all leaders believe that the spiritual mission of the organization is in line with the spiritual mission of the individual employee, then automatically the employee will respond to the duties and orders they carry out as a form of worship and devotion to God (Utama, 2018).

There are several differences and inconsistencies in the results of the research or research gaps above, attracting researchers to propose research involving these variables. Researchers try to follow up from a number of studies above to conduct the same research but have different objects, samples and cultures to strengthen or refute previous research. The research was conducted at CV Prawiratama Group by taking Muslim employees as research subjects.

Transformational leadership is a leadership model to improve human resources and the effect of the leader on subordinates that can be measured using aspects of trust, admiration, loyalty, and respect for the leader (Bass & Stogdill, 1990). Leadership that creates positive and valuable changes in followers is called

transformational leadership. The theory of transformational leadership originated from Burns (1979), he used the term transforming leadership which has a meaning, namely leadership which transform will attempted increase human behavior.

Dessler (2016) defines performance as an employee's actual achievement compared to the expected performance of the employee. Expected work performance means standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards they make. Employee performance (work achievement) 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 (Mangkunegara, 2017).

Religiosity is seen as a religious commitment that is owned by an individual, related to religion and belief, and can be seen from the individual's behavior in carrying out religious rituals and religious beliefs held (Glock and Stark, 1988). In simpler language, Dister (1993) defines religiosity as the internalization of religion within a person. Ancok and Suroso (2011) define religiosity as a person's level of knowledge, belief, implementation, and appreciation of the religious teachings he believes in. In line with the view above, Nashori and Mucharam (2002) define religiosity as the extent of knowledge, how strong is faith, how strong is the implementation of worship and morals, and how deep is the understanding of the religion they embrace.

H1: There is a positive and significant influence between transformational leadership style on employee performance

Employee performance (work achievement) 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 (Mangkunegara, 2017). Thus, it can be said that performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given to him. Septyan et al., (2017) stated that there is a significant influence between transformational leadership style on employee performance.

H2: Religiosity moderates the effect of transformational leadership style on employee performance.

Basically religiosity is a picture of the pattern of human relationships with God and relationships with the people around them. Religious factors can also enable the realization of performance which optimally (Khasbulloh, 2018). Tjahjono & Palupi (2016) explain that the relationship of religiosity is in line with the concepts of *hablumminallah* (one's relationship with God) and *hablumminanas* (one's relationship with fellow human beings).

In accordance with the hypothesis described above, the research model is shown in the figure below:

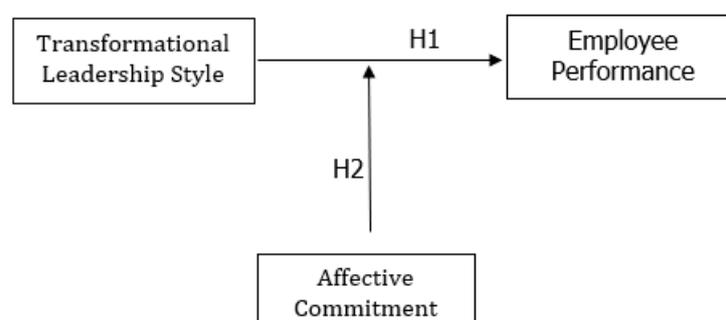


Figure 1. Research Model

Materials and Methods

This study uses quantitative methods, and is used to test statistical analysis to test all hypotheses. This study uses primary data from a questionnaire consisting of several parts. The object of this research is the employees of CV Prawiratama Group with research focus related to transformational leadership style, employee performance and religiosity. This study uses a non-probability sampling technique or known as purposive sampling. Participants criteria 1) Permanent employees of CV Prawiratama Group with the consideration that permanent employees are considered closer personally in knowing their leaders so that they are able to assess them objectively. 2) CV Prawiratama Group employees who have worked for at least 1 year with the consideration that employees who have worked for approximately 1 year have been able to adapt to their work environment. 3) Employees of CV Prawiratama Group who are Muslim. Researchers distributed 166 questionnaires by giving them directly to respondents, 166 employees returned the questionnaires, and all of them could be processed (response rate 100%).

Measurement

This study uses transformational leadership style as an independent variable to influence employee performance as the dependent variable and religiosity as a moderating variable. All items are stated on a 5-point Likert scale.

Measurements for transformational leadership style for this study are from Bass and Avolio (2000). The sample components for the transformational leadership style are 10 questions including "My leader is my role model in the company", and "My leader treats employees as individuals who each have different needs, abilities and aspirations". employees, measured using 10 questions developed by Bernardin and Russell (1993) including "I am able to maximize my ability at work", and "I am able to work to meet company expectations." For religiosity was measured using 10 questions developed by Tjahjono and Palupi (2016) include "For me, work is worship",

The data analysis method was carried out using the Moderating Regression Analysis (MRA) method, and the analysis tool used the help of SPSS version 21. Multiple linear regression with moderating was carried out when in the regression equation contains elements of interaction, namely intermediaries between the independent variable and the dependent variable. From this understanding, it can be found the following equations: Main Test ($Y = a + b_1 X_1 + e$), Moderation Test ($Y = a + b_1 X_1 + b_2 X_1 X_2 + e$), with information: Y = Employee performance, b_1 - b_2 = coefficient, X_1 = Leadership style, X_2 = Religiosity (moderating variable), e = Standard error (error).

If the equations of the two points differ significantly or ($\beta_3 = 0; 2 \neq 0$), then the X_2 variable in this study is not a moderator variable, but a predictor variable (independent). In the equation for this study, the variable X_2 is a pure moderator variable, ie a pure variable is only a moderating variable, not an independent variable, so the first and second equations are not different, but must be different from the third equation or ($\beta_2 = 0; \beta_3 \neq 0$). Variable X_2 is a quasi moderator variable if the results of the first, second, and third equations must be different from one another ($\beta_2 \neq \beta_3 \neq 0$).

Table 1. Validity Test

Variable	Indicator	r Count	R Table	Note.
Transformational Leadership Style	GKT1	0.270	0.1524	Valid
	GKT2	0.510	0.1524	Valid
	GKT3	0.198	0.1524	Valid
	GKT4	0.357	0.1524	Valid
	GKT5	0.378	0.1524	Valid
	GKT6	0.338	0.1524	Valid
	GKT7	0.519	0.1524	Valid
	GKT8	0.241	0.1524	Valid
	GKT9	0.318	0.1524	Valid
	GKT10	0.272	0.1524	Valid
Religiosity	R1	0.489	0.1524	Valid
	R2	0.594	0.1524	Valid
	R3	0.431	0.1524	Valid
	R4	0.456	0.1524	Valid
	R5	0.454	0.1524	Valid
	R6	0.581	0.1524	Valid
	R7	0.547	0.1524	Valid
	R8	0.617	0.1524	Valid
	R9	0.497	0.1524	Valid
	R10	0.609	0.1524	Valid
Employee performance	KK1	0.229	0.1524	Valid
	KK2	0.410	0.1524	Valid
	KK3	0.433	0.1524	Valid
	KK4	0.453	0.1524	Valid
	KK5	0.768	0.1524	Valid
	KK6	0.356	0.1524	Valid
	KK7	0.468	0.1524	Valid
	KK8	0.510	0.1524	Valid
	KK9	0.782	0.1524	Valid
	KK10	0.773	0.1524	Valid

Source: Primary data processed 2022

Validity testing is done by calculating the correlational number or r count of each instrument item score, then compared with r table. Based on the number of samples 166 then subtracted 2 to determine the level of df ($166-2 = 164$), the significance level of 5%, then obtained r table of 0.1524. Each question item is said to be valid if the correlational number obtained from the calculation is greater than or equal to the r table (Ghozali, 2018). Based on the validity test on the variables of transformational leadership, religiosity and employee performance on 166 respondents with 30 question items, the results of the validity test have an r count above 0.1524. This means that all question items are said to be valid.

Testing the reliability of a research instrument is intended to determine the level of consistency of the results obtained from the use of the measuring instrument. A research instrument or measuring instrument is said to be reliable or reliable if the research instrument always gives the same or consistent results when used many times from time to time. Reliability testing in this study uses a one-shot model or a one-time measurement with the help of the SPSS program. A construct or variable is said to be reliable if it gives Cronbach's alpha value > 0.60 .

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Note:
Transformational leadership	0.717	10	reliable
Employee performance	0.767	10	reliable
Religiosity	0.684	10	reliable

Table 2 shows that all variables have Cronbach's alpha values greater than 0.60, then all instruments on the questionnaire are declared reliable and can be used to perform analysis next.

The normality test of the data was carried out to meet the requirements of the regression model that the data obtained had normal characteristics. In this test, normality test aims to test the independent variable, the dependent variable, and the moderating variable, namely transformational leadership, religiosity and employee performance. The results of the normality test can be seen in the table below:

Table 3. Normality Test (Main Test)

Kolmogorov-Smirnov Z	0.085
asympt. Sig. (2-tailed)	0.126

Table 4. Normality Test (Moderation Test)

Kolmogorov-Smirnov Z	0.083
asympt. Sig. (2-tailed)	0.200

Based on Tables 3 and 4, it is known that the significance value of the main test results is 0.126 and the moderation test is 0.200. The results of the main and moderating tests are more than 0.05, so it can be concluded that the tested data is normally distributed.

Statistical identification of the presence or absence of symptoms of correlation between independent and dependent variables (multicollinearity) can be done by calculating the Variant Inflation Factor (VIF). If the VIF is not more than 10 and the tolerance value is not less than 0.1, then this model can be said to be free from multicollinearity. After testing with SPSS, the resulting VIF and tolerance values are as follows:

Table 5. Multicollinearity Test

Variable	Main Test	Moderation Test		Note:	
	VIF	Toll	VIF		Toll
GKT	0.1148	0.871	2,746	0.364	Multicollinearity Free
R	0.1148	0.871			Multicollinearity Free
GKT*R			2,746	0.364	Multicollinearity Free

Table 4.12 shows the results of the multicollinearity test. The variables used in this study do not have a multicollinearity relationship because the overall VIF value in the table is less than 10 and the tolerance is not less than 0.1.

Heteroscedasticity test is one part of the classical assumption test in the regression model. To detect the presence or absence of heteroscedasticity in a data, it can be done by looking at the Scatterplot graph on the SPSS output. The test results can be seen in the following image:



Figure 1. Heteroscedasticity Test (Main Test)

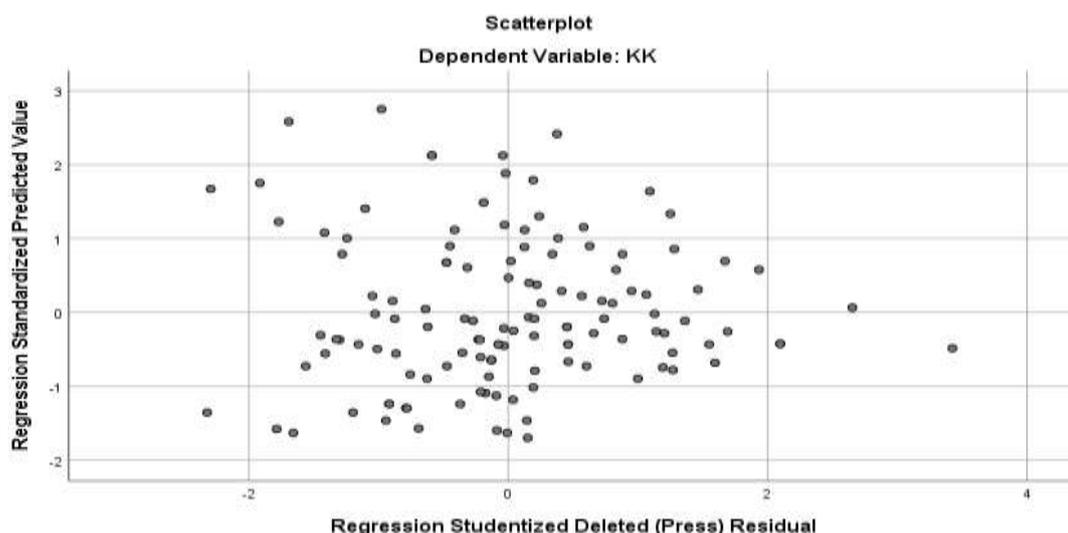


Figure 2. Heteroscedasticity Test (Moderation Test)

Whether or not there is a heteroscedasticity relationship in this multiple linear regression model can be seen from the spread of the data in the scatterplot graph above. If on the graph there is a certain pattern such as dots that form a regular pattern, then heteroscedasticity occurs. On the other hand, if there is no clear pattern such as dots spread above and below zero on the Y axis, then there is no heteroscedasticity. Thus, it can be concluded that in this regression model there is no heteroscedasticity so that this regression model is feasible.

In general, regression analysis is usually used to conduct studies on the dependence of the dependent variable with the aim of estimating and or predicting the population mean or the average of the dependent variable based on the known value of the independent variable. The following are the results of the multiple linear regression equation:

Table 6. Multiple Linear Regression Test (Main Effect Test)

Independent	Coefficient	t-statistics	Significance
(Constant)	1.412	1,136	0.258
GKT	0.966	30,574	0.005
Dependent Variable: KK			

Table 7. Multiple Linear Regression Test (Moderating Effect Test)

Independent	Coefficient	t-statistics	Significance
(Constant)	3.150	2.449	0.015
GKT	0.817	16,197	0.000
GKT*R	0.003	3,707	0.002
Dependent Variable: KK			

This study has two provisions in making decisions on hypothesis testing as follows: a) Hypothesis one (H1) is supported if β_1 GKT is positive and significant at the 5% level (sig. <0.05). b) Hypothesis two (H2) is supported if β_1 GKT-R is positive and significant at the 5% level (sig. < 0.05).

The first hypothesis states that transformational leadership style has a positive effect on employee performance. That is, a leader who uses a transformational leadership style as a method of leading his team, will be able to improve the performance of his team members or employees. The test results show that the force variable transformational leadership has a t-count value of 5.116 (positive value), and a significance value of 0.000 which is smaller than the set significance level, which is 0.05, so it can be concluded that the first hypothesis is accepted. Therefore, the first hypothesis states that transformational leadership style has a positive effect on employee performance.

The results of this study support research Longbao Wei (2019) and Changet al., (2018), which revealed that the transformational leadership style is the most superior and the most logical, active, effective, results-oriented, and can direct employees to provide assessments and behavior to the company. So it can be concluded that the transformational leadership style is the right variable to improve employee performance.

In practice, according to the results of interviews with several employees, they are of the opinion that the leadership style applied by the leadership at the CV Prawiratama Group office does use a transformational leadership style where the leader tends to inspire, set an example, and is also open to his subordinates.

Furthermore, they also explained that apart from sharing inspiration, the leaders at CV Prawiratama Group also motivate staff to be creative, innovative, build a learning culture, and build effective communication. Leaders also take an interpersonal approach with their employees so as to create a pleasant atmosphere at work, because a pleasant work atmosphere will improve performance for employees at CV Prawiratama Group.

So the conclusion from the results of filling out the questionnaire, and what was told by several employees, the leader at CV Prawiratama Group has been perceived as a transformational leader because it is in accordance with the characteristics of a transformational-style leader according to Bass & Stogdill (1990). Leaders with their transformational style have charisma so that they can inspire, have concern for their subordinates, and the ability to embrace their subordinates so that they can stimulate thoughts or ideas from their subordinates. This is in accordance with what the leaders at CV Prawiratama Group have done. The second hypothesis states that religiosity is proven to moderate transformational leadership style on performance employee. The test results show that the transformational leadership style variable moderated by religiosity has a t-count value of 6.003 (positive value), and a significance value of 0.000 which is smaller than the set significance level, which is 0.05. The test results conclude that the second hypothesis is accepted, religiosity is proven to be able to moderate the effect of transformational leadership style on employee performance because of the test results that have been carried out. The results of this study also support research conducted by Mardalis (2017) and Rana (2019) which found similar results, namely religiosity can strengthen the relationship between leadership and employee performance. Another study conducted by Musdalifah (2019) also concluded that the religiosity factor was proven to be able to moderate leadership style, work discipline and work motivation to increase employee performance.

As explained in the discussion of the first hypothesis, a leader who is perceived to be transformational will have a positive influence on the performance of his employees, it will be stronger if the leader is considered to have a high religious value. Basically, religiosity refers to the implementation of religion in the form of appreciation and formation of commitment, so that it leads more to the internalization of religious values and the formation of commitments to be then practiced in everyday life.

Religiosity in work activities can occur because of a strong impetus from spiritual forces. The representation of a Muslim's faith must always be reflected in daily activities as a form of our responsibility to Allah SWT, because every human being has an obligation to always carry out the teachings of Islam as a whole. Nashori and Mucharom (2002) say that religiosity is how much of belief, how strong is knowledge, how strong is the application of rules and worship, and how deeply a person feels about the religion he believes in. The results of this study also support Ancok's (2011) theory about the creative function of religion. Religious teachings encourage and invite their adherents to work productively not only for their own interests, but also for their own interests. but also for the benefit of others. Adherents of religion are not only encouraged to work regularly based on the same pattern, but also to have new innovations and discoveries (Ancok 2011).

According to observations and interviews with several employees of CV Prawiratama Group, leaders who have high religious values tend to be wiser in responding to problems, more emotionally stable and deeper when providing motivation to work. In line with this, religious activity does not only occur when a person performs ritual behavior (worship), but also when carrying out other activities driven by supernatural powers. In addition, religiosity is not only an activity that is visible and can be seen in the eyes, but also an activity that is not visible and occurs in one's heart. Religious attitudes in humans can be reflected in the way of thinking and acting.

Employees at CV Prawiratama Group admit that their leaders treat them like a team, not subordinates.

The treatment they receive according to them uses the principle of humanity based on religion so that it does not only focus on goal oriented. This proves that the religious side of the leader will strengthen the positive influence on employee performance at CV Prawiratama Group.

Conclusion

The conclusions of this study are: 1) The results of the first hypothesis test indicate that the transformational leadership style has a significant effect on employee performance. That is, the more a leader is perceived as having a transformational style, it can affect employee performance. 2) The results of the second hypothesis test show that religiosity is able to moderate transformational leadership style on employee performance. This condition means that religious factors are proven to strengthen the influence of one's leadership on employee performance. Transformational leadership style is a variable that can improve employee performance, especially if the leader has high religiosity. Religiosity has an important role in strengthening its influence on employee performance.

Based on the results of this study, there are several suggestions for further research to be able to refine the findings that have been generated from this research: 1) Further research is expected to add other methods besides questionnaires such as in-depth interviews because these methods can dig up more complete and in-depth information regarding the attitudes, knowledge, views of respondents on the research topic, as well as to overcome the weaknesses contained in the questionnaire method. 2) Further research can develop independent and/or moderating variables based on issues that are widely discussed or currently happening around, such as communication. The communication variable is also thought to be able to improve employee performance by increasing employee motivation about the tasks that must be done.

References:

1. AA Anwar Prabu Mangkunegara. (2017). HR Performance Evaluation. Sixth edition. Bandung: Refika Aditama
2. Acok, D., & Suroso, FN (2011). Islamic Psychology. Islamic Solutions to Psychological Problems: Islamic Solutions to Psychological Problems. Yogyakarta: Student Library.
3. Afsar, B., Masood, M., & Umrani, WA (2019). The Role Of Job Crafting And Knowledge Sharing On The Effect Of Transformational Leadership On Innovative Work Behavior. *Personnel Review*, 48(5), 1186–1208
4. Wake up, Wilson. (2018). Human Resource Management. Jakarta: Erlangga Publisher
5. Bass, BM (1985). Leadership and Performance Beyond Expectations. New York: Free Press
6. Bass, BM, & Avolio, BJ (2000). Technical Report, Leader Form, Rater Form, and Scoring Key of MLQ From 5x-Short. Redwood City, Ca: Mind Garden, Inc.
7. Bass, BM, & Stogdill, RM (1990). Bass and Stogdill's Handbook of Leadership: Theory, Research, and Applications (3 ed.). New York: Free Press.
8. Bernardin, H. J & Russell. EAJ (1993). Human Resource Management International Edition. Singapore: McGraw-Hill
9. Burns, James. M. (1979). Leadership. New York: Harper & Row
10. Clayton, RR, & Gladden, JW (1974). The Five Dimensions of Religiosity: Toward Demythologizing A Sacred Artifact. *Journal for The Scientific Study of Religion*, 13(2), 135-143
11. Contreras, Françoise et al. (2017). Leadership and Employees, Innovative Work Behavior: Test of

- a Mediation and Moderation Model. *Asian Social Science*, 13(9), 9-25
12. Dessler, G. (2016). *Human Resource Management Volume II*. Jakarta: PT Index
 13. Dister, NS (1993). *Religious Experience and Motivation: An Introduction to the Psychology of Religion*. Yogyakarta: Kanisius
 14. Erlina, (2008). *Business Research Methodology: For Accounting and Management*, Edition 2. Medan: USU Press.
 15. Ghozali, Imam. (2018). *Application of Multivariate Analysis with IBM SPSS 25 Program*. Semarang: Diponegoro University Publishing Agency.
 16. Glock, CY & Stark, R. (1988). *Religious Dimensions*. In Robertson, Roland (ed.), *Religion: In Sociological Analysis and Interpretation*. Jakarta: CV Rajawali
 17. Hansen, JA, & Pihl-Thingvad, S. (2019). *Managing Employee Innovative Behavior Through Transformational And Transactional Leadership Styles*. *Public Management Review*, 21(6), 918–944.
 18. Lubis, Ridwan. 2017. *Sociology of Religion Understanding the Development of Religion in Social Interaction*. Jakarta: Kencana
 19. Maarif, S. (2017). *Value-Based Organizational Commitment in Improving Human Resource Performance*. Surabaya: CV Main Works
 20. Mathis, Jackson. (2000). *Human Resource Management*. Jakarta: Four Salemba.
 21. Miner, John B. (1988). *Organizational Behavior: Performance And Productivity*. Issue 1. New York: Random House Business Division.
 22. Naqvi, et al. (2017). *The Impact of Stakeholder Communication On Project Outcome*. *African Journal of Business Management*, 5(14), 5824-5832.
 23. Nashori, Fuad and Rachmy Diana Mucharam. (2002). *Developing Creativity in Islamic Psychology Perspective*. Yogyakarta: Kudus Tower.
 24. Palupi, M., & Tjahjono, HK (2016). *A Model of Religiousity and Organizational Justice: The Impact On Commitment and Dysfunctional Behavior*. *Proceedings of the 27th International Business Information Management Association Conference - Innovation Management and Education Excellence Vision 2020: From Regional Development Sustainability to Global Economic Growth*, IBIMA 2016, 1781–1790.
 25. Robbins, P. Stephen & Judge, Timothy A. (2020). *Organizational Behavior*. Edition 13, Volume 1. Jakarta: Salemba Empat
 26. Sekaran, Uma and Roger Bougie, (2017), *Research Methods for Business: Expertise-Development Approach*, Edition 6, Book 2, South Jakarta: Salemba Empat.
 27. Shalahudin. (2016). *Inner Leadership Characteristics*. *Research Media*, 1(2), 171–188.
 28. Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Bandung : CV Alfabeta
 29. Tjahjono, HK, Fachrunnisa, O., & Palupi, M. (2019). *Configuration of Organizational Justice and Social Capital : Their Impact On Satisfaction and Commitment*. *Inderscience Enterprises Journal Business Excellence*, 17(3), 336 -360
 30. Tjahjono, HK & Palupi, M. (2017). *A Model of 3 Concept of Justice and Its Impact Toward Affective Commitment of Disabled Employees In Indonesia*. *International Journal of Business*

Quantitative Economics and Applied Management Research, 4(7), 1-7

31. Tjahjono, HK, Prasetyo, F., & Palupi, M. (2018). Transformational Leadership on Organizational Citizenship Behavior and Affective Commitment. *Journal of Service Management and Marketing*, 11(2), 217–232.
32. Xie, Shunlong & Zhang, Weiming. (2012). The Relationships between Transformational Leadership, LMX, and Employee Innovative Behavior. *Journal of Applied Business and Economics*, 13(5), 201 - 215