A Study on the Influence of Transformational Leadership on Technicians Performance in the Case of Jakarta City, Indonesia

Nico Alexander Vizano[1], Winda Widyanty[2], Riri Novrianti[3] and Martha Fani Cahyandito[4]

[1,2,3]*Universitas Mercu Buana*
[4]*Sekolah Tinggi Ilmu Ekonomi Ekuitas*

Abstract: This study aims to determine the influence of Motivation, Transformational Leadership, and Work Environment on the performance of technicians at telecommunications companies in West Jakarta. This research can be used as a basis for developing a more comprehensive research model on Motivation, Transformational Leadership, and the Work Environment with a broader object. This research is included in the category of Causal Associative Research using a quantitative approach. The population in this study were 50 employees in the manufacturing industry in West Jakarta. The sample used uses the hair formula, which is 5x the number of indicators. The data analysis method used is the PLS (Partial Least Square) technique through the SmartPLS 3 statistical software, with the research instrument being a questionnaire. The results of this study indicate that work motivation, transformational leadership, and work environment have a positive and significant effect on the performance of technicians at telecommunications companies in Jakarta.

Keywords: Motivation, Transformational Leadership, Work Environment, technician performance.

INTRODUCTION

Reliable human resources are talents needed in the era of globalization. Human resources (HR) or employees play an important role in the company to achieve the goals of a company. According to (Hasibuan, 2019) human resources are the science and art that regulate the relationships and roles of the workforce so that they effectively and efficiently help realize company goals. Companies need to manage human resources as much as possible, because the key to company success is not only technical excellence in capital availability, but the human factor is the most important factor. Employees are the main asset of the company and active participants from each employee organize events. Every company strives to improve and develop. Companies develop plans to improve employee performance in various ways. Performance is one of the most important things in the success of an organization to achieve its goals (Arianty, *et al*., 2016). Training, Competence, Transformational Leadership, Work Environment, Workload, Work Stress, Transformational Leadership Style, Work Discipline, and Motivation are factors that affect employee performance and the factors that most influence employee performance are motivation, transformational leadership, and work environment.

Companies must meet the needs of employees properly by ensuring a comfortable work environment and establishing a relationship between employees and their superiors; if this is not met it will cause low performance from employees. According to research conducted by (Omolo, 2015), the causes of low employee performance are enthusiasm caused by employee deviation, high recruitment and training costs, increased competition, increased government oversight, and feelings of loss of motivation and overwork. The creation of a comfortable, pleasant and safe work environment is one way for companies to improve employee performance. A comfortable work environment for companies can improve performance. Conversely, an inadequate work environment will reduce performance (Darmawan, 2018). The company's work environment is very important for management. Even though the work environment does not carry out the production process in the company, the work environment has a direct impact on the employees who carry out the production process (Sihaloho & Siregar, 2020). An important factor that must be considered is human resources as the driving force of an organization is the most important factor because the progress of an organization really depends on the people involved behind it. So, to be able to realize the goals of the organization, human resources are needed who are capable of carrying out their duties. Human resources must be managed appropriately. One of them is by creating performance for officers. Because this will affect the state of the officer himself. As an organizational asset, officers who provide vitality, talent and creativity need a good and conducive work environment, the physical and non-physical environment of workers.

LITERATURE REVIEW
a. **Definition of Employee Performance**

Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. According to (Sutrisno, 2016) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." According to Mangkunegara, 2017 "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." According to (Fahmi, 2017) "Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Based on the definitions of performance from some of the above, it can be concluded that performance is the result of work both in quality and quantity that has been achieved by employees, and the work results achieved in carrying out assigned tasks based on experience skills, sincerity and time. Or performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results.

b. **Definition of Work Motivation**

Motivation is an activity that makes people do their work enthusiastically, voluntarily and responsibly. Motivation is an activity that leads a person to complete it passionately and willingly takes responsibility for performance. Motivation is to encourage employees to want to work hard to achieve the goals of a good agency. Lack of motivation is related to poor performance. High performance supports the function and interaction between motivational resources, abilities and opportunities. in the work environment. Motivation is an important factor to encourage someone to produce performance (Fransiska & Tupti, 2016). Motivation develops with the level of one's awareness of the goals to be achieved. Based on the explanation of the verse that achievement motivation does not always arise by itself. Motivation can be generated, developed and strengthened by other factors. The stronger a person's motivation, the stronger his efforts to achieve goals. This understanding also means that motivation can change. (Winardi, 2016) suggests providing an understanding of external motivation which in essence revolves around monetary rewards and non-monetary rewards, which can affect their performance results positively or negatively. From the results of research (Adriyanto & Subakti, 2018) where work motivation has a

significant effect on employee performance. That is, if the morale of the employee's performance gets better, the employee's performance will increase, employees with high morale in completing the tasks assigned to them. Based on the description above, the hypothesis can be formulated H1: Work Motivation Has a Positive and Significant Influence on Employee Performance

c. **Definition of Transformational Leadership**

According to (Maulana, 2020) transformational leadership are leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence all of which will result in extra efforts from workers for greater organizational effectiveness. (Suwatno, 2019) gave an opinion that transformational leadership is leadership that influences employees so that employees feel a sense of confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected. Transformational leadership is a leadership perspective that explains how leaders change teams or organizations by creating, communicating, and modeling a vision for the organization or work unit and inspiring workers to try to achieve that vision (Wibowo, 2017). From the results of research (Rivai, 2020) transformational leadership has an effect on increasing employee performance, meaning that if leaders have good transformational leadership, performance will also increase. Based on the description above, the hypothesis can be formulated H2: Transformational Leadership has a positive effect and Significant to Employee Performance

d. **Definition of Work Environment**

The work environment according to Wijaya, N.A & Purwanto, H., 2019 is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. . The work environment can be interpreted as the whole of the tools faced, the surrounding environment in which a worker, his work methods, as a result of his work both as individuals and as a group. The work environment in the company has an important role, therefore this aspect is an aspect that is of concern to management. Even though the work environment does not carry out the production process within a company, the work environment has a direct

influence on the employees who carry out the production process. The work environment will directly or indirectly affect the company and affect the performance of the company's employees. According to (Sedamaryanti, 2019) the work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. From the results of research (Arianto & Kurniawan, 2020) where the work environment has a significant effect on employee performance. That is, the better the work environment, the better the employee's performance. Based on the description above, the hypothesis can be formulated H3: Work Environment has a Positive and Significant Effect on Employee Performance.

METHOD

Research design used by the author in this study uses causal research. Causal research is a causal relationship in which the independent variables affect the dependent variable Sugiyono, (2016). This research is a study to determine the effect of three variables, namely work motivation, transformational leadership, work environment on the dependent variable, namely employee performance. The population in this study are employees who work in the technician section of a telecommunications company in the DKI Jakarta area. Furthermore, the sampling carried out in this study used a simple random sampling method (simple random sample). By using the simple random sampling method, this means that each member of the population has the same opportunity to be selected as a respondent. The number of samples is 5x the number of indicators.

RESULT AND DISCUSSION

Table 1: Characteristics of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	50	100.0	100.0	100.0
Age				
21 – 30 Years Old	15	30,0	30,0	30,0
30 – 40 Years Old	21	42,0	42,0	72,0
> 40 Years Old	14	28,0	28,0	100,0
Total	50	100,0	100,0	
Education				
High School	8	16,0	16,0	16,0
Diploma (D1/D2/D3) Bachelor (S1)	14	28,0	28,0	44,0
Total	26	52,0	52,0	96,0
	2	4,0	4,0	100,0
	50	100,0	100,0	
Year of Service				
1 – 3 years	21	42,0	42,0	42,0
4 – 6 years	20	40,0	40,0	82,0
– 9 years	6	12,0	12,0	94,0
>10 years	3	6,0	6,0	100,0
Total	50	100,0	100,0	

Table 2: Convergent Validity

Variable	Indicator	*Outer Loadings*	Description
Work Motivation	MK1	0,960	Valid
	MK2	0,119	Not Valid
	MK3	0,900	Valid
	MK4	0,957	Valid
	MK5	0,439	Not Valid
	MK6	0,889	Valid
	MK7	0,083	Not Valid
	MK8	0,936	Valid
Transformational Leadership	KT1	0,905	Valid
	KT2	0,880	Valid
	KT3	0,028	Not Valid
	KT4	0,844	Valid
	KT5	0,626	Valid
	KT6	0,078	Not Valid
	KT7	0,873	Valid
	KT8	0,884	Valid
	KT9	0,628	Valid
	KT10	0,318	Not Valid
Work Environment	LK1	0,816	Valid
	LK2	0,841	Valid
	LK3	-0,451	Not Valid
	LK4	0,182	Not Valid
	LK5	0,721	Valid
	LK6	0,767	Valid
Technician performance	KK1	0,945	Valid
	KK2	0,867	Valid
	KK3	0,846	Valid
	KK4	0,900	Valid
	KK5	0,847	Valid
	KK6	0,906	Valid
	KK7	0,851	Valid
	KK8	0,130	Not Valid
	KK9	0,126	Not Valid
	KK10	0,895	Valid
	KK11	0,892	Valid

Based on the data above, it shows that there are several indicators that have outer loadings or loading factor values of less than 0.50. Invariable work motivation indicators MK2, MK5, MK7 have a loading factor value of < 0.50 which is declared invalid and not significant. In the transformational leadership variable, the indicators KT3, KT6, KT10 have a loading factor value of <0.50 which is declared invalid and not significant.

In the work environment variables, the LK3 and LK4 indicators have a loading factor value of <0.50 which is declared invalid and not significant. In employee performance variables, the indicators KK8 and KK9 have a loading factor value of <0.50 which is declared invalid and not significant, so there are several indicators that must be removed from the model.
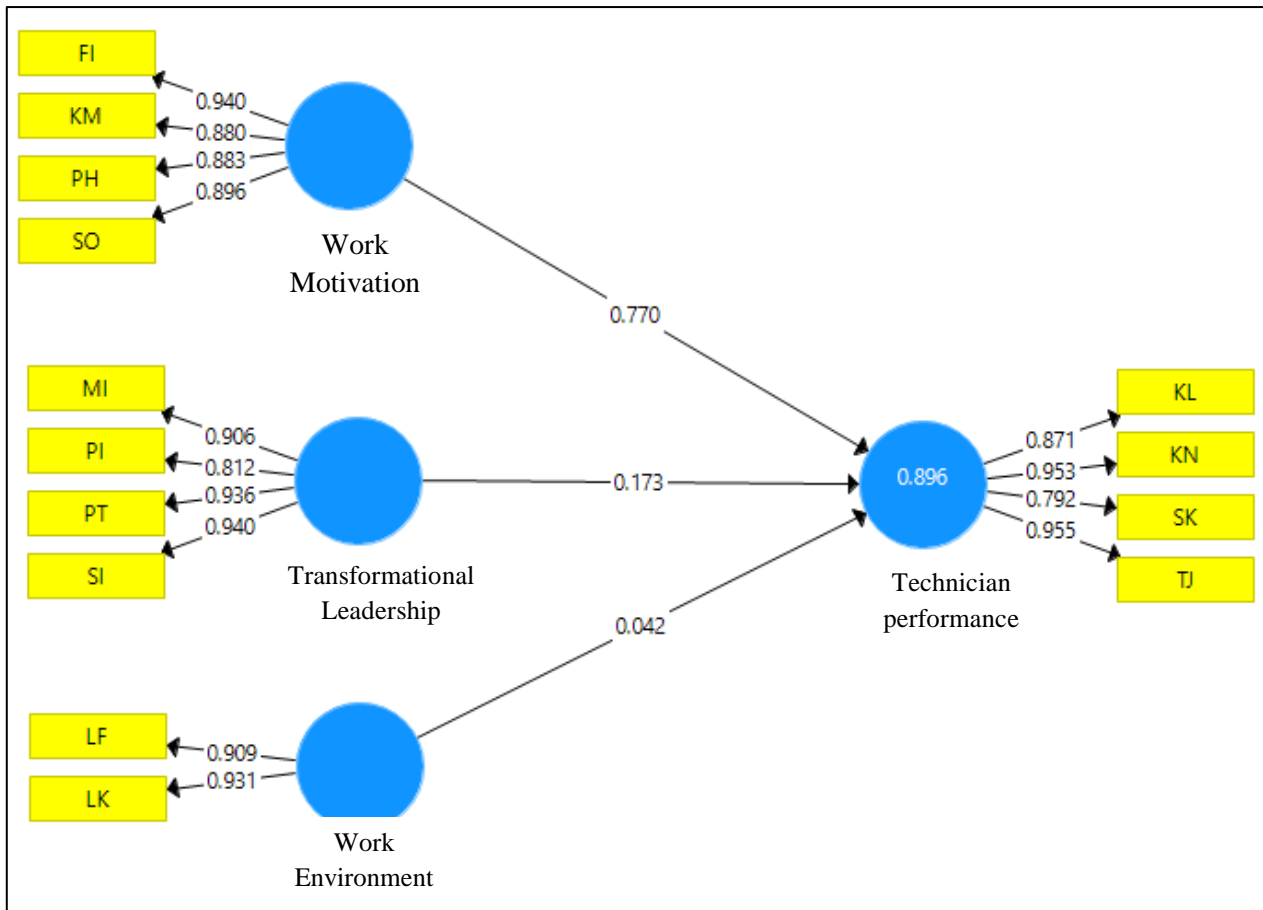
Figure 1: Dimensional Algorithm Results

Table 3: Cross Loading

	Transformational Leadership	Technician performance	Work Environment	Work Motivation
KK1	0,885	0,946	0,229	0,723
KK10	0,841	0,895	0,366	0,681
KK11	0,825	0,895	0,166	0,728
KK2	0,845	0,864	0,222	0,714
KK3	0,873	0,848	0,185	0,680
KK4	0,856	0,901	0,249	0,654
KK5	0,569	0,849	0,177	0,784
KK6	0,861	0,906	0,204	0,667
KK7	0,758	0,849	0,365	0,624
KT1	0,900	0,513	0,245	0,689
KT2	0,888	0,850	0,188	0,577
KT3	0,846	0,793	0,200	0,660
KT4	0,627	0,450	0,180	0,361
KT6	0,871	0,852	0,239	0,698
KT7	0,892	0,849	0,196	0,573
KT8	0,625	0,475	0,213	0,332
LK1	0,244	0,290	0,896	0,266
LK2	0,302	0,268	0,947	0,233
LK5	0,201	0,191	0,857	0,179
LK6	0,129	0,192	0,907	0,133
MK1	0,867	0,850	0,222	0,959
MK3	0,725	0,724	0,230	0,923

MK4	0,876	0,864	0,232	0,949
MK6	0,709	0,740	0,290	0,914
MK8	0,839	0,817	0,132	0,952

From the table above it can be seen that the cross-loading value also indicates good discriminant validity because the indicator correlation value to the construct is higher than the indicator correlation value to the construct. As an illustration the loading factor KK1 (employee performance statement indicator) is 0.946 which is higher than the loading factor with other constructs, namely KT (transformational leadership indicator) of (0.885), LK (work environment indicator) of (0.229), MK (work motivation indicator) of (0.723).

Thus, it can be concluded that the loading factor of work motivation with its indicators is higher than the loading factor of MK indicators with other constructs. Then the loading factor of transformational leadership with its indicators is higher than the loading factor of KT indicators with other constructs. Then the loading factor of the work environment is higher than the loading factor of the LK indicator with other constructs. And the employee performance factor loading is higher than the KK indicator loading factor with other constructs. This shows that latent constructs predict indicators in their block better than indicators in other blocks. From the results of the cross-loading analysis, it appears that there are no problems with discriminant validity.

Table 4: Fornell Larcker Criterion

Variable	Transformational Leadership	Technician performance	Work Environment	Work Motivation
Transformational Leadership	0,815			
Technician performance	0,659	0,884		
Work Environment	0,253	0,269	0,902	
Work Motivation	0,759	0,554	0,234	0,940

From the table above it can be seen that the Fornell Larcker Criterion value for each construct is greater than the correlation between one construct and the other constructs in the model. As an illustration, the value of the transformational leadership construct of 0.815 is higher than the correlation between the constructs of employee performance (0.659), work environment (0.253) and work motivation (0.759). Thus, it can be concluded that all the constructs in the estimated model have fulfilled the discriminant validity criteria.

Table 5: Average Variance Extracted (AVE)

Variable	*Average Variance Extracted* (**AVE**)
Transformational Leadership	0,664
Technician performance	0,782
Work Environment	0,814
Work Motivation	0,883

From the table above the test results with the AVE value show that all constructs have potential reliability to be tested further. This is because the AVE value of work motivation, transformational leadership, work environment and employee performance are > 0.50

Table 6: Composite Reability

Variable	Composite Reability	Croncbach's Alpha	Description
Transformational Leadership	0,931	0,915	*Reliable*
Technician performance	0,970	0,965	*Reliable*
Work Environment	0,946	0,925	*Reliable*
Work Motivation	0,974	0,967	*Reliable*

Based on the table above, it can be seen that the results of the composite reliability and Cronbach's

alpha tests show satisfactory values, that is, all latent variables are said to be reliable because all latent variable values have composite reliability values and Cronbach's alpha ≥ 0.70. So, it can be concluded that the indicators used as research tools are reliable or consistent.

Table 7: R-Square (R²)

Variable	R-Square (R²)	R-Square Adjusted
Technician performance	0,923	0,918

From the data above, it can be concluded that the influence model of the independent latent variables work motivation, transformational leadership, and work environment gives an R-Square (R²) value of 0.923 and it is interpreted that the construct variability of employee performance can be explained by the variables of work motivation, transformational leadership, and work environment of 92.3% while 7.7% is explained by other variables not examined in this model.

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for the inner weight.

This test is carried out on the basis of the results of data processing that has been carried out using the PLS (Partial Least Square) program. The results of this test will indicate whether all the paths analyzed show significant results as can be seen from the results of the Original Sample and its t-statistics. To test the proposed hypothesis, it can be seen the magnitude of the t-statistic value. The limit for rejecting and accepting the proposed hypothesis is +-1.96, which if the t value is in the range of -1.96 and 1.96 then the hypothesis will be rejected or in other words accept the null hypothesis (H0). The results of the t-statistic estimation can be seen in the path coefficient (t-statistics).

Table 8: Hypothesis testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
Transformational Leadership -> Technician performance	0,348	0,364	0,085	4,082	0,000	Supported
Work Environment -> Technician performance	0,476	0,461	0,073	6,560	0,000	Supported
Work Motivation -> Technician performance	0,205	0,201	0,076	2,689	0,007	Supported

Based on the first hypothesis test (H1) in this study, the results show that work motivation has a positive and significant effect on employee performance. Because the T statistic > T table (2.689 > 1.96) and the P Value (0.007) the hypothesis is accepted. Based on the second hypothesis test (H2) in this study, the results show that transformational leadership has a positive and significant effect on employee performance.

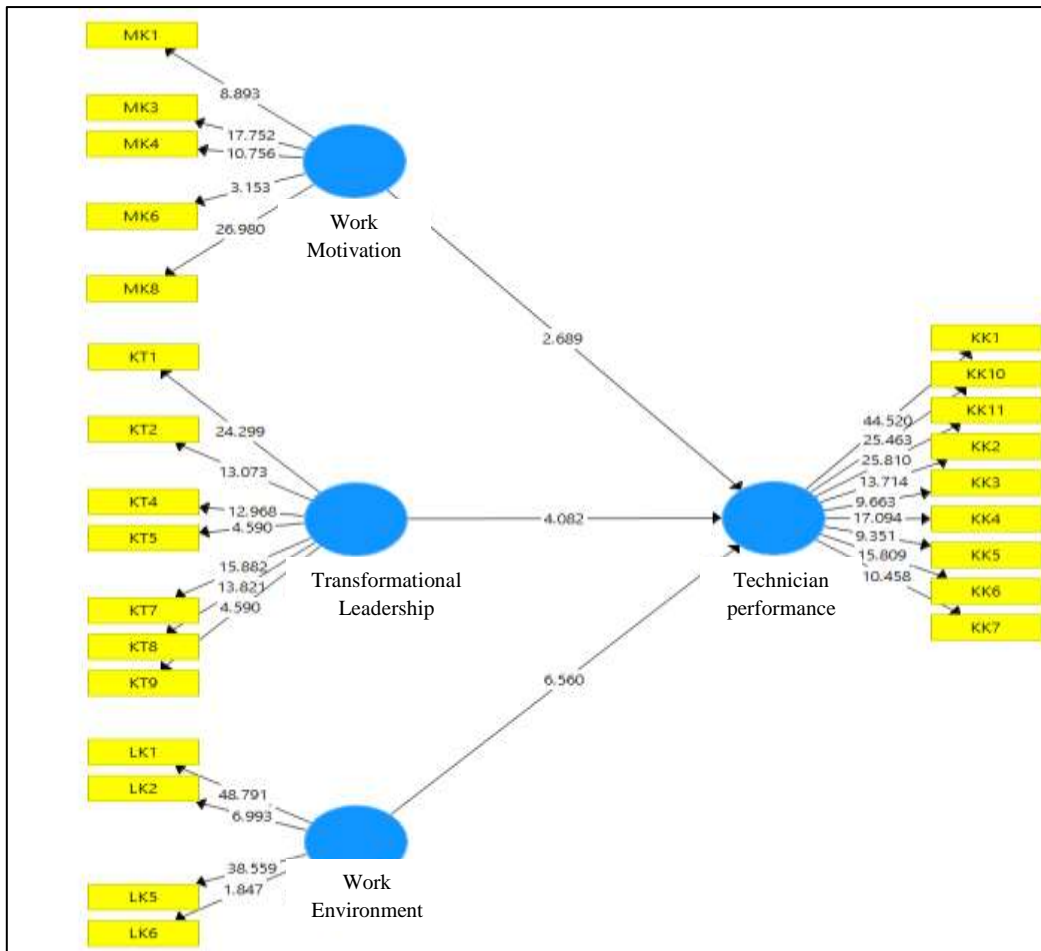Because the T statistic > T table (4.082 > 1.96) and the P Value (0.000) the hypothesis is accepted. Based on the third hypothesis test (H3) in this study, the results show that the work environment has a positive and significant effect on employee performance. Because the T statistic > T table (6.560 > 1.96) and the P Value (0.000) the hypothesis is accepted.

Figure 2: Bootstrapping Test Results

CONCLUSIONS

This research is intended to determine the effect of work motivation, transformational leadership, and work environment on the performance of technicians. Based on the data analysis and discussion presented in the previous chapter, several research conclusions can be put forward: Work motivation has a positive and significant effect on technician performance, meaning that if employee motivation is increased, employee performance will increase. This research can be said to have been achieved because the results of the research have a positive and significant effect on employee performance. Suggestions for future companies to be able to pay attention to employees who excel and are given work bonus awards to motivate employees to be even better at work, so that employees are motivated to be able to give their best in completing work, therefore employee motivation and employee performance increase. Transformational leadership has a positive and significant effect on technician performance, meaning that if leaders are able to lead their subordinates so that their subordinates feel a sense of confidence, pride, loyalty and respect for their

leaders, then indirectly employee performance will increase. This research can be said to have been achieved because the results of the research have a positive and significant effect on technician performance. suggestions for future companies so that leaders can act as mentors. By giving individual attention and personal support such as giving counseling schedules once a week to subordinates who are underperforming to work better, and leaders can stimulate the creativity of subordinates and encourage them to find new approaches to old problems. Through intellectual stimulation, subordinates are encouraged to think through the relevance of ways, value systems, beliefs, expectations, and are encouraged to innovate in solving problems to develop self-abilities and are encouraged to set challenging goals or objectives by providing opportunities to provide an idea/idea, so that technicians are motivated to move forward to give their best ability to complete their work and employee performance will increase automatically. Furthermore, the work environment has a positive and significant effect on the performance of technicians, meaning that if a company or

Publisher: SARC Publisher

Vizano, N.A. et al.

Sarc. Jr. Art. Hum. Soc. Sci. vol-2, issue-7 (2023) pp-33-43

organization has an adequate work environment, which makes technicians comfortable at work, technician performance will increase automatically. This research can be said to have been achieved because the results of the research have a positive and significant effect on technician performance. Suggestions for future companies are that companies must be able to pay more attention, get closer to their subordinates and create a comfortable, compact work atmosphere and provide adequate facilities such as transportation facilities to make it easier to work so as to create a harmonious working relationship between employees and superiors. So that the technician will be more active in working and the technician's performance will increase.

REFERENCES

1. Mangkunegara, A.A.P. "Manajemen Sumber Daya Manusia Perusahaan." *Pt. Remaja Rosdakarya* (2016).
2. Mangkunegara, A.A.P. "Manajemen Sumber Daya Manusia Perusahaan." *Pt. Remaja Rosdakarya* (2017).
3. Abdullah, I. D. P. "Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Di Pt. Bama Berita Sarana Televisi (Bbstv Surabaya)." *Bima: Journal of Business and Innovation Management* 1.1 (2018).
4. Adha, R. N., Qomariah, N. & Hafidzi, A. H. "Pengaruh motivasi kerja, lingkungan kerja, budaya kerja terhadap kinerja karyawan dinas sosial kabupaten Jember." *Jurnal Penelitian IPTEKS* 4.1 (2019): 47-62.
5. Adriyanto, H. & Subakti, A. G. "Pengaruh Pelatihan, Motivasi Dan Kompetensi Terhadap Kinerja Karyawan." *Science And Technology Index* (Sinta), 1.2 (2018a).
6. Adriyanto, H. & Subakti, A. G. "Pengaruh Pelatihan, Motivasi Dan Kompetensi Terhadap Kinerja Karyawan (Studi Kasus Hotel Sahid Jaya Lippo Cikarang)." *Science And Technology Index* (Sinta) (2018b).
7. Andrian, S., Kesumawat, N. & Kristiawan, M. "The Influence of The Transformational Leadership and Work Motivation on Teachers Performance." *International Journal of Scientific & Technology Research* 7.7 (2018).
8. Andriani, J., Sularmi, L. & Anggraini, N. "Pengaruh Lingkungan Kerja Dan Motivasi Terhadap Kinerja Karyawan Pada Pt. Naga Mas Intipratama Tangerang." *Jurnal Arastirma* 1.1 (2021).
9. Arianto, N. & Kurniawan, H. "Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan." *Jenius (Jurnal Ilmiah Manajemen Sumber Daya Manusia)* 3.3 (2020).
10. Hamali, A.Y. "Pemahaman Sumber Daya Manusia." *Pt. Buku Seru* (2018).
    Arimbawa, I. P. W. & Sudharma, I. N. "Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior." Jurnal E-Manajemen 5.7 (2016): 4367–4393.
11. Ferdinand, A. "Metode Penelitian Manajemen." *Semarang. Bp Universitas Diponegoro* (2014).
12. Darmawan, I. "Pengaruh Motivasi Kerja, Penghasilan Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Samator Gas Industri, Tbk." *Stie Aub* (2018).
13. Sutrisno, E. "|Manajemen Sumber Daya Manusia." *Prenada Media Kencana* (2016).
    Elny, S. & Parinduri, D. R. N. "Pengaruh Kepemimpinan Transformasional Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Indomarco Prismatama Cabang Medan." *Jurnal Penelitian Dan Pengabdian Masyarakat Uisu* 10.1 (2021).
14. Erlina, N. "Pengaruh Kompensasi, Lingkungan Kerja Dan Motivasi Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Badan Pertanahan Nasional Kabupaten Malang)." *Jurnal Adminika* 5(2019): 88–101.
15. Fadhil, A. & Yuniadi, M. "Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Ajb Bumiputera." *Administrasi Bisnis* 54.1 (2018).
16. Fahmi, I. "Sumber Daya Manusia." *Alfabeta* (2017).
17. Fahran, Y., Sadana, S. S. & Magdalena, P. "Pengaruh Lingkungan Kerja, Gaya Kepemimpinan Transformasional,Dan Disiplin Kerja Terhadap Kinerja Karyawan Sekretariat Direktorat Jenderal Industri Agro Kementerian Perindustrian." *Prosiding Seminar Nasional* 1.1 (2021).
18. Fransiska, Y. & Tupti, Z. "Manajemen Sumber Daya Manusia, Pengaruh Komunikasi, Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai." *Jurnal Ilmiah Magister Manajemen*, 3.2 (2016).
19. Ghozali, I. "Structural Equation Modeling (Metode Alternatif Dengan Partial Least Squares (Pls) Dilengkapi Software Smartpls 3.0." *Badan Penerbit Universitas Diponegoro* (2014).

20. Gunawan, I. "Metode Penelitian Kualitatif (Teori Dan)." *Pt. Bumi Aksara* (2018). Hasibuan, M. S. "Manajemen Sumber Daya Manusia (21st Ed.)." *Pt. Bumi Aksara* (2019).

21. Hidayat, F. & Ilyas, Y. "Pengaruh Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Pt Nindomarco Prismatama Cabang Bogor 2." *Jurismata (Jurnal Riset Mahasiswa Dewantara)* 1.1 (2019).

22. Imam, G. "Konsep, Teknik, Aplikasi Menggunakan Smart Pls 3.0 Untuk Penelitian Empiris." *Bp Universitas Diponegoro* (2015).

23. Jufrizen. "Pengaruh Fasilitas Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja." *Sains Manajemen* (2021).

24. Kartini, S.B. & Mukhtar, M. "The Influence of Organizational Climate, Transformational Leadership, And Work Motivation on Teacher Job Performance." *Ijhcm-International Journal of Human Capital Management* 1.1 (2017).

25. Lantara, I. W. A. "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening di Pt. Indonesia Tourism Development Corporation (Itdc)." *Pendidikan Ekonomi* (2018).

26. Lee, C.-W. & Hidayat, N. "The Influence of Transformational Leadership and Intrinsic Motivation to Employee Performance." *Advances In Management & Applied Economics* 8.2 (2018): 1–12.

27. Lukito, L. H. & Alriani, I. M. "Pengaruh Beban Kerja, Lingkungan Kerja, Stres Kerja Terhadap Kinerja Karyawan Pada Pt. Sinarmas Distribusi Nusantara Semarang." *Jurnal Ekonomi Manajemen Akuntansi* 25.4 (2018).

28. Mahmud. & Sopiah. "Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan." *Syntax Literate: Jurnal Ilmiah Indonesiajurnal Ilmiah Indonesia* 7.3 (2022).

29. Maulana, R. I. "Pengaruh Kepemimpinan Transformasional, Kepuasankerja dan Komitmen Organisasional Terhadaporganizational Citizenship Behaviorptsinergi." *Jurnal Ecodemica* 4.2 (2020): 251–263.

30. Nina, A.W. and Hari Purwanto, L. N. S. "Pengaruh Disiplin Kerja, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Pt Bhirawa Steel Surabaya)." *Simba: Seminar Inovasi Manajemen, Bisnis, Dan Akuntansi* 1 (2019).

31. Ningsih, O. L., Zaki, H. & Hardilawati, W. L. "Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Hotel Dyan Graha Pekanbaru." *Economics, Accounting and Business Journal* 2.1 (2022).

32. Novitasari, D. & Asbari, M. "Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan: Peran Kesiapan Untuk Berubah Sebagai Mediator." *Manajemen* (2020).

33. Nurhuda, A., Sardjono, S. & Purnamasari, W. "Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Lingkungan Kerja Terhadap Motivasi Dan Kinerja Karyawan Rumah Sakit Anwar Medika Jl. Raya Bypass Krian Km. 33 Balongbendo–Sidoarjo." *IqtishadEQUITY jurnal MANAJEMEN* 1.1 (2020).

34. Omolo, P. A. "Effect Of Motivation on Employee Performance of Commercial Banks in Kenya: A Case Study of Kenya Commercial Bank in Migori County." *International Journal of Human Resource Studies* (2015).

35. Pandehen, W. E. P. & Oetama, S. "Pengaruh Kemampuan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Teknisi Pada PT. Telkom Cabang Sampit." *Profit: Jurnal Penerapan Ilmu Manajemen dan Kewirausahaan* 5.1 (2020): 01-14.

36. Priyono, B. H., Qomariah, N. & Winahyu, P. "Pengaruh Gaya Kepemimpinan, Motivasi Guru Dan Lingkungan Kerja Fisik Terhadap Kinerja Guru Sman 1 Tanggul Jember." *Jurnal Manajemen Dan Bisnis Indonesia* 4.2 (2018).

37. Rahmawani, R. & Syahrial, H. "Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pt. Sinarmas Medan." *Jurnal Ilmiah Manajemen Dan Bisnis (Jimbi)*, 2.1 (2021).

38. Rivai, A. "Pengaruh Kepemimpinan Transfomasional Dan Budaya Organisasi Terhadap Kinerja Karyawan." *Jurnal Ilmiah Magister Manajemen* 3.2 (2020).

39. Riyanto, S., Endri, & Hamid, A. "The Influence of Transformational Leadership and The Work Environment on Employee Performance: Mediating Role Of Discipline." *Academy Of Entrepreneurship Journal* 27.6 (2021).

40. Sedamaryanti. (2019). Manajemen Sumber Daya Manusia. Refika Aditama." (2019). Sekaran, U. & Bougie, R. "Metode Penelitian

Untuk Bisnis: Pendekatan Pengembangan-Keahlian (6th Ed.).” *Salemba Empat* (2017).

41. Sihaloho, R. D. & Siregar, H. “Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Super Setia Sagita Medan.” *Ilmiah Socio Secretum* (2020). Siswatiningsih, I., Raharjo, K. & Prasetya, A. “Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Oganisasional Dan Kinerja Karyawan.” *Bisnis Dan Manajemen* (2018).

42. Sugiyono, D. “Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif Dan R&D).” *Alfabeta* (2016).

43. Sugiyono, D. “Metode Penelitian Kombinasi (Mixed Methods).” Cv Alfabeta. Sutrisno, E. “Manajemen Sumber Daya Manusia (9th Ed.).” *Kencana PrenadaMedia Group* (2017).

44. Suwatno, H. "Pemimpin dan kepemimpinan dalam organisasi publik dan bisnis." *Jakarta: Bumi Aksara* (2019).

45. Virgiawan, A.R., Riyanto, S. and Endri, E. “Organizational Culture as A Mediator Motivation and Transformational Leadership on Employee Performance.” *Academic Journal of Interdisciplinary Studies* 10.3 (2021): 67-79.

46. Wibowo, I. “Manajemen Kinerja (5th Ed.).” *Pt.Raja Grafindo Persada* (2017). Winardi. “Kepemimpinan Dalam Manajemen.” *Pt. Rineka Cipta* (2016).

47. Yantika, Y., Herlambang, T. & Rozzaid, Y. “Pengaruh Lingkungan Kerja, Etos Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Pemkab Bondowoso).” *Jurnal Manajemen Dan Bisnis Indonesia* 4.2 (2018).

Cite this article as:
Vizano, N.A., Widyanty, W., Novrianti, R. and Cahyandito, M.F. "A Study on the Influence of Transformational Leadership on Technicians Performance in the Case of Jakarta City, Indonesia." *Sarcouncil journal of Arts humanities and social sciences* 2.7 (2023): pp 33-43.