

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, CORE COMPETENCY, JOB SATISFACTION ON EMPLOYEE PERFORMANCE MEDIATED BY WORK ENVIRONMENT AT PT WINGS SURYA

Melati Rahayu Lestari¹, Basuki Rahmat², Tjahjani Prawotowati³
Universitas Hayam Wuruk Surabaya, Indonesia^{1,2,3}

*Corresponding author: rahayulestarimelati@gmail.com *

ABSTRACT

This study aims to determine the effect of transformational leadership, core competency and job satisfaction on employee performance mediated by work environment in PT Wings Surya Surabaya, with using four variable types. Independent variable is Core Competency (X1) and Transformational Leadership (X2). Dependent variable is Employee Performance (Y). Intervening Variable is Job Satisfaction (Z). Mediating Variable is Work Environment (M). This research used quantitative descriptive with primary data methods and online questionaries to collect data research with Likert scale. The analysis using WarPLS 7.0 to showed a significancy the variable to employee performance between work environment with SEM and PLS by testing data validity, reliability, hypothesis, and structural model. The respondent reacted that competency and leadership of manager can influence performance because the highly satisfaction, even work environment can't moderated and created the accurated information. It's important to the manager to upgrade the type of leadership, there for it can help the employee satisfaction and focusing on competency, so that it can develop the performance. The population is 277 employee and sampling using 74 employees with sampling methods judgement sampling in criteria six months minimum working period.

Keywords: Transformational Leadership, Core Competency, Job Satisfaction, Employee Performance, Work Environment

INTRODUCTION

PT Wings Surya Surabaya Wonocolo District is a part of Wings Group, their products is a food and beferage, household, personal care until ice cream (Glico) which has established for 70 years. The center office located in Jl. Embong Malang No. 28 Surabaya and Wonocolo district in Jl. Menanggal II No.1 Surabaya. Wings Wonocolo District has operational methods, rules and procedure that must be implemented for employee. Pandemic Covid-19 has provided a lessons that life must going and hand in hand. The company strives to be independent and responsive for regarding allowances and benefits those of employee. It's imagining how strong and struggling the company to decline and confusion government policy with the internal problems in the same time. This study focussing the company to face the condition to flurry of problems, with high preparation and changing lower rules to increase the job satisfaction to employee. The main things that has different is about quantity and quality of employee performance. The quantity performance is a discipline, effectivity and punctually of each work. The quality performance is a precision, thoroughness, accuracy and minimum doing error in doing work. The core competency has aspect of operational system and employe, therefore the influences performance fluctuations is the core competency.

The mobility and missing value by employee period I was 1,1, which mean that the manager failed to handle the problem that related to company and rule. The turn over employee in the high levels. The carelessness, inaccuracy and missing job disk increase every day. So that, it changes work rules about employee rolling, hardworking, overtime, over task of job and time estimated. In period II, was 0,5 which mean manager success to covering the problem and have a perfect problem solving. With the transition and changing the operational rules.

It's build the attitude of employee being care, independence, responsibility, respect and innovative. The employee behaviour are accordance with company needs cause low performance. With the implementation of new manager, leadership style and emerge innovation that can applied to achieve the goals and success which employee performance through satisfaction. The effect of core competency and transformational leadership to job satisfaction and performance employee, and how strong work environment can being influence the problem.

This phenomenon causes the company progress was decline and decrease of employee performance. Manager did know how to properly and initially overcome these obstacles and learned through the meeting and evaluations to find out the causes and improvements. Before fix it at all, manager combine with government regulations. It's be able to help companies to achieve and productivity company in the future.

LITERATURE REVIEW

Research by Isrokdin & Zulfina (2022) shows that employee performance must be active in carrying out work and fast moving or adaptation. Company full of competition and who can be faster and precise in accordance with company regulation. According Suryono Efendi (2022), the employee performance decreased because the transition of manager and situation after Covid-19. Workload and work environment being the strongest effect of performance employee. The meaning of workload is the average of activity is heavy and feeling busy because the employee must handle two until four job desk in the same time with the perfect result's. Work environment means that the employee working in other place in company.

The reference for carrying out working effective with knowledge, skill and expertise is a part of core competency for employee by Haqiqi *et al* (2022). Commit to learn that means employee always learn to increase their competency. Commit to customer means that employee responsibility to fill out the customer, commit to organizational ethic means that employee have a good attitude and positive vibes in company, strive for quality means that employee carefully for doing their job and driving for the best results means that every employee activity came from the procedure and for the company, it's like that employee working smart, diligent and honest, that's why being indicator of core competency. From here we can conclude that the most important thing that's company can being stronger from the characteristic of employee. According Abdi N & Wahid M (2018), If the company can provide employee, it can help the employee have a high core competency on the work results.

Core competency help the employee to get a new action to face the transition after Covid-19 in company coinciding the technology. But in the sometimes, Manager don't know the best methods to control the employee to follow up this situation because the activity was trouble and not all employee being kind and honest about their job disk.

Transformational leadership means the idealistic of attribute, behavior, inspirational, motivation, intellectual, and individual consideration of the leader by Dara Rizka & Miranti Annisa (2018). The indicator of transformational leadership is a charismatic, it can be more attention for the employee to obedient with manager, motivational inspirational means, manager can give a motivation to employee to do better than before.

The problem is the differences of leadership style period I and period II. Period I come with the structured and Covid-19 mechanism. Period II come after Covid-19. It can be a high level of problem when employee felling different for working because the transition. The turn over employee 5,7% in Period I and Period II is 5,6%. it's imagining how power full the manager to keep and save their employee to stay in company. So that, from here I can conclude that leadership style can influence the employee to stay in company coincide the rule or mechanism and the attitude of manager to bringing the positive vibe to working. According Prayekti & Ujiyanto (2020), the effect of that, when company have a complicating manager it can influence the employee and bring the kindly stimulation to get the goal. Intellectual stimulation means manager encourage employee to smart, rational, training dan awareness, also individual balancing to coordination with all department in the company to get the goals.

The most important things to make sure that employee have a great performance, manager should to controlling their company, with value attainment as a fulfilling the value of employee perception. Equity for decision for all employee, and making harmonious organization culture by Pandi Afandi (2018). According Kelvin

Pang & Chi Shan-Lu (2018), The indicator of job satisfaction is: company policy for employee regulations. Praise is a giving employee succeeded technique. Discussing ability is a method for employee agreement, promotion is a part for employee feeling better and their opportunity. Initiative means, the free idea of employee to completing their work. Security means, the opportunity the employee to feeling save and secure when working. Opportunity to employee to increase their self for school, training or follow the course. Collage, means that employee feeling comfortable with their friend. Job performance is the opportunity to the employee career. Working condition means, situational of employee's environment and give the impact on productivity. Salaries, means the benefit from company to the employee per period (month/week). Manager, is the author of the structure of operational company. Individual performance is the result of the employee working. Changed, means the employee feel free to improve their skills to make sure their failure was great. Collaboration is employee skills to working together with all department. Character means while have a problem, employee know what should they do to fix it all. Work tools is a tools for employee to help their working in the daily activity and work environment is an object or place to make employee feeling calm to working.

For company productivity, it needed a work requires for employee, who adhere to principle "the right man in the right place" and state that the most qualified employee are company assets by Hafiz Aly & Ma'mur Muhammad (2018). According Chusminah C & R.A Haryanti (2019), the indicator of employee performance is, discipline means, employee must be on time and on track in their job, present meeting and agreement. Quality is working based on the Standard Operational Procedure and not doing re-work. Independence means, be able to working without manager, the employee knowing the rule, responsibility and on track by their self. The point of that, the employee knowing what the manager needed to working in company so that it can help the employee to survive and doing better for their performance.

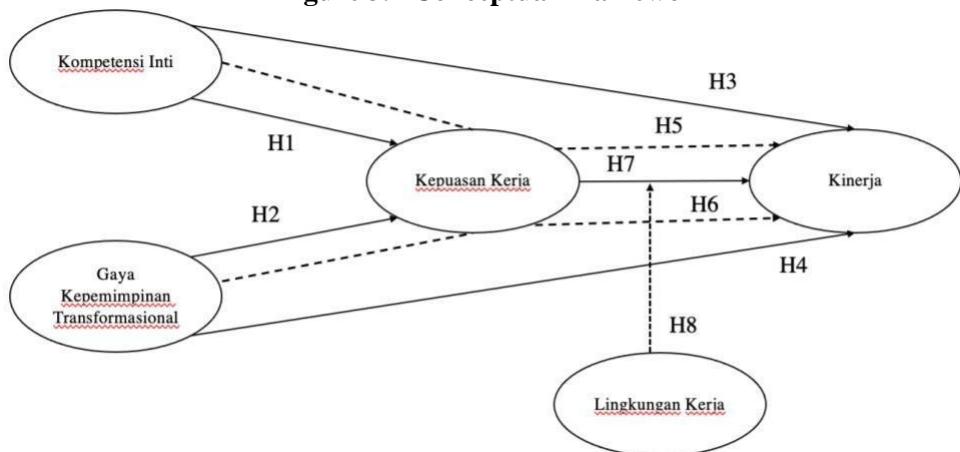
A work environment can be enjoyed and increase employee morale when situation is safe. The ability of provide and pleasant working condition can produce the optimal results and enable employees to express their potential performance by Arina Fauzia *et al* (2023). The purpose of work environment is created enthusiasm for work, increase performance of work, interest job desk, and give motivated for employee. It can help completed properly and will monitoring by manager. According Regitasari & Tatik Suryani (2023) the indicator of work environment is Lighting is ability regulated of lighting in work space, making sure that the light safe from eyes. Coloring is the color theme of employee room, help them to feeling comfortable. Sound is company prevent for loud sounds from disturbing. Air circulation is regulation of air circulation to replace dirty air to be fresh air to maintain the employee health. Temperature is a measuring how comfortable a room (hot/cold) according to the employee needs and desire. Colleague relationship is ability of each individual in collaborate between company, and superior relationship is correlation between manager, employee and company who support each other and productivity support.

The problem is relationship between manager, company and employee. Period I, the correlation was building by manager and officer. The effect of that is in-balanced work patterns and social in-quality. The employee pressured and un-healthy work situation, so that it can influence the performance. Period II, the correlation was building by employee, manager and companies. The employee work hard, feel free and appreciated. In every moment, employee making decision and deliberation to find the right way as a solution and I can conclude that it's the healthy situation of companies. The purpose of work environment is created enthusiasm, productivity and interested. With this reaction hopefully it can motivate the employee work to completed properly by Enny M (2019).

RESEARCH FRAMEWORK

Theoretical Framework

Figure 3.1 Conceptual Framework



Processed by Researches (2023)

Hypothesis

H1 : Core Competency has a significant effect on job satisfaction
 H2 : Transformational leadership has a significant effect on job satisfaction
 H3 : Core Competency has a significant effect on employee performance
 H4 : Transformational leadership has a significant effect on employee performance
 H5 : Core Competency has a significant effect on employee performance through job satisfaction
 H6 : Transformational leadership has a significant effect on employee performance through job satisfaction
 H7 : Job satisfaction has a significant effect on employee performance
 H8 : Work environment mediating job satisfaction on employee performance

RESEARCH METHODS

Research Design

This study used quantitative methods and to counting data totalling 74 sampling using online questionnaire with Google with measured scale 1-5 (1) strongly disagree – (5) strongly agree. Variable core competency has a five indicator with ten questionnaire, transformational leadership has a four indicator with eleven questionnaire, job satisfaction has eighteen indicator with twenty questionnaire, employee performance has a three indicator with five questionnaire and work environment has a seven indicator with twelve questionnaire.

Variable Operational Definition

Table 4.1 Operational Definition of Variable

Variable	Concept	Indicators	Operational Definition	Source
Core Competency	Core company is an overview of the implementation of duties and responsibilities given by the company to the employee	1. Committed to learning 2. Committed customer 3. Driving for best result 4. Strive for quality 5. Committed to the organizational	1. I'm active to learn a new lesson for increase my ability 2. I'm develop my jobdesk with additional course 3. I can take a choices by SOP	Chandra Bagus et al (2018)

4. I always listen the suggestion by another employee
5. I'm focus on my competency
6. I do my best to my job
7. I'm enthusiast for working

Transformational Leadership	Transformational leadership is ideal attributes and intellectual stimulation of individual to influence audience	1. Idealistic 2. Inspirational motivation 3. Intellectual simulation 4. Individual consideration	1. Manager giving appreciation to employee 2. Manager proud when employee fix the job 3. Manager giving the goodness example to employee 4. Manager have a good communication to employee 5. Manager enthusiast to encourage employee 6. Manager positive vibes to employee 7. Manager support the rational mindset employee 8. Manager learn the employee to think with point of view 9. Manager being a teacher in company 10. Manager as a listener of employee	Isrokdin & Zulfina Adrian (2022)
Job satisfaction	The positive or negative emotional result from the evaluation of	1. Government policy 2. Praise 3. Discussion	1. I'm obedient to SOP 2. I get a praise when I'm success	Kelvin Pang & Chi

	employees assessment and experienced work	4. Promotion 5. Initiative 6. Secure 7. Challenge 8. Partnership 9. Achievement 10. Work condition 11. Benefit & salary 12. Leader 13. Individual performance 14. Changed 15. Cooperation 16. Characteristic 17. Tool for work 18. Work environment	3. I be coming a committee in office 4. I can discussion about task and lesson of work 5. I feel comfort to finish my job 6. I get a change to promoted 7. I can trying the new mechanism in company 8. My co-worker was nice and amazing 9. I can build my career in company 10. I'm strongly productivity 11. The nominal of my salary was high 12. Manager treat me really well 13. I get a change to individually worker 14. Manager created a new methods, there for I feel confident 15. The employee hand in hand to fix the job 16. I can handle the meeting by self 17. The tools and computer was ready to use in company 18. My room can increase my performance	SanLu (2018)
Work Environment	A part of comfort and pleasant working condition that can help the	1. Lighting 2. The colour 3. Sound 4. Air circulation	1. The lamp light accordance the SOP	Chandra Bagus et al (2018)

	employee provide the optimal result of their working and be able to express their potential value	5. Temperature 6. Relationship with employee 7. Relationship with leader	2. The colour of wall was nice and cheerfully 3. Music instrument in the room created a new vibes 4. Air circulation make me fresh 5. The ventilation of factory disturb the employee 6. The temperature influence performance employee 7. The air was soft and cool, it's so comfy 8. I and co-worker have a good communication 9. I and my leader have a good communication 10. Manager help the employee performance about operational	
Employee Performance	Employee performance is the completing work duties and responsibility in the company by the employee	1. On time 2. Quality 3. Quantity	1. I always on time 2. I'm discipline 3. The performance result have a high quality 4. I working according SOP 5. I'm independent for finish my job 6. I can work without relying with employee	Chandra Bagus et al (2018)

Analysis Methods

A Structural Model (SEM) based on Partial Least Square (PLS) was used in this study to help the analysis for multivariate and combination of factor and regression correlation.

RESULTS AND DISCUSSION

Respondent

The population is a 277 employee and the sample is a 74 employee with characteristic respondent based on gender, level of education, position and length of work who worker >2 years. The majority of gender is a men (68%), the highest level education is SMA (Senior High School) (81%), The majority of position is warehouse (33%), and the length of worker >2 years is (86%)

Data Analysis Result

Validity & Reliability

Each variable has an AVE number >0,5 and cross loading factor number >0,7. Therefore the variable are valid and stated as reliable.

Structural Model

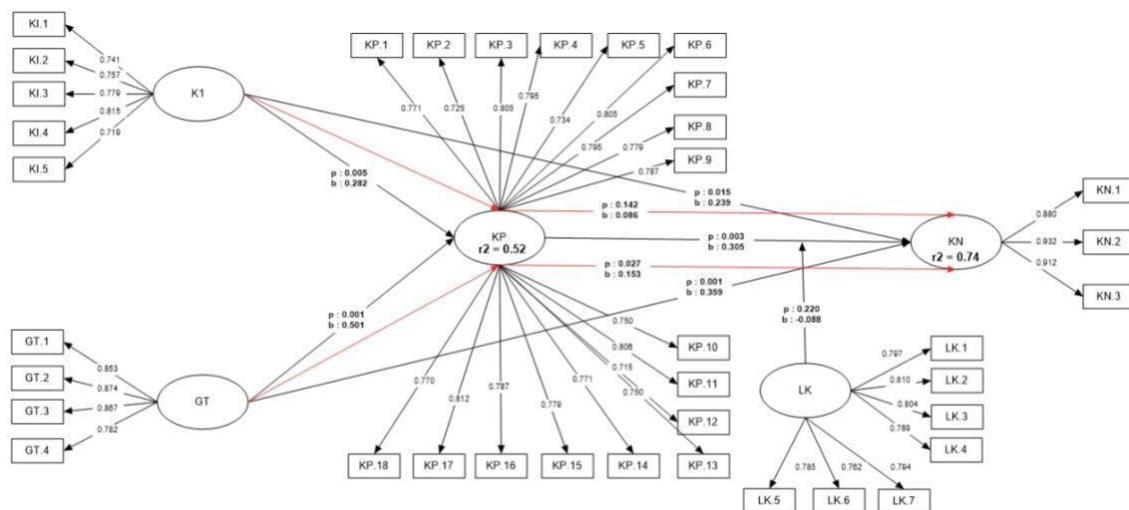


Figure 5.1 Structural Model

Goodness Inner Fit Model

The table above shows that the P-Value for ARS (Average R-Square) is <0,001 (<0,05) there is a difference in the sign of the path questionnaire and AARS (Average Adjusted R-Squared) is <0,001 (<0,05) there is a difference in the sign of the path questionnaire. Therefore it can be conclude that model formed is good and significant, so that this model in this research meets fit requirements model.

Table 5.1 Goodness Inner Fit Models

Indicator Fit Model / Parameter	Indeks	P-value
ARS	0.628	< 0.001
AARS	0.613	< 0,001

R-Squared & Q-Squared

Based on the test, the job satisfaction has R-Squared 0,519 which mean that the influence of core competency and transformational leadership (51,9%) and the performance value has an R-Squared of 0,736 which mean that the influence of core competency and transformational leadership (73,6%) of performance. So that the quantity obtained in this R-Squared value meets the requirements for an R-Squared value >0,7.

The table showing that the variable has an influence of 51,9% on job satisfaction and 73,6% on performance. This research is proven by fulfilling the requirements for a Q-Squared value >0,7. So that, the value meets goodness inner fit model.

Table 5.2 R-Squared & Q-Squared Analysis

Dependent Variabel	R Square	Q Square	Note
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KP	0.519	0.524	Moderate
KN	0.736	0.729	Strength

Hypothesis Test

The table that the correlation each variable, P-Value and Path Coeffisient. All variable are significance because the P-value and Path Coeffisient $<0,05$. Different with work environment moderated job satisfaction to employee performance, the path coefficient (-0,088) and P-Value (0,220) which mean $<0,05$ and negative number. Same with Core competency on employee performance through the job satisfaction with the Path Coeffisient (0,086) and P-Value (0,142) which mean $<0,05$.

Table 5.3 Hypothesis Test

Variable Correlation		P-Value	Path Coefficient	Meaning	
KI	→	KP	0.005	0.282	Supported
GT	→	KP	<0.001	0.501	Supported
KI	→	KN	0.015	0.239	Supported
GT	→	KN	<0.001	0.359	Supported
KP	→	KN	0.003	0.305	Supported
LK*KP	→	KN	0.220	-0.088	Unsupported
KI → KP → KN		0.142	0.086	Unsupported	
GT → KP → KN		0.027	0.153	Supported	

Discussion

The Influence of Core Competency on Job Satisfaction

Core competency employee (KI) have a direct effect on job satisfaction (KP) (0,282) and p-value 0,005 in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Teuku Muhammad *et al* (2022) that core competency possessed by employee have an impact on job satisfaction by the mindset.

The Influence of Transformational Leadership on Job Satisfaction

Transformational leadership (GT) have a direct effect on job satisfaction (KP) (0,501) and p-value $<0,001$ in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Corenelius (2018) that a good leader is a socialist, fight, high spirit and be able to company, which mean the characteristic is transformational style. So that the employee feel satisfied with the regulation and remuneration.

The Influence of Core Competency on Employee Performance

Core company (KI) have a direct effect on employee performance (KN) (0,239) and p-value 0,015 in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Martin (2023) that if the employee have a high level of competencies it's tend to have an impact on performance.

The Influence of Transformational Leadership on Employee Performance

The transfromatioanl leadership (GT) have a direct effect on employee performance (KN) (0,359) with p-value $<0,001$ in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Pariesti Agustine (2023) that the good company when it has a transformational leader and pro-employee. It can reveable by transformative leadership personalities. Changed the lay out, building construction, multiply workspace and facility. This causes employee to working better and develop the performance.

The Influence of Core Competency on Employee Performance Trough Job Satisfaction

The core competency (KI) have a direct effect on employee performance (KN) through job satisfaction (KP) (0,086) with p-value (0,142) in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Ridianto (2023), that every employee must have a good competence, it can help to contribute the company with their form, performance and honesty. Therefore if the employee competency was clear and full, it can improve their form and increase the performance.

The Influence of Transformational Leadership on Employee Performance Trough Job Satisfaction

The transformational leadership (GK) have a direct effect on employee performance (KN) through job satisfaction (KP) (0,153) and with p-value (0,027) in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Suryani & Sarsiti (2021). The leaders should have a work ethic to help employee to adapt in company, more easily in answering question, and work undertaken. The behaviour caused by the feeling of satisfaction that grows within the employee.

The Influence of Job Satisfaction on Employee Performance

The job satisfaction (KP) have a direct effect on employee performance (KN) (0,305) with p- value (0,003) in PT Wings Surya Surabaya Wonocolo District. The research statement in line with Kader *et al* (2021). The company is committed to protecting employee safety and save. Providing health and employment insurance, carrying out adjustment to work regulation in adaptive manner and respond to various possibilities that arise.

The Influence of Work Environment mediating Job Satisfaction on Employee Performance

Work environment (LK) have a direct effect to mediating job satisfaction (KP) and employee performance (KN) (-0,088) with p-value (0,220) in PT Wings Surya Surabaya Wonocolo District. The research statement in line with A.A Budianto & Kartini (2017) that work environment is a personal relationship between employee and skills. The relationship being behaviour between employee, sharing work, vacations and working contribution. It's related to the configuration of motives, traits and values that shape an individual's life.

CONCLUSION & SUGGESTION

Conclusion

1. More highly core competency and transformational leadership, it increases the job satisfaction
2. More highly core competency and transformational leadership, it increases the employee performance
3. More highly job satisfaction, it increases the employee performance
4. Work environment un-significance for job satisfaction and employee performance. Because work environment weaken the influence job satisfaction to employee performance in the same time
5. Work environment can being intervening variable of transformational leadership for employee performance, but can't influence core competency for employee performance.

Suggestion

Advice for PT Wings Surya Surabaya Wonocolo District

The respondent and data shows that performance must be support by manager who have transformational leadership, attitude and charismatic, with driving best results on every employee in company, independence mindset, relationship between manager and employee and discipline for working.

Advice for Next Researchers

The suggestion can be given to the next researchers (After this):

1. Hopefully the researches are able to explore the perceptions and employee needs to improving performance.

2. The next research must be more focus on field analysis with literature studies and broader support to make sure it can optimalizing in PT Wings Surya Surabaya Wonocolo District.

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