

## Research Article

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# The Effect of Transactional Leadership and Punishment on Employee Performance with Motivation as an Intervening Variable for the Management Body Revenue Finance and Regional Assets of Binjai City

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**Abstract:** *This study aims to analyze the effect of transactional leadership and punishment on employee performance with motivation as an intervening variable. This type of research uses associative quantitative research, and this research was conducted at the Office of Regional Income and Asset Financial Management Agency, Binjai City. The research population consists of 173 employees. The sampling technique used the Slovin formula and the sample used was 121 employees. The data collection used a questionnaire. The research model used is Path Analysis and the measurement tool is Smart PLS version 3.3.3. The results of this study are that Transactional Leadership has a positive and significant effect on Employee Performance Transactional Leadership has a positive and significant effect on Motivation. Motivation has a positive and significant effect on employee performance. Punishment has a positive and significant effect on employee performance. Punishment has a positive and significant effect on motivation. Transactional Leadership influences Employee Performance through Motivation in a positive and significant way. Punishment influences Employee Performance through Positive and Significant Motivation.*

**Keywords:** *Transactional Leadership, Punishment, Motivation, Employee Performance*

## Introduction

Leadership in general is the ability to influence other people, so that subordinates are willing to do something the leader wants. This means making assumptions as if a leader must be someone who has power, position, power and greatness, so that he can influence subordinates. Leadership is considered as a factor that has a major influence on the performance of organizations, managers and employees. Leadership in organizations has a very large role in building relationships between individuals and forming organizational values which serve as the basic foundation for achieving organizational goals (Herminingsih, 2011). Early theories attempted to define effective leadership style and to relate it to various aspects of organizational results. Recently researchers have focused primarily on two main aspects of leadership: transactional and transformational. Leadership style is the effort or way of a leader to achieve organizational goals by taking into account the elements of philosophy, skills, traits, and attitudes of employees. So that the most effective leadership style is a leadership style that can encourage or motivate subordinates, foster a positive attitude of subordinates at work and organization, and easily adapt to all situations.

Punishment on employee work discipline is an encouragement for employees to make the greatest possible contribution to the success of the organization in achieving its goals. According to Rivai in Koencoro (2013) the types of punishment can be grouped as, Light punishment, with the types: verbal warnings to the employees concerned, written warnings and unwritten statements of dissatisfaction. According to Siahaan (2013), in certain conditions the use of punishment can be more effective in changing employee behavior. Motivation is a driving force from within a person's heart to do or achieve a goal. Motivation describes a consistent combination of internal and external encouragement within a person which is indicated by desire and interest (Hakim, 2011; Baskoro and Susanty, 2012). Motivation can also be said as a plan or desire to go to success and avoid life's failures. In other words, motivation is a process

to achieve a goal. Someone who has motivation means that he already has the power to gain success in life. Performance is a very important and interesting part because it is proven to have very important benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will hard achieve.

The phenomenon that occurs in the Binjai Regional Revenue and Asset Financial Management Agency is that the punishment given to employees who do wrong is very severe, from what is done, from cutting salaries to dismissal unilaterally, it often occurs, therefore motivation at work is not useful for them and not encouraging them to be even better, things that go wrong happen because what the leader wants doesn't go well so that the performance of employees who is slow, in this case, doesn't follow the wishes of the leader, it will be said to be a work error so that punishment will be given this shows the will of the leader so as not to be subject to law.

## Literature Review

### Transactional Leadership

Transactional leadership is a leadership model in which a leader is more likely to provide direction to his subordinates and provide incentives and punishments for their performance and focuses on behavior to guide his followers. (Maulizar and Yunus, 2012). According to Yukl (2013) Transactional leadership can involve values, but these values are relevant to exchange processes such as honesty, responsibility, and reciprocity.

### Transactional Leadership Indicators

According to Yukl (2013) the indicators that influence the Transactional Leadership Style are:

1. Contingent Rewards (Contingent Rewards) This factor is intended that subordinates obtain direction from the leader regarding the procedures for carrying out tasks and targets that must be achieved.
2. Active Management by Exception This factor describes the behavior of leaders who always supervise their subordinates in a directive manner. Directive supervision in question is directly overseeing the process of carrying out subordinate tasks.
3. Passive Exception Management (Passive Management By Exception) A transactional leader will give warnings and sanctions to his subordinates if an error occurs in the process carried out by the subordinate concerned.

### Punishment

According to Irawanti (2016) Punishment is a form of reprimand or punishment given to employees who are negligent or have violated specified regulations. According to Mangkunegara (2018) punishment is a threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and teach lessons to violators.

### Punishment Indicator

According to Irawanti (2016) the indicators of punishment are as follows:

1. Reprimand Reprimand is an attempt to warn someone to be aware of what he has done so that he returns to the right path.
2. Warning warning is advice (reprimand and so on) to warn.

3. Sanctions Sanctions are suffering given or caused intentionally by someone after an offense, crime and mistake has occurred

### **Motivation**

According to Afandi (2018) motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and compelled to carry out activities with sincerity, pleasure and earnestness so that the results of the activities carried out get good and quality results. Winardi (2016) reveals that motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect his performance results positively or negatively. .

### **Motivation Indicator**

According to Afandi (2018) mentions several indicators of motivation, namely as follows:

1. Payback
2. Working conditions
3. Work facilities
4. Work performance
5. Recognition from superiors
6. The work itself

### **Employee Performance**

According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. According to Mangkunegara (2009) the definition of 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.

### **Employee Performance Indicators**

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work output
2. Quality of work
3. Efficiency in carrying out tasks
4. Work discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty
9. Process Creativity

### **Method**

This research was conducted from June 2023 to July 2023, at the Regional Income and Asset Financial Management Agency, Binjai City, Jl. Jambi Kel. West Rambung Kec. South Binjai – Binjai. The population

in this study were all employees, at the Binjai City Revenue and Asset Financial Management Agency. Namely ASN Employees 75 and Honorary Employees 98 a total of 173 employees. Because the sample was more than one hundred, the study took samples using the slovin sample technique with the following formula:

$$\text{sister: } n = N / (1 + (N \times e^2)).$$

$$N = 173 / (1 + (173 \times 0.0025))$$

$$N = 173 / (1 + 0.432)$$

$$N = 173 / 1.432$$

$$N = 120.810$$

If rounded up, the minimum sample size of 173 populations with a 5% margin of error is 121 people.

### Data analysis technique

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software run on computer media.

### Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

#### 1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through Test

#### 2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

### Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

#### 1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

## 2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

## 3. t-Statistics

at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

## 4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

## 5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

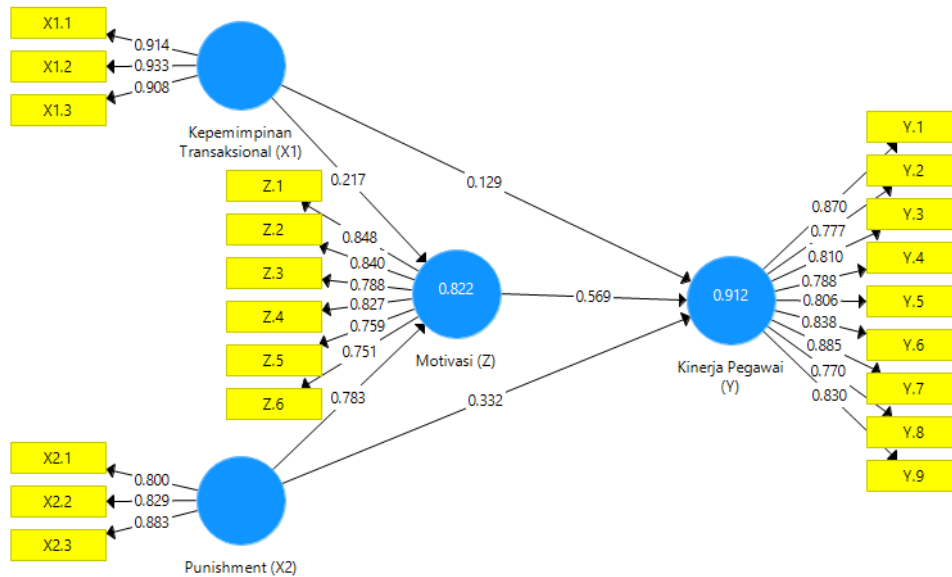
# Results and Discussion

## Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

### 1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:



**Figure 1. Outer Model**  
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings  
In this study there are equations and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.217 + 0.783 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.129 + 0.332 + 0.569 + e_2$$

**Table 1. Outer Loadings**

	Transactional Leadership (X1)	Employee Performance (Y)	Motivation (Z)	Punishment (X2)
X1.1	0.914			
X1.2	0.933			
X1.3	0.908			
X2.1				0.800
X2.2				0.829
X2.3				0.883
Y. 1		0.870		
Y.2		0.777		
Y.3		0.810		
Y.4		0.788		
Y.5		0.806		
Y.6		0.838		
Y.7		0.885		
Y. 8		0.770		

	Transactional Leadership (X1)	Employee Performance (Y)	Motivation (Z)	Punishment (X2)
Y.9		<b>0.830</b>		
Z. 1			<b>0.848</b>	
Z. 2			<b>0.840</b>	
Z. 3			<b>0.788</b>	
Z. 4			<b>0.827</b>	
Z. 5			<b>0.759</b>	
Z. 6			<b>0.751</b>	

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the outer loading of each indicator has a value for each indicator greater than 0.7 so that it can be explained that each indicator gets a value greater than 0.7, so the data is considered valid and the table above all indicators is valid and research can be done furthermore.

## 2. Discriminatory Validity

The next test is to test discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Transactional Leadership (X1)	Employee Performance (Y)	Motivation (Z)	Punishment (X2)
X1.1	0.914	0.539	0.507	0.393
X1.2	<b>0.933</b>	0.586	0.551	0.445
X1.3	0.908	0.587	0.564	0.470
X2.1	0.327	0.718	0.708	0.800
X2.2	0.526	0.802	0.773	0.829
X2.3	0.333	0.731	0.744	<b>0.883</b>
Y. 1	0.552	0.870	0.824	0.781
Y.2	0.360	0.777	0.761	0.710
Y.3	0.617	0.810	0.735	0.669
Y.4	0.397	0.788	0.708	0.748
Y.5	0.439	0.806	0.774	0.737
Y.6	0.603	0.838	0.772	0.701
Y.7	0.528	<b>0.885</b>	0.817	0.773
Y. 8	0.553	0.770	0.760	0.709
Y.9	0.536	0.830	0.775	0.793
Z. 1	0.428	0.811	<b>0.848</b>	0.806
Z. 2	0.412	0.809	0.840	0.801
Z. 3	0.454	0.730	0.788	0.703



Z. 4	0.436	0.771	0.827	0.728
Z. 5	0.697	0.704	0.759	0.588
Z. 6	0.444	0.691	0.751	0.623

Source: Smart PLS 3.3.3

Based on the table above, there is a cross loading of the Transactional Leadership variable with a cross loading value that is greater than the cross loading of other latent variables, for the cross loading of the Employee Performance variable there is a greater value than the cross loading of other latent variables, the cross loading of the Motivation variable has a higher value greater than the cross loading of other latent variables, the cross loading of the punishment variable has a greater value than the cross loading of other latent variables so that the data is considered valid discriminately and can continue further research.

### 3. Composite Reliability

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transactional Leadership (X1)	0.907	0.942	0.843
Employee Performance (Y)	0.939	0.949	0.673
Motivation (Z)	0.890	0.916	0.645
Punishment (X2)	0.787	0.876	0.702

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is assumed that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.



### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

#### 1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table.4. R Square results**

	R Square	Adjusted R Square
Employee Performance (Y)	0.912	0.910
Motivation (Z)	0.822	0.819

Source: Smart PLS 3.3.3

Based on the results of the R square value above, it can be explained as follows: the R square value of the Employee Performance variable is 0.912 and it is percentaged for the Employee Performance variable of 91.2%, meaning that the influence of the Transactional Leadership, Punishment and Motivation variables on employee performance is 91.2% and the remaining 08.8% is in other variables. For the motivation R square value of 0.822 if it is percentaged at 82.2%, it means that the influence of the Transactional Leadership variable, Punishment on Motivation is 82.2% while the remaining 17.8% is in other variables.

#### 2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value  $\geq 0.697$  which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

**Table 5. Model Fit**

	Saturated Model	Estimation Models
SRMR	0.080	0.080
d_ ULS	1,467	1,467
d_ G	1,529	1,529
Chi-Square	822,759	822,759
NFIs	0.699	0.699

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show that the NFI value is 0.699, meaning that this study is considered FIT because the NFI value is greater than 0.697. Thus, from these results it can be concluded that the model in this study has a high and feasible goodness of fit. used to test the research hypothesis.

#### 3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics

and P-Values. The hypothesis is declared accepted if the T-Statistics value is  $> 1.96$  and the P-Values are  $< 0.05$ . The following are the results of the Path Coefficients of direct influence:

**Table 6 Path Coefficients (Direct Effects)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Transactional Leadership (X1) -> Employee Performance (Y)	0.129	3,462	<b>0.001</b>	<b>Accepted</b>
Transactional Leadership (X1) -> Motivation (Z)	0.217	4,887	<b>0.000</b>	<b>Accepted</b>
Motivation (Z) -> Employee Performance (Y)	0.569	6,721	<b>0.000</b>	<b>Accepted</b>
Punishment (X2) -> Employee Performance (Y)	0.332	5,095	<b>0.000</b>	<b>Accepted</b>
Punishment (X2) -> Motivation (Z)	0.783	20,213	<b>0.000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

It can be explained in the table above the results of the hypothesis that will be discussed as follows

1. Transactional leadership has a positive and significant effect on employee performance with an original sample value of 0.129 and P values of 0.001  $< 0.05$ , meaning that by means of a transactional leadership style, employees feel valued for their work so that employee performance becomes even better.
2. Transactional leadership has a positive and significant effect on motivation with a value of 0.217 and P values of 0.000  $< 0.05$  meaning that with a transactional leadership style, employees will feel motivated to work because this leadership style really likes to give motivation and rewards so that employees feel valued.
3. Motivation has a positive and significant effect on employee performance with an original sample value of 0.569 and a P value of 0.000  $< 0.05$ , meaning that the motivation given to employees is appropriate because the work motivation that is carried out makes employee performance better.
4. Punishment has a positive and significant effect on employee performance with an original sample value of 0.332 and P values of 0.000  $< 0.05$  meaning that the punishment given to employees who violate organizational rules will teach other employees not to make the same mistake so that performance employees can be controlled properly.
5. Punishment has a positive and significant effect on motivation with an original sample value of 0.783 and P values 0.000  $< 0.05$  if punishment keeps employees working well then motivation will also make employee performance good. This can be explained as punishment and motivation will always make Employees work well, but in a different way, punishment will make employees afraid, while motivation builds employee mentality to work better.

**Table 7. Path Coefficients (Indirect Effects)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Transactional Leadership (X1) -> Motivation (Z) -> Employee Performance (Y)	0.123	3,709	0.000	Accepted
Punishment (X2) -> Motivation (Z) -> Employee Performance (Y)	0.445	6,592	0.000	Accepted

Source: Smart PLS 3.3.3

It can be explained in table 7 above the results of the hypothesis with variable Z to influence indirectly as follows:

1. Transactional leadership influences employee performance through motivation positively and significantly with an original sample value of 0.123 and a P value of 0.000 <0.05, meaning that motivation can influence transactional leadership to build good employee work image and employee performance and motivation is also an intervening variable.
2. Punishment influences employee performance through positive and significant motivation with an original sample value of 0.445 and a P value of 0.000 <0.05 meaning that with the punishment given there will be a deterrent effect that can be made by the wrong employee so he will not do it again except That motivation can affect indirectly when an employee has a problem then he can be punished and at the same time gets motivation to build trust and employee performance. In this research, motivation is an intervening variable.

## Closing

### Conclusion

Based on the results of the research that has been done and the data analysis as explained in the previous chapter, the following conclusions are conveyed from the research results as follows:

1. Transactional Leadership has a positive and significant effect on Employee Performance
2. Transactional leadership has a positive and significant effect on motivation.
3. Motivation has a positive and significant effect on employee performance.
4. Punishment has a positive and significant effect on employee performance.
5. Punishment has a positive and significant effect on motivation.
6. Transactional leadership influences employee performance through positive and significant motivation.
7. Punishment influences employee performance through positive and significant motivation.

### Suggestion

1. The organization must have a leadership characteristic that can motivate employees and appreciate the work of employees and mingle with employees to find out employees' complaints while working in order to avoid mistakes.
2. The punishment given to employees must have a certain level of guilt and crime and make rules regarding the punishment given not to be unstructured.
3. The motivation that is given to employees must be people who are truly influential and also have a clear career path so as to build the mentality of employees to become like the motivator.

4. Employee performance must be monitored regularly and in a structured manner.

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