

Transformational Leadership Analysis Of Village Apparatus Work Motivation At Asembagus Village Office

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Informasi Artikel	Abstract
E-ISSN.3026-6874 Vol. 1, Nomor. 2, Desember 2023 Halaman 120-128	This study aims to analyze the transformational leadership of the motivation of village apparatus work at the Asembagus village office. Transformational leadership is a leadership concept that focuses on developing and empowering subordinates through inspirational vision, high motivation and the establishment of interpersonal relationships. This research method uses qualitative techniques with data collection techniques through observation and interviews with village officials and village heads at the Asembagus village office. This type of research uses qualitative descriptive research because it collects information about the status of an existing problem. By using qualitative descriptive, it aims to better understand the problem more deeply. The results of this study show that transformational leadership has an influence on increasing the motivation of village officials at the Asembagus village office.
Keywords. Transformational Leadership Work Motivation	

Abstrak

Penelitian ini bertujuan untuk menganalisis kepemimpinan transformasional terhadap motivasi kerja perangkat desa dikantor desa asembagus. Kepemimpinan transformasional merupakan konsep kepemimpinan yang berfokus pada pengembangan dan pemberdayaan bawahan melalui visi yang inspiratif, motivasi yang tinggi dan penetapan hubungan interpersonal. Metode penelitian ini menggunakan teknik kualitatif dengan teknik pengumpulan data melalui observasi dan wawancara dengan perangkat desa serta kepala desa dikantor desa asembagus. Jenis penelitian ini menggunakan penelitian deskriptif kualitatif karena untuk mengumpulkan informasi mengenai informasi status suatu permasalahan yang ada. Dengan menggunakan deskriptif kualitatif bertujuan untuk lebih memahami permasalahan lebih mendalam. Hasil penelitian ini menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh untuk meningkatkan motivasi kerja perangkat desa dikantor desa asembagus.

Kata kunci: kepemimpinan transformasional, motivasi kerja

INTRODUCTION

Village is a form of government that is in direct contact with the community. The success or failure of a country in improving the welfare of its people can be seen from the success of its village, so everything can start from the village. The village is headed by a village chief based on the results of the village election. The term of office of the village head is 5 years, meaning that the village head has a limited period to lead his village, so that every period has the potential to change leaders. The change of leader allows for different policies, which will have an impact on the village development process (Muzaki, 2020).

Leadership is the ability to develop others, subordinates or groups. Leaders have special abilities or expertise in the field desired by their group, to achieve organizational or group goals (Rahma, 2019). Leadership is the art of influencing others to work together and is based on the ability of people to guide others in achieving the goals of the desired group. Leaders can demonstrate dominance based on personal ability to encourage or invite others to do something approved by their group and have specific

Transformational leadership theory views leaders as catalysts for visionary approaches while providing a strategic view of what needs to be done. Transformational leadership asserts that people are motivated by the tasks they perform. They practice transformational leadership, emphasizing cooperation and collective action, and individuals exist within the context of organizations or communities rather than in competition with each other. According to Iqbal (2021), transformational leadership is suitable for every institution, transformational leadership is effective to be applied in organizations that need change. This transformational leadership style is also suitable for small-scale institutions or startups that have a big vision and need to quickly adapt to their institution.

According to Shalahuddin (2016), transformational leadership has characteristics that show charismatic behavior, elicit inspirational motivation, provide intellectual stimulation and treat employees by paying attention to individuals. Transformational leadership factors are interdependent entities to build the organization's vision. Transformational leadership factors as follows: 1). Idealized influence (or charismatic influence), namely a transformational leader must have charisma that is able to influence subordinates to react following the leadership. In concrete form this charisma is shown through behavioral understanding of the vision and mission of the organization, having a firm stance, commitment and consistency to every decision taken. 2). Motivational inspirational, means the character of a leader who is able to apply high standards but at the same time is able to encourage subordinates to achieve these standards. 3). Intellectual stimulation, which is the character of a transformational leader who is able to encourage his subordinates to solve problems carefully and rationally. In other words, transformational leaders are able to encourage subordinates to always be creative and innovative. 4). Individualized consideration, is the character of leaders who are able to understand the individual differences of their subordinates. In this case, the leader is willing and able to listen to aspirations, educate, and train his subordinates. And the leader can see the potential and development of his subordinates. In this study, researchers only set two indicators, namely Idealized influence (or charismatic influence) and Intellectual stimulation to be the focus of research.

Motivation is something that exists in humans to do an activity or work. But this motivation is divided into two, namely motivation that arises from within oneself and from outside the individual (Ringo, 2021).

Work motivation is a state in a person's person that encourages an individual's desire to perform certain activities in order to achieve goals. Providing motivation is very important in a company. (Fadiah Retno Imara, 2020). Employees who have high work motivation will be able to encourage these employees / employees to work more enthusiastically and can make a positive contribution to the work that has become their responsibility. Work motivation is something that gives rise to encouragement or enthusiasm for work. Without motivation, an employee / employee cannot fulfill work according to standards or exceed standards because what is motivation in work is not met.

Abraham Maslow developed a theory of work motivation, stating that each individual consists of five levels or hierarchies of needs, namely: 1). physiological, such as the need to eat, drink, physical protection, breathe, sexual. This need is low-level or referred to as *ula* as the most basic need. 2). The need for security, namely the need for protection from threats, dangers, conflicts, and the environment not only in the physical sense but also mentally, psychologically and intellectually. 3). Social needs , that is, the need to feel belonging i.e. the need to be accepted in groups, interact, and the need to love and be loved. 4). The need for self-esteem or recognition , that is, the need to be respected and valued by others. 5). The need for self-actualization, that is, the need to use abilities, skills, potential, the need to argue, by expressing ideas.

RESEARCH METHODS

The method used by the research used is qualitative. Qualitative research is an approach intended to understand phenomena about what is experienced by research subjects, for example, behavior, perception, interest, motivation, action, by way of description in the form of words and language (Johan, 2021). According to Manab (2017), qualitative research emphasizes researchers to obtain results in depth through narrative design and interviews. This type of research uses qualitative descriptive research because it collects information about the status of an existing problem. By using qualitative descriptive, it aims to better understand the problem more deeply.

The data in this study was taken from the village apparatus at the Asembagus village office, by making observations or observations first for the initial steps of the study. Village officials and village head Asembagus as key informants of this research. The data sources used are primary data and skunder. Primary data, namely data obtained directly through observation, interviews, and documentation. Meanwhile, skunder data data obtained indirectly from other people or village officials who have a close relationship with the problems of research studies.

This research uses qualitative descriptive analysis, namely data obtained from interviews, observations, and documentation in the form of descriptions. Data analysis is a search for information and its management systematically so that it makes it easier for researchers to clarify the problem under study and easily communicated by others.

Data collection is carried out through the interview method which refers to the indicators studied. Data was collected through primary data, interviews with village heads and village officials. Data tringulation is used as source tringulation from document search results and observation results. Data reduction is in the form of simplification of data that has been obtained in research. The reduction steps are carried out by summarizing the data, then giving a code, theme to each indicator. Data that have been obtained and are not needed are discarded, while those that have conformity with indicators and supporting data are prepared in the research presentation data.

Presentation of data from the results of field notes and charting to facilitate the combination of information, according to whether or not the data that has been obtained. The final step is to make conclusions from the results of the study. The completeness of the data obtained can facilitate and clarify the conclusions of the study.

RESEARCH RESULTS AND DISCUSSION

Research Result

A. Leadership style of the village head to increase work motivation in the village apparatus

Leadership is the process of influencing organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture, influencing interpretation of follower events, organizing and activities to achieve goals, maintaining cooperative relationships and group work, gaining support and cooperation from people outside the group or organization. In influencing others, a leader must have his own leadership style or characteristics to distinguish himself from other organizations. The leader must think about how he is able to work with his village apparatus to influence the community to work together to achieve a common goal.

To support all that, a village head must have a leadership style that is used as a reference or guideline, such as being a transformational leader who is able to change the work environment, work patterns and work values that are used as one thought or one perception with all village officials so that they can optimize performance that is compiled or planned in an organized manner. In carrying out its performance to influence the village apparatus and its community, the style applied by the village head by looking at the existing situation and conditions. As stated by Mr. Sani as the Head of Asembagus Village:

"In the current leadership implementation, the model I use to improve the performance of village equipment does not only use one model. This is because I adjust to different conditions at any time, for example in decision making I am required to be firm but in coordinating must remain relaxed in order to create a comfortable atmosphere, so that between me and village officials and even the community can be more intimate. With the aim that what is expected can be resolved. (The interview was conducted at the Asembagus Village office).

B. How the Village Head Provides Work Motivation to Village Officials

In addition to being a leader who is a link for subordinates, leaders must also motivate subordinates so that subordinates feel motivated when doing work. There are two types of motivation that leaders give to their subordinates, namely:

1. Direct Motivation

Direct motivation is when a person is given direct encouragement or stimulation to perform an action or achieve a goal. This can be in the form of praise, awards, or incentives given directly to individuals as a form of appreciation or recognition for their hard work or achievements (Rofi, 2021). Motivation can directly have a positive impact that is directly felt on a person, increasing

morale, motivation, and job satisfaction. Based on the results of interviews with several village officials and asembagus village heads about the leadership of asembagus village heads, namely:

"As a leader I must be a good example for my subordinates or followers, for me giving appreciation to subordinates is very important. The simplest example of appreciation is when my subordinates do their duties well, then I in front of my subordinates will always give thanks to Allah SWT and say to my subordinates by praising their work, besides that I also share the sustenance I get for my subordinates, of course I cannot use that sustenance alone, Therefore I always give my sustenance to my subordinates fairly" (Interview Results of Asembagus Village Head)

2. Indirect Motivation

Indirect motivation is to provide the facilities needed such as providing the equipment needed, providing a comfortable room and place (Andriani, 2017). Based on the results of interviews regarding this matter with the head and several village officials, namely:

"As a leader I must be able to create a comfortable working atmosphere for my subordinates, so I provide equipment such as printing tools and so on needed by my employees. In addition, I also provide a comfortable room to do work for my employees". (Village Head Interview Results)

So it can be concluded that motivation directly or indirectly can be an important factor in a leadership. With the motivation of subordinates can do work more vigorously and enthusiastically.

Factors That Influence Work Motive

As previously explained that motivation is a very important thing for oneself. Or it's motivation directly or indirectly. There are several factors that affect a person's motivation, namely:

1. Intrinsic Factor

Intrinsic motivation factor This is a motivation that arises from needs, interests, or personal satisfaction experienced by individuals when they perform an action or achieve a goal (Anggraeni, 2021). Intrinsic motivation factors are usually related to a sense of accomplishment, pride, intellectual satisfaction, or pleasure gained from doing an activity.

From some research results, the intellectual factor is influential in motivating oneself. It should be underlined that each individual's intrinsic factor is different, knowing each individual's intricate factor is very important because it can make it easier to provide motivation and encouragement.

2. Extrinsic Factors

This factor drives individuals to perform an action or achieve a goal because of the rewards or consequences they expect or avoid (Lesmana, 2022). Extrinsic motivational factors are often related to reward, recognition, punishment, or pressure from the external environment.

From the results of research, extrinsic factors are also important in terms of motivating and providing encouragement for each individual to achieve certain goals. But to maintain continued motivation, it is also important to incorporate intrinsic motivation factors that provide job satisfaction and personal satisfaction.

DISCUSSION

Based on the results of research at the Asembagus Village Office through interviews, documentation and observations on transformational leadership analysis of the work motives of village officials at the Asembagus Village Office. The interview process is in accordance with the interview procedure that has been validated with sources of information and theory.

Transformational leadership is leadership that seeks to transform values to increase awareness, motivation and performance for the achievement of common goals even beyond personal interests. Transformational leaders encourage their subordinates to think long, not to meet momentary needs. (Akbar & Imaniyati, 2019). The village head as a leader is able to provide encouragement or motivation for his subordinates. Work motivation is very important in doing every job that will be done, as the SBR resource person said as follows:

"With the motivation from our leaders as subordinates who need guidance is very helpful, we become more active in doing our duties. Then your leader can also control subordinates well, so we become more focused and can also achieve organizational goals well".

The results of this study show that motivation is something that can encourage individual desire to do certain activities to achieve a goal (Yuliani & Ilyas, 2018). In this case, the leader must be able to encourage, influence, invite, guide and direct subordinates so that they are able to solve a

In terms of motivation, there are two motivations that can be applied in leadership, namely direct motivation and indirect motivation. Direct motivation This can be in the form of praise, appreciation, or incentives given directly to individuals as a form of appreciation or recognition for their hard work or achievements. As done by the village chief Asembagus to motivate his subordinates. Based on the results of the interview, the village chief said:

"As a leader I have to be a good example for my subordinates or followers, for me giving appreciation to subordinates is very important. The simplest example of appreciation is when my subordinates do their duties well by praising their work, besides that I also share the sustenance I get for my subordinates, of course I cannot use that sustenance alone, therefore I always give my sustenance to my subordinates fairly"

While indirect motivation is such as providing the facilities needed such as providing the equipment needed, providing a comfortable room and place. High motivation can encourage individuals to achieve good and efficient work standards. Therefore, being a leader must be able to provide encouragement to increase the motivation of subordinates.

If a leader does not have a strong leadership style, the goals of an organization will never be achieved. Therefore, the researcher conducted a transformational leadership analysis of the motivation of village apparatus work at the Asembagus village office. The following are the results of research in accordance with the results of observations of village officials at the Asembagus village office.

Table 1. Research Results

Indicators	Fulfilled	Not fulfilled
<i>Idealized influence</i>		
Exemplary	Fulfilled	
Have passion	Fulfilled	
Give compliments	Fulfilled	
<i>Intellectual stimulation</i>		
Innovative	Fulfilled	
Professional	Fulfilled	
Developing new ideas	Fulfilled	
Involving subordinates	Fulfilled	
Self-evaluation	Fulfilled	

Source: primary data processed by researchers (2023) observational results

a. *Individualize influence* (Ideal influence or charisma)

Individualize influence is the leader's ability to adapt to different leadership styles for each individual, according to their needs and characteristics. This approach can increase subordinates' work motivation because they feel valued, cared for, and recognized. In the focus of Individualize influence on the process of increasing the motivation of village apparatus work in the village office, the leader must be able to influence subordinates in order to achieve common goals.

In this case, the leader must be able to be an example for subordinates. With a good exemplary attitude from a dreamer can foster the work motivation of subordinates. The head of Asembagus Village as a leader is able to set this example to subordinates. Each leader has a different way of setting an example, for example as done by the village head of Asembagus, by giving examples of examples such as arriving on time, doing tasks well, being able to make decisions in every problem to be an example for subordinates. In addition to being a good example, a leader must also have the spirit from within to influence his subordinates.

In the idealized influence characteristics to make the vision and mission and organizational goals achieved, a leader must also be able to give appreciation in any form to subordinates. With appreciation can increase the motivation of subordinates, in this case the Head of Asembagus Village always gives appreciation or praise to his subordinates in any case. From the results of interviews and observations, it is proven that the village head always gives praise or appreciation to village officials who do their work well and optimally. Appreciation given such as bonuses for des devices or openly giving praise to village devices.

It can be concluded that the head of asembagus village is able to meet the indicator of

b. Intellectual Stimulation

The characteristic of Intellectual Stimulation is the leader's ability to encourage employees to think creatively, develop new ideas. Effective use of intellectual stimulation can have a positive impact on employee motivation. This is the ability that a leader should have to be able to have innovative changes in the ministry in increasing work motivation and other innovations. And the leader must also be able to involve subordinates to make decisions and the leader must also be able to evaluate himself.

In the focus of Intellectual Stimulation, the village head must be able to become an innovative leader, which is to provide space for employees to experiment, take controlled risks, and implement their new ideas. As the Head of Asembagus Village did, in this case the Village Head provides an opportunity for subordinates to implement their new ideas. In addition to being innovative, a leader must also be able to become a professional leader, such as not involving personal problems at work, able to make decisions under any conditions. Based on the results of research, the village head of Asembagus is able to be professional in making decisions or doing work. He is able to separate his personal affairs and work matters.

The head of Asembagus village is also a leader who always involves subordinates or village officials in making decisions or doing work. By involving subordinates in making decisions, it can create a comfortable working atmosphere and the relationship between leaders and subordinates becomes more comfortable. In addition, being a leader must also be able to evaluate yourself.

Based on the results of the study, there is a strong relationship between transformational leadership and the motivation of village officials. Transformational leadership that involves individual development, motivation, and building reciprocal relationships has been proven to increase the motivation of village apparatus work.

Leaders who implement transformational leadership are able to inspire and motivate village officials to work hard and achieve good and optimal work results. Through individual development, leaders can help subordinates to develop their work ponsi so as to increase their self-confidence and work motivation. In addition, leaders who implement transformational leadership are also able to build close reciprocity with village officials. They listen to feedback, expressing appreciation for their work. This can create a positive work environment because village officials or subordinates feel valued and recognized which ultimately increases their work motivation.

The leadership style of the village head will succeed if in his leadership pay attention to the voice of the democratically led community, which reflects openness, responsibility, wisdom in taking every decision based on the results of agreement for the benefit of the community, this leadership pattern is transformational leadership (Lamida, 2015). The application of the right transformational leadership style in an organization will produce employees or subordinates who are loyal to superiors so that they obey the rules set by the leader, this can have an impact on subordinate performance because it can make them more confident to achieve more optimal performance achievements (Damanik, 2019).

The results of this study are consistent with previous research, research by Sriastuti & Suryadi (2023) which said that transformational leadership is very influential on subordinates' work motivation, the stronger the understanding and implementation of transformational leadership, the stronger the subordinates' work motivation. This research is also consistent with the research of Yuliani & Ilyas (2018) which says transformational leadership has a good influence on increasing subordinates' work motivation. The results of this study are also consistent with Marwiyah's (2022) research which says that transformational leadership is so influential on subordinate work activation, the attitude of a leader leader can foster awareness, enthusiasm and high work commitment to achieve organizational goals. When the leader shows a good personality towards subordinates in performing their duties, the subordinates will also model positive behavior from the leader. Success or failure in performing tasks can be determined from the direction of the leader, in the organization someone who works must indeed be determined by a leader.

In Rumbiak's research, (2023) said that a leader must have a leadership attitude that grows from his abilities, such as setting a good example and example for subordinates in accordance with their responsibilities and duties. Giving rewards, feedback or promotion can cause motivation and enthusiasm for subordinates so that they can achieve work targets properly and optimally. So it must be realized that a subordinate must always be motivated in doing everything in order to produce

better work. In research, Hafidz (2022) also said that in a leadership, there is a relationship between the leader and subordinates, especially subordinates who are involved in the leadership process. This can be potentially effective when motivated toward goal achievement. In this case, motivating bahawan is important in order to achieve common goals.

CONCLUSION

Conclusions are a summary of the findings and answers obtained in the study, based on valid data and careful analysis, and provide relevant implementations and recommendations. From the results of the research on the Transformational Leadership Analysis of Work Motivation of Village Apparatus at the Asembagus Village Office resulted in the following conclusions: 1) The head of Asembagus Village is said to be a transformational leader because he is able to encourage or motivate employees. In addition, he also has the characteristics of leadership Intellectual stimulation and Idealized influence, 2) Transformational leadership is quite influential in increasing the motivation of the work apparatus of Asembagus village. Village officials feel motivated and excited in carrying out their duties because they feel supported, appreciated, and empowered by their leaders, 3) A positive work environment also has an impact on the motivation of village officials. Where there is mutual support between village officials and leaders, it is able to increase the motivation of village officials.

To the village head to remain a leader who is able to provide work motivation and motivation for village officials so that work motivation continues to increase and produce good and optimal work results. To the village office, researchers hope that organizational structures and others can be equipped in the workplace room to make it easier for the community and other researchers to know about the village office.

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