



## The Influence of Leadership, Job Transfers and Job Satisfaction on Individual Performance

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**Abstract:** The influence of leadership, job transfers and job satisfaction on individual performance is a scientific literature review article on the science of Human Resource Management. This article aims to provide a hypothesis of the relationship between variables for future research. Research research objects: online libraries, Google Scholar, and other academic online media. This research carried out library research, sources from e-books and e-journals that can be accessed publicly, a qualitative descriptive analysis approach. The results of this research article are: 1) leadership influences individual performance; 2) job transfers have an effect on individual performance; and 3) job satisfaction influences individual performance.

**Keyword:** Individual Performance, Leadership, Job Transfer, Job Satisfaction

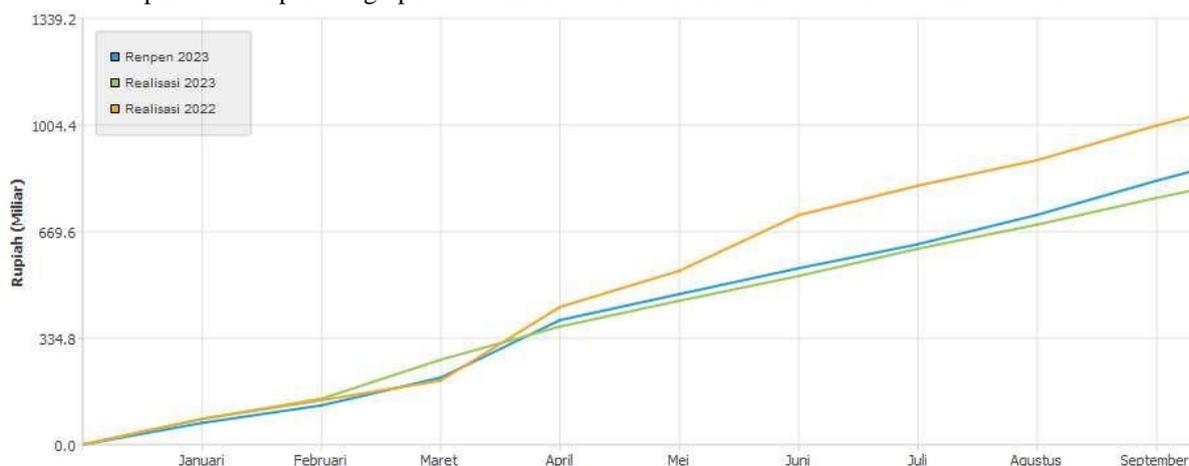
### PENDAHULUAN

Creating scientific work is one of the many graduation requirements at Indonesian Universities at the undergraduate (Strata 1), Masters (Strata 2), and Doctoral (Strata 3) education levels. Final year projects, thesis and/or dissertation are some types of research that are commonly carried out. Publication of research and articles carried out by students, lecturers, researchers and functional staff is usually carried out through scientific journals, both national and international.

Empirical experience shows that supporting articles are one of the challenges for students and writers in writing scientific papers. Supporting articles are used as a theoretical basis for previous research or relevant research to strengthen research theory. The influence of leadership, job transfers, and job satisfaction on individual performance are the themes discussed in this article, which is a *literature review* in the field of HR management.

The background to this research is the fact that there is a decline in individual performance at The “X” Pratama Tax Service Office is as shown in graph 1 below:

Graphics1. Comparison graph of accumulated The “X” Pratama Tax Service Office revenues



It can be seen in graph 1 above that there has been a *gap* between the realization from April to September 2023 (green line) compared to the realization from April to September 2022 (orange line). This gap shows a decline in individual performance at The “X” Pratama Tax Service Office.

Researcher then do pre-research on The scope of The “X” Pratama Tax Service Office on 26 respondents who were given the responsibility for achieving office revenue targets. This survey was conducted to determine the dominant factors influencing individual performance. The results of this small survey show that the factors that have the most influence on individual performance are leadership factors, job transfers and job satisfaction.

Based on this background, the purpose of writing this article is to build a hypothesis for future research, namely to formulate: 1) The influence of leadership on individual performance; 2) The effect of job transfers on individual performance; and 3) The influence of job satisfaction on individual performance.

**METHOD**

There are quite a lot of alternative methods that can be chosen to conduct research. However, this article uses a descriptive qualitative method approach and *library research* as its research method approach.

Google *Scholar* and other online academic applications are the main sources of supporting articles which this article uses as material for reviewing previous research and research that may be relevant. Research is research that also has exploratory aims.

“Literature reviews must be used in qualitative research consistently with methodological assumptions. In other words, the literature review must be used inductively so that it does not direct the researcher's questions. One of the main reasons why qualitative research is exploratory in purpose .” (Ali, H., & Limakrisna, 2013) .

**RESULTS AND DISCUSSION**

**Results**

Research results are the output of data studies and previous research as well as relevant theories. Taking into account the background, objectives and methods discussed in this article, the results of the research are as described below:

**Individual Performance**

"A person's work performance that is regulated in accordance with or using organizational standards or criteria is called individual performance" (Engko, 2008) .

Goodhue and Thompson in (Engko, 2008) states that "the achievement of a series of tasks assigned to individuals in a company or organization is referred to as individual performance. Higher individual performance means that completion of a set of tasks is more efficient, effective, or of higher quality". Next Gibson, Ivancevich and Donnely (2003) in (Meithiana, 2017) stated that: " individual performance is highly correlated with the performance of an organization. Thus, we can interpret that the extent to which an organization can improve individual performance to encourage overall organizational performance is a very important thing to pay attention to in the future."

Performance is something that can be measured, as is individual performance. The results of measuring individual performance can have an impact on the individual himself or the organization in which he works. The impact of individual performance on a person can be in the form of compensation obtained in the form of salary, allowances or other non-material things, for example awards from fellow colleagues or superiors which give rise to personal satisfaction that cannot be measured in material terms. Meanwhile, we can definitely estimate the impact of individual performance on the organization together, namely whether or not the goals of the organization, both profit and non-profit organizations, are achieved.

Whether an individual's performance is good or bad can be influenced by many factors, both those originating from within himself (internal) and those originating from outside him (external). Internal factors can be in the form of an innate character that always wants to give the best of oneself as well as prove oneself or other factors that come from within oneself. External factors can come from many things that are attached to the place where he works, for example salary, benefits, leaders, management, rules and so on .

Based on Gibson et al (2012) in (Silaen et al., 2021), dimensions and indicators of individual performance can be presented in Table 1 as follows:

**Table 1: Individual Performance Dimensions and Indicators**

Dimensions	Indicator
Individual	1) Abilities and skills: mental and physical; 2) Background: family and experience; 3) Demographics: gender, race.
Psychological	1) Perception; 2) Attitude; 3) Personality; 4) Learning; 5) Motivation.
Organization	1) Resource; 2) Leadership; 3) Award; 4) Structure; 5) Job design.

Source: Research data processed (2023)

Based on the dimensions in table 1, we can say that many variables are related to individual performance. However, in summary, these factors originate from internal and external factors of the individual concerned. Some of these components or factors are *controllable* (can be controlled) and some are non- *controllable* (beyond the individual's control) from the perspective of the employee concerned.

A *controllable* component may mean that the individual already has the component or may not yet have it. However, even if you don't have these components, you can try to get them. Examples of components that can be controlled by the individual concerned (within the individual's power) are *skills*, *background*, race and gender, individual perception, attitude, personality, learning, motivation. Meanwhile, examples of *uncontrollable*

components are organizational resources, leadership, organizational or peer awards, work structure and design.

Management must pay attention to each component of individual performance in order to form a work environment that holistically shapes its employees to provide the best performance they have. Several researchers have previously examined this individual's performance, including ( Engko, 2008 ) , ( Muizu, 2019 ) , and ( Saing, 2017 ) .

**Leadership**

As previously explained, leadership is a component or factor that influences individual performance. The word leadership is related to how a leader leads his members in an organization. There are many expert definitions and research results related to this matter.

Three things related to leadership are the leader, the person being led and the leadership style chosen or attached to the leader himself. A leader must know himself and the people he leads to determine what kind of leadership style will bring his members to provide their best performance for the progress of the organization.

“With specific skills for a particular situation, leadership is deliberate or recognized personal dominance that is able to encourage or direct others to do something based on the approval of the group.” ( Huteahean et al, 2018 ) .

“Influencing a group of people to achieve a common goal is known as leadership. (Usman, 2019). Stogdill (1974) in (Usman, 2019) stated a more comprehensive definition of leadership in Table 2, namely:

**Table 2: Definition of Leadership**

Definition of Leadership
a. The focal point of the group process;
b. Personality and influence;
c. The art of getting persuasion fulfilled;
d. Practice influences;
e. Action;
f. Form of coaxing;
g. Strength of relationship;
h. Instruments achieve goals;
i. An interaction effect;
j. A difference in roles;
k. Structure initiation.

Source: Research data processed (2023)

Berdasarkan Marquartz (2002) dalam (Adiawaty, 2020), dimensi dan indikator dari kepemimpinan dapat disajikan dalam Tabel 3 sebagai berikut:

Table 3 : Leadership Dimensions and Indicators

Dimensions	Indicator
Systems Thinker	1) Able to see problems as a whole; 2) Able to dynamically arrange relationships between events.
Change agent	1) Take the initiative to make improvements; 2) Able to create order and order.
Creator	1) Always try new things; 2) Encourage and reward creativity. .
Servants and administrators	1) Serve and empathize; 2) Carrying out persuasion in achieving goals; 3) Building commitment.
Polychronic coordination	1) Able to coordinate many things; 2) Able to collaborate with many parties.
Instructors and training	1) Provide guidance and advice to subordinates; 2) Encourage/motivate in achieving task implementation; 3) Inspire and get to know how things work.
Visionary	1) Able to formulate a shared vision; 2) Able to communicate a vision and encourage it to be realized.

Source: Research data processed (2023)

Leaders must understand themselves, which means that a leader must be aware of his position and function in an organization. A leader is a thinker for the system that runs in his organization, as an *agent of change*, creator of the organization, *servant* and mobilizer for members and the organization, coordinator, instructor and must be someone who is a visionary.

These components can also be used as a basis when we choose a leader in a group or organization. Incompetent leaders will lead the organization to a decline in performance or even destruction.

Leaders must also understand who they are leading. Leading is also like fighting, achieving a goal. As the wise words of Sun Tzu, the war expert, "know yourself, know your enemy, know your battlefield. So a thousand battles, a thousand victories."

After understanding themselves and the people they lead, a leader can determine what kind of leadership style to apply. Thus, it is hoped that leadership will produce a good output for the organization.

Previous researchers have researched leadership extensively, including (Adiawaty, 2020), (Wuladari et al., 2021), and (Christie et al., 2023).

**Job transfer**

Job transfers are commonplace in the world of work. Job transfers have different impacts on each person who experiences them. There are employees who are motivated to work better or at least as well as before. However, there are also employees whose performance actually decreases.

The common thread in the differences in impact lies in the feelings experienced by employees who are transferred, whether they meet their expectations or not. If it does not meet expectations, how far can he tolerate or withstand the results of the policy? If leaders or management already know the impact experienced by employees who are transferred which leads to decreased performance, then this should not be allowed to drag on. Find the root of the problem, provide resolution options and a credible hope. *Trust is everything*.

“In human resources (HR) development, job transfer is a job change carried out by the top leadership of an organization to employees (management and non-management) horizontally or vertically (promotion/demotion).” ( Runtuwene, 2016 ) . This definition of

job transfer according to Runtuwene (2016) is quite complete.

Job transfer is essentially an organizational policy with a specific goal. This goal should lead to the good of the organization, but it often becomes biased because the basis for carrying out transfer is not for the good of the organization but for personal, management or group interests.

Sastrohadiwiryo (2005) in (Setioningtyas, WP, & Dyatmika, SW, 2020 ) states that "moving employees from one workplace to another is called job transfer". This definition is too simple. Transfers are not just limited to moving places of work. Transfers can be in the form of transfers to the same position, down or even up from the original position.

The dimensions and indicators of job transfers can be presented in Table 4 as follows (Novika, PW, 2018 ) :

Table 4: Dimensions and Indicators of Job Transfers

Dimensions	Indicator
Position and Job	1) Rank order list; 2) Vacancies in office positions; 3) Skill.
Self-development	1) Experience; 2) Trust; 3) Faithfulness; 4) Attention; 5) Employee abilities.

Source: Research data processed (2023)

Researchers have discussed this working transfer, including (Pasyah et al. , 2021 ) and (Purba, 2020 ) .

**Job Satisfaction**

Sometimes it is biased to determine what factors make workers feel satisfied. This is because basically every human being is unique with their own circumstances. There are workers who are satisfied with their situation who work at an agency without caring about the details of their work or the compensation they receive.

This means that satisfaction lies in where he works. However, there are also workers whose level of determining factor in job satisfaction is higher than just the place of work, for example how much results they get from working there. This is a natural thing when we talk about someone's job satisfaction.

Job satisfaction will encourage employees who experience it to do the same thing so that satisfaction occurs again, for example performing well. However, the determining factors for a person's satisfaction can change due to many factors.

Therefore, it is very important for management to know the determining factors for employee satisfaction in order to determine what policy steps to take so that employees feel satisfied.

"Feelings that support or do not support an employee related to their work and their condition are called job satisfaction." (Wili Andari, 2015 )

Robbins and Judge (2011) in (Meithiana, 2017 ) defines job satisfaction as " a positive feeling about a person's job that comes from an evaluation of its characteristics: someone who has a high level of job satisfaction will have positive feelings about his job, while someone who has a low level of job satisfaction will have negative feelings about his job " . Researchers quite agree with this definition.

High job satisfaction will encourage high performance because one of the feelings of pleasure that comes from job satisfaction comes from good performance. Good performance will result in many other positive things, for example being appreciated, appreciated and a place for self-actualization.

Smith et al. (2004) in (Meithiana, 2017) states that the dimensions and indicators of job satisfaction are as shown in Table 5 as follows :

Table 5: Dimensions and Indicators of Job Satisfaction

Dimensions	Indicator
Satisfaction with the job itself	1) Opportunities for employees to learn according to their interests; 2) Opportunity to take responsibility.
Opportunities for salary	1) The amount of money employees receive is in accordance with their workload and is balanced with other employees
Promotional opportunities	1) Employees are promoted based on work performance achieved.
Satisfaction with supervision	1) supervision carried out by supervisors is motivating for employees.
Satisfaction with coworkers	1) relationships between employees that are harmonious, friendly and helpful to each other

Source: Research data processed (2023)

Previous researchers have conducted a lot of research on job satisfaction, including: (Meithiana, 2017), (Sutrisno et al., 2022) , and ( Rizky , 2022 ) . Based on presentations and explanations from previous researchers, the definitions, dimensions and indicators of individual performance variables in this research are as follows: "Individual performance is an individual's achievement of the tasks assigned to him by the organization which is measured or compared with the standards or criteria set by the organization itself."

From several dimensions and alternative indicators of individual performance that have been mentioned previously, the researcher adopted the opinion of Gibson et al (2012) in (Silaen et al., 2021) which is limited to the psychological and organizational dimensions with the indicators namely "leadership, motivation in the form of job transfers and perceptions in the form of job satisfaction".

### Results of Review of Relevant Articles

The results of the review of relevant articles are an explanation of the results of previous research, then an explanation of what are the similarities and what are the differences with the research conducted by the researcher as presented in Table 6 below:

Table 6: Relevant Research Results

No	Author (Year)	Previous Research Results	Similarities With This Article	Differences With This Article	H
1)	Bentar et al (2017)	Leadership, motivation, work discipline, and work environment have a positive and significant influence on individual performance.	Leadership influences individual performance.	Motivation, work discipline and work environment influence individual performance.	H1
2)	Dongoran, FR, & Batubara, SS (2019)	Leadership and work ethic have a positive and significant influence on individual performance.	Leadership influences individual performance.	Work ethic influences individual performance.	H1
3)	Chrishartanto, R., & Said, S. (2019)	Job transfers, competence and motivation have a positive and significant influence on individual performance.	Job transfers affect individual performance.	Competence and motivation influence individual performance.	H2
4)	Husain, A. (2022)	Job transfers and workload have a positive and significant influence on individual performance.	Job transfers affect individual performance.	Workload affects individual performance.	H2
5)	Juniantara, IW, & Riana, IG (2015)	Job satisfaction and work motivation have a positive and significant influence on individual performance	Job satisfaction influences individual performance	Motivation influences individual performance	H3
6)	Kristine(2017)	Job satisfaction and organizational commitment have a positive and significant influence on individual performance	Job satisfaction influences individual performance	Organizational commitment and work motivation influence individual performance	H3

Source: Research data processed (2023)

## Discussion

Based on theoretical studies, the discussion of this *literature review article* includes reviewing relevant articles, analyzing the influence between variables, and creating a conceptual research plan.

Based on research findings, the discussion of this article includes a review of relevant articles, analyzing the influence between variables, and making conceptual considerations about the research plan:

### The Influence of Leadership on Individual Performance

Leadership can be said to be the art of a leader. Every leader has a leadership style that can be different, but can also be the same. This is influenced by the leader's insight, innate characteristics and experience.

Leaders with broad insight and experience will try to see who they are leading. If the researcher may say, for example, different tribes, different languages, different people, our treatment as leaders is also different. Leading is not an easy thing, it is full of complexity. However, leadership can be learned in order to lead its members well so that they will provide the best performance they have.

A leader is like flying a kite. He must know how strong the rope is, when to stretch the rope, when to pull it, when to avoid his opponent. Strategy is very necessary to maximize the achievement of organizational goals and minimize factors that can hinder organizational performance.

“Leadership is a person's ability and process to encourage other people or groups of people to do something to achieve a common goal. The ability to divide tasks is a component of leadership. Having an unclear division of tasks will cause some employees to have more work to do, while others will feel more relaxed.” ( Bentar et al, 2017 ) . This definitely has an impact on the performance of each employee, which in turn has an impact on organizational performance. If not anticipated, *overload* (more work), causes poor performance and stress.

On the other hand, a more relaxed job, or less workload, does not encourage employees to perform to the best of their actual abilities.

Leaders must always evaluate the policies they have set. It is very possible that a policy will not meet expectations. However, as long as there is still an opportunity to improve, a leader should not give up. A leader must always evaluate himself and his environment and take policy alternatives that are expected to support organizational goals or for mutual progress.

The dimensions and alternative indicators that researchers adopted for the leadership variable are from the opinion of Marquartz (2002) in ( Adiawaty, 2020 ) which is limited to the dimensions of servants and administrators with the indicators being " serving and showing empathy, encouraging goal achievement, and increasing commitment " .

The general term used to describe the servant and administrator dimensions of a leader is *servant* leadership. According to previous researchers, this dimension is only one of many other dimensions of leadership. "This type of leadership has the ability to improve performance both individually and organizationally, which enables the achievement of the organization's common goals." ( Prayitno, A., & Tahir, R., 2022 ) .

A person's basic instinct is to fulfill personal needs, in line with the concept of *servant leadership* . A *servant leader* will prioritize the desires/needs of group members or subordinates rather than his own interests ; This is very important because it will encourage group members/subordinates to do their best. Such sacrifice and sincerity will also give a good impression to its members. In this way, it will be easier for leaders to convey future policies and targets while simultaneously aligning steps with their subordinates.

Abraham Maslow's theory of needs states that a person must fulfill the first four lower needs before reaching the higher need, namely self-actualization. Self-actualization can only be achieved after fulfilling the need for esteem.

Servant *leaders* must have the ability and desire to fulfill the need for respect expected by their group members. "Among the many qualities that a *servant leader* has is listening to and respecting the people he leads," as explained by Focht and Ponton (2015) in ( Patmasari, E., & Anugrah, A., 2022 ) . Thus, it can be concluded that *servant leadership* will bring group/organization members towards the stage of self-actualization.

Group members who have reached the stage of self-actualization will provide the best performance they have, which is reflected in the attitudes of *acceptance and realism* , *problem centering* (focus on problems) , *spontaneity* , *autonomy and solitude* (freedom and privacy). larger), and *continued freshness of appreciation* (a view full of admiration and gratitude) as explained by Abraham Maslow's Needs Theory related to self-actualization. Thus, we can generalize that leadership factors, with the *servant leadership model* in particular, have a positive effect on individual performance in an organization.

"To be a good leader, a leader must have the following things: dare to sacrifice something to help others, dare to make more informed decisions , and have the desire and sincerity to share with people from various cultural backgrounds." (Wisarja, IK, & Gunarta, IK, 2019 ) .

Individual performance is influenced by leadership factors . Individual performance will be seen well if leadership is well understood and vice versa. In other words, if leadership principles are implemented well, individual performance will be good too, but if individual performance is poor, it is because of poor implementation of leadership principles .

Yukl (2002) in ( Usman, H., 2007 ) states that " Factors that influence leadership include standards of success, leader attributes, strengths, and situational variables as well as intervention variables (follower commitment, skills and self-assessment abilities) . ”.

"To improve individual performance in an organization through leadership, management must mobilize and motivate those they lead." ( Dongoran, FR, & Batubara, SS, 2019 ) . Motivation is very important for every individual. Motivation is able to move something that should no longer be possible to move. Motivation gives hope to everyone.

"Individual performance is influenced by leadership" . This is in line with research conducted by: ( Bentar et al., 2017 ) , ( Dongoran, FR, & Batubara, SS, 2019 ) , and ( Maabuat, ES, 2016 ) .

### **The Effect of Job Transfers on Individual Performance**

Changes experienced by an employee as a result of company policy to achieve certain goals known as job transfer. The dimensions and alternative indicators that researchers adopted for the job transfer variable are from the opinion of Novika, PW (2018) which is limited to the dimension of self-development with the indicator being attention.

"Job transfers that take into account factors that influence employee working conditions can affect a person's performance." (Novika, PW, 2018 ) . This is in line with research results from Chrishartanto, R., & Said, S. (2019) which states that "the aim of employee transfers is to increase job satisfaction and increase the achievements of transferred employees". Job transfers that do not consider the goals of job satisfaction and increasing individual performance will cause organizational performance to decline. Repeated disappointments experienced by transferred employees, work stress can hinder individual performance. Therefore, it is very important to consider many things when carrying out job transfers for employees so as not to disturb or at least minimize the negative effects of job transfers that do not meet expectations.

Furthermore, Sastrohadiwiryo (2012) in (Husain, A., 2022) is also in line with the research results of Chrishartanto, R., & Said, S. (2019) which states that "employees who are transferred must be satisfied with their work and provide their best performance or achievements for their company, that is the purpose of transfer."

Malayu SPHasibuan (2013) in (Zaeni, RN, 2020) states that " according to the concept of job transfer, to improve employee performance in an organization, the employee must be transferred to the right job and appropriate position " .

Individual performance is influenced by job transfers. Individual performance will be perceived well if they understand work transfers well, and conversely, if they understand and implement work transfers poorly.

Malayu SPHasibuan (2013) in ( Zaeni, RN, 2020 ) states that " the merit system (a system that refers to scientific, objective and work achievements), the seniority system ( a system that refers to the length of service, age and work experience of the employee concerned), and the mirror system (a system that refers to the nature of to the family an ) is a component that can influence the occurrence of job transfers. ” .

The statement that individual performance is influenced by job transfers is in line with research conducted by: ( Chrishartanto, R., & Said, S. , 2019 ) , ( Husain, A., 2022 ) , and ( Hadiyah, D., & Syaodih, E., 2022 ) .

### **The Effect of Job Satisfaction on Individual Performance**

A person's positive feelings about his work resulting from evaluating himself personally are called job satisfaction. The dimensions and alternative indicators that researchers adopt for the job satisfaction variable are from the opinion of Smith et al. (2004) in ( Meithiana, 2017 ) which is limited to the "dimension of satisfaction with supervision", which can be measured by indicators in the form of how much supervision carried out by the supervisor motivates the employees.

Supervisory supervision that motivates employees is very important and influences employee performance. The key word is motivation. "Motivation influences the level of job satisfaction." (Parimita et al., 2018) .

Furthermore, job satisfaction will influence individual performance. This is in line with research results from (Juniantara, IW, & Riana, IG, 2015 ) which states that "Job satisfaction has a positive and significant impact on a person's performance". "The principles of job satisfaction refer to the principles or concepts of human resource development and various studies on management efforts to provide adequate facilities and infrastructure, meet financial needs, and opportunities to develop themselves for their employees, so that every worker can achieve job satisfaction." ( Meithiana, 2017 ) .

Individual performance is positively influenced by job satisfaction. If job satisfaction is perceived well, individual performance will also be perceived well, and vice versa. This can be explained by saying that when management understands and applies the principles of job satisfaction well, it is hoped that individual performance will also be good. Conversely, if individual performance is poor, then management may not understand and apply job satisfaction principles effectively.

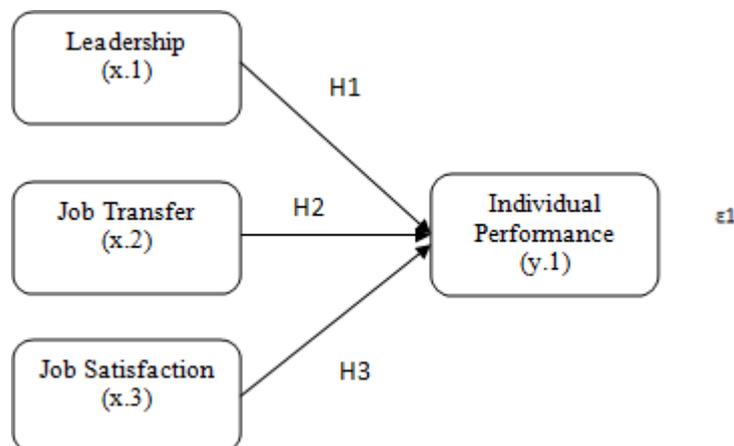
Robbins (2003) in ( Meithiana, 2017 ) states that "mentally challenging work, fair compensation, a comfortable work environment, and supportive coworkers are some of the factors that influence job satisfaction" .

"Job satisfaction plays a role in individual performance " , this is in line with research conducted by: (Juniantara, IW, & Riana, IG, 2015 ) , ( Kristine, 2017 ) , and ( Indrawati, AD, 2013 ) .

### Conceptual Framework for Research

Based on the problem formulation, discussion and relevant research, the conceptual framework for this article is obtained as in Figure 1 below.

Figure 1: Conceptual Framework



Based on the conceptual framework above, then: leadership, job transfers, and job satisfaction influence on individual performance. Apart from the three *exogenous variables* that influence individual performance, there are many other variables, including:

- 1) Motivation: (Bentar et al., 2017), (Juniantara, IW, & Riana, IG, 2015) , and ( Ekhsan, M., 2019 ) .
- 2) Work discipline: (Bentar et al., 2017), (Farisi, S., Irnawati, J., & Fahmi, M., 2020) , and ( Ekhsan, M., 2019 ) .
- 3) Competencies: (Chrishartanto, R., & Said, S., 2019), (Saputra, IPA, Bagia, IW, & Suwendra, IW, 2016).), and (Dwiyantri, NKA et al., 2019).

### CONCLUSION

Based on the objectives, results , and discussion , the conclusions that can be drawn from this article are to formulate hypotheses for future research , namely: 1) leadership influences individual performance; 2) job transfers have an effect on individual performance. and 2) job satisfaction influences individual performance.

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