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The Influence of Transformational Leadership and Work Motivation on Job Satisfaction (Literature Review Study)

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Abstract: Previous research or relevant research is very important in a research or scientific article that serves to strengthen the theory and phenomenon of the relationship or influence between variables. This article reviews the influence of transformational leadership and work motivation on job satisfaction. Work motivation and transformational leadership style are closely related to employee job satisfaction because they are driving factors that create work enthusiasm in humans to work together, efficiently and integrated. This study uses a qualitative descriptive method. The results of the study indicate that transformational leadership and work motivation have an effect on job satisfaction. Transformational leadership has a significant positive effect on employee job satisfaction. Work motivation has a positive and significant effect on job satisfaction. The aim is to determine the effect of transformational leadership style and work motivation on employee job satisfaction.

Keywords: Transformational Leadership, Work Motivation, & Job Satisfaction.

INTRODUCTION

Human resources have an important role both individually and in groups, as one of the main drivers of the smooth running of organizational activities is also determined by the existence of its human resources. For this reason, every organization needs to pay attention to and regulate the existence of its employees as an effort to improve good work discipline. The low quality of human resources is a fundamental problem that can hinder national economic development and growth. The low quality of human resources will also be a stumbling block in the era of globalization, because the era of globalization is an era of quality competition. If the Indonesian nation wants to play a role in the global arena, the first step that must be taken is to organize and develop the potential of human resources, both in terms of intellectual, spiritual, creativity, morals, and responsibility. It is very difficult for organizations to get the employees they want, because employees usually work optimally and job satisfaction increases if the employee achieves their needs. The economic situation is growing, companies are trying to increase effectiveness, efficiency in all areas to encourage To achieve this, every employee is expected to contribute by doing their best work to achieve maximum job

satisfaction. Employees are very valuable assets that can be managed well in order to provide optimal contributions. Employee job satisfaction is the main thing that companies pay attention to, because employees are not comfortable working, are not appreciated, do not develop their potential, then employees automatically cannot concentrate fully on their work.

Table 1. Previous Research

No	Title	Author and Year	Method	Research Results
1.	The Influence of Transformational Leadership Style and Financial Compensation on Employee Performance at PT. Traya Tirta Cisadane	Estika, Yolla, Feymi, Deny – 2021	Qualitative and Literature Research	Transformational leadership and compensation have a direct positive effect on employee job satisfaction and performance.
2.	The Influence of Transformational Leadership in Improving the Performance of Educational Organizations	Muktamar, Faisal, Pinto, Hartini – 2023	Qualitative	Transformational leadership has a significant influence on organizational performance.
3.	The Influence of Transformational Leadership in Motivating the Performance of Community Institution Managers in Pahlawan Village, Medan Perjuangan District	Mila Puspita Sari – 2022	Descriptive with qualitative data analysis	Transformational leadership does not have a direct and significant effect on motivating performance.
4.	The Influence of Leadership Style and Organizational Environment on Employee Motivation	Fatonah, Briana, Sari, Fadhillah, Manalu – 2024	Qualitative and literature review	Leadership style has a significant influence on employee performance motivation.
5.	The Influence of Transformational Leadership on Employee Satisfaction and Productivity at PT. Interma Trikencana Bersinar Medan	Salsabila, Gunawan – 2023	Qualitative	Transformational leadership has a significant positive effect on employee job satisfaction.
6.	The Role of Leadership in Developing Civil Servant Competence at the Bali Province Human Resources Development Agency (BPSDM)	Wirata, Widiyanti, Sulandari – 2021	Qualitative	The role of leadership has not had a direct and significant effect on employee competency development.
7.	The Influence of Motivation and Discipline on Job Satisfaction of Non-Civil Servant Government Employees (PPNPN) at the Silampari Lubuklinggau Airport Management Unit Office During the Covid-19 Pandemic	Nasruddin, Fitria, Herlina - 2022	Quantitative	Work motivation has a significant effect on job satisfaction.
8.	The Influence of Work Discipline, Work Environment, and Work Motivation on ASN Employee Performance Through Job Satisfaction as an Intervening Variable at the Education and Culture Office of Situbondo Regency	Zahro, Karnadi, Anshory - 2024	Quantitative	Work motivation has a significant positive effect on Job Satisfaction.

No	Title	Author and Year	Method	Research Results
9.	The Influence of Compensation, Motivation and Discipline on Job Satisfaction of Makassar Main Harbor Master Employees	Nuraisyah, Basalamah, Latief – 2022	Quantitative	Motivation directly has a positive and significant effect on employee job satisfaction.
10.	The Influence of Motivation, Communication and Work Stress on Employee Job Satisfaction at BPJS Ketenagakerjaan Rungkut Branch, Surabaya	Veronicha, Sitohang - 2022	Quantitative	Motivation has a significant effect on employee job satisfaction.
11.	The Influence of Motivation and Work Discipline on Job Satisfaction of Public Works and Spatial Planning Department Employees of Padang City	Dian, Agussalim, Anggraini – 2022	Qualitative	Work motivation has a positive and significant effect on employee performance.
12.	The Influence of Motivation and Work Environment on Job Satisfaction at UKM Nahla Toys Cikampek	Firman, Suryaman, Risma, Billy - 2021	Quantitative	Work motivation does not have a significant effect on job satisfaction.

METHOD

This study applies a qualitative approach and literature review by reviewing several previous studies that are relevant to this study. This research is obtained from scientific literature, both printed and online, as well as other Internet sources, about the relationship and influence of theories and variables. The literature search is adjusted to the methodological premise. The researcher collected data from online media such as Google Scholar, Google Books, and Mendeley.

RESULTS AND DISCUSSION

Basically, transformational leadership is the ability of a leader to lead people and organizations to be able to adapt to the environment in order to achieve success in the future, so that a transformational leader is a leader who is able to realize the mission, encourage members to learn, and is able to inspire subordinates about various new things that need to be known and done. In transformational leadership, the exchange that occurs between subordinates and leaders is not just an exchange like what happens in transactional leadership. Transformational leadership also involves developing closer relationships between leaders and followers. With transformational leadership, leaders help followers see interests that are more important than their own for the mission and vision of the organization or group. By developing the self-confidence, self-efficacy, and self-esteem of followers, it is hoped that leaders will have a strong influence on the level of identification, motivation, and achievement of follower goals. (Sari, 2022). Leadership style is a method or style applied by leaders to guide and influence members of their team or work group. This approach reflects the norms of behavior or methods applied by a leader to achieve organizational or group goals. (Wahyuni Sappali et al., 2023). According to Robbins and Judge (2015) Transformational leadership is a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. They pay attention to the self-development needs of their followers, change the awareness of followers on existing issues by helping others see old problems in new ways, and are able to please and inspire their followers to work hard to achieve common goals. Based on the theory above, it can be concluded that transformational leadership style is a leader who is able to inspire and motivate his followers to prioritize organizational goals.

The indicators are the ability to make decisions; the ability to motivate employees; communication skills; the ability to control subordinates, responsibility; the ability to control emotions. Transformational leadership style according to (Mondiani, 2014) is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards (Paramita Sani et al., 2021). Leadership is one of the factors that influences the development of employee competence, it can even be said to be very decisive in efforts to achieve previously set organizational goals. According to (Nawawi, 2006) it means that "leadership style is the behavior or feelings, attitudes and behavior of members of the organization or their subordinates". Every leader can have a better or worse leadership style than other leadership styles. The role of leadership is a behavior that is expected by leaders in occupying a certain position, expected to play a role in influencing, guiding, evaluating their subordinates towards achieving the goals of an organization. (Wirata et al., 2021). Leaders have unique characteristics and personalities that make them different from others. How a person inspires others to work together towards a goal can be called a leadership style. (Cahyo Nugroho & Wiradharma, 2021). The task of a leader is an important and challenging responsibility, especially in terms of human resource management. To achieve company goals, leaders must realize that employees are one of the company's main assets. Decisions made by leaders have a significant impact on the direction of the company's progress, considering that employees have a major role in influencing the company's productivity. In other words, the success of a company is highly dependent on the ability of employees to optimize their productivity. Employees will work better if there is a match between the leader and employee expectations. Until now, employee satisfaction has been influenced by high reward and income factors. However, there are other factors that can encourage employee motivation to work. The ability of a leader to inspire and motivate others to achieve their goals according to their strengths. A leader also has a responsibility to generate motivation in themselves, coworkers, and employees. If a superior exhibits behavior with a leadership style that is less effective or not in accordance with expectations, it can have a negative impact on the performance of team members. Some employees tend to observe and imitate the behavior of their superiors in carrying out their duties. Therefore, it is important for leaders to try to improve employee performance motivation, by implementing a leadership style that can support their performance improvement. This is necessary because the quality of a person's performance is greatly influenced by the extent of their work motivation. (Pramudhita & Meirisa, 2019). (Wahyuni Sappali et al., 2023). Transformational leadership has a crucial role in the world of education, forming the foundation for achieving quality and sustainable educational goals. This leadership style not only involves managerial aspects, but also focuses on developing a shared vision, inspiration, and empowerment of individuals within educational organizations. In the context of education, transformational leadership creates a positive impact that goes beyond administration and planning, towards creating a dynamic learning culture (Norrahman, 2023). (Lamirin et al., 2023). Transformational leadership is a leadership style characterized by leaders who have the ability to inspire, motivate, and direct employees through a strong vision and values. Transformational leaders encourage employees to reach their maximum potential and feel involved in the goals of the organization. Transformational leaders also often act as positive examples for employees. (Lubna Salsabila, 2024).

Motivation is "a process that causes the intensity, direction, and persistence of individuals towards achieving goals" (Wibowo, 2016). (Nasruddin et al., 2022). Motivation is an instruction for employees in a company to be willing to coordinate to fulfill the desires of employees to achieve the success of the company Stooner, (1992) in Soekidjo Notoatmodjo, (2015). Meanwhile, according to Mitchell quoted by Robbins (2006), motivation is a process that also influences the intensity, direction and persistence of a person in efforts to achieve goals. Motivation theories include: 1. Maslow's theory (need level theory), namely:

physiological needs; security needs; socialization needs; need for appreciation; and self-actualization needs. 2. McClelland's Theory McClelland in Soekidjo Notoatmodjo, 2015:15), argues that in a person there are two motivations or drives, namely primary motives, meaning motives that are not learned, and secondary motives, meaning motives that are obtained through experience and relationships with other people. Motivation indicators According to Maslow quoted by Hasibuan (2014), indicators for knowing employee motivation are: Physiological, Security, Social, Reward, and Self-actualization. (Pratama et al., 2022). According to Kreitner and Kinicki (Wibowo, 2017) motivation is a psychological process that arouses and directs behavior to achieve a goal. Meanwhile, according to Robbins (Wibowo, 2017) argues that motivation is a process that causes intensity, direction and continuous effort in individuals to achieve goals. But high intensity does not allow for good performance results, unless it benefits an organization. Individuals who have motivation will carry out tasks long enough to achieve their goals. (Setiawan & Firdaus Marsahala Sitohang, 2022). Providing work motivation is also an important thing for a manager to pay attention to. Work motivation is providing encouragement to employees to be able to work in such a way that organizational goals can be achieved efficiently. (Nuraisyah et al., 2022).

Motivational attitude is very important for a company in order to realize a company's goal, with the motivation of each employee in the company will make the company progress. because every employee who has motivation in doing work can complete the tasks in the company even though not all of them produce perfect work. But in a certain period of time employees will do their jobs better. Motivation means inspiring someone or yourself to do something in order to achieve satisfaction and goals. Based on the results of previous studies, it was stated that work motivation does not have a significant effect on job satisfaction (Hidayat et al., 2021). Motivation has a fairly close relationship in an ASN employee where ASN employees who have high motivation and high satisfaction will make a high contribution to the company, for high contributions, the company will have high outcomes, and with good outcomes and a high reputation, so that work motivation has a significant positive effect on job satisfaction. This is based on the results of previous research by (Fatimatus Zahro, Karnadi, 2024). Previous research results show that there is a close relationship between work motivation and employee job satisfaction levels, so companies need to pay attention to things that affect employee work motivation. This condition must be maintained, because by maintaining good conditions in the work environment and good employee satisfaction, the company will continue to move stably. A good level of employee satisfaction is closely related to work enthusiasm, loyalty and also performance quality.(Kayatun et al., 2022).

Job satisfaction is a state or condition felt by employees as happiness supported by clear, fair and just methods, performance, wages. Where if job satisfaction is high, it will certainly have a positive impact on the company. (Muhammad Rachman Mulyandi, 2020). Job satisfaction is an attitude (action-cognition), a feeling of pleasure (expression-affection), or a gap (gap) between what has been obtained and what is expected. The happy attitude shown by someone at work is an expression because what is their responsibility has been carried out well and they feel satisfied with the results of their work. Conversely, if someone at work is not supported by adequate work equipment, an uncondusive work environment, and low attention from the leadership, then this will cause job dissatisfaction. (Sunarta, 2019). Job satisfaction is an individual thing because basically every individual has a different level of satisfaction that is adjusted to each individual. (Verameta et al., 2021). In addition, for employees, job satisfaction is also the attitude of each individual regarding the work done every day. A positive attitude shown at work will provide an overview of their level of job satisfaction. Employees who work with a happy and comfortable attitude in the workplace will contribute to optimal performance and vice versa. Job satisfaction is influenced by the external and internal environment of the individual. Efforts to understand

each other are important, namely how the organization understands the needs, desires and expectations of its employees, and how employees understand the common goals between themselves and the organization. Communication is important as a means to increase understanding between employees and the organization. The development of communication and information technology in the digital era facilitates communication to increase understanding between employees and the organization, so that indirectly it has the potential to increase employee job satisfaction. Real steps that can be taken by managers and organizational leaders in realizing and maintaining job satisfaction felt by each employee, one of which is to fulfill all organizational obligations which are rights that employees must receive. Support in creating adequate work environment and work equipment is also important in realizing job satisfaction for every employee in working. (Sunarta, 2019). Job characteristics and job complexity are related to job satisfaction. In addition, the fulfillment of creative work requirements also increases job satisfaction. Challenging and interesting work is also important for the emergence of job satisfaction. (Nimas Ayu Aulia Pitasari1, 2018). Job satisfaction is not only focused on leadership style, motivation, and work culture. Occupational safety and health is one of the factors that can also affect job satisfaction. This is in accordance with the results of previous studies which state that Occupational safety and health affect job satisfaction, where the implementation of good occupational safety and health (K3) in the company environment will increase employee confidence in their workplace and increase the sense of security at work.(Setyo Widodo, 2023).

The nature of job satisfaction itself is very individual, which means that the view of feelings of satisfaction between one individual and another will be very different. This is because each individual is a unique creature that is different from one another so that the value system adopted to measure job satisfaction owned by each individual will also be different. In general, the way to measure job satisfaction is to see how many aspects of the job are in accordance with a person's desires. The more aspects that have been fulfilled, the higher the level of job satisfaction that person has. Feelings of satisfaction are generally characterized as a positive feeling that then has a positive behavioral impact on a person. The characteristics of job satisfaction are complex because there are many elements in work and interactions in the work environment that may be a consideration for an individual in measuring job satisfaction. Measuring the level of job satisfaction is generally easier to do by determining what things make a person feel dissatisfied with their job.

CONCLUSION

Based on the review of the articles, results, and discussions above, it can be concluded that overall, the findings of the various studies that have been discussed are expected to provide valuable insights for organizations in understanding the factors that can improve transformational leadership, motivation, and employee job satisfaction. By paying attention to and optimizing these factors, organizations can create a conducive work environment to encourage transformational leadership, motivation, and employee job satisfaction, so as to improve the effectiveness, efficiency, and overall performance of the organization. However, this study has several limitations. First, this study only focuses on literature published in the last 5 years, which may limit the scope of the findings. Second, the majority of studies reviewed use quantitative methods, so they may not provide in-depth insights into the subjective experiences of employees. For future research, it is recommended to expand the scope of the literature review period, as well as integrate qualitative methods to gain a more comprehensive understanding of the factors that influence employees.

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