

TRANSFORMATIONAL LEADERSHIP AND STRUCTURAL EMPOWERMENT: THE EFFECT ON MOTIVATION AND EMPLOYEE PERFORMANCE IN THE MARKETING DIVISION OF PT. KARYA PAK OLES TOKCER DENPASAR-BALI, INDONESIA

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Abstract

This study aims to analyze (1) the influence of transformational leadership on the work motivation of the marketing division; (2) the influence of transformational leadership on the performance of marketing division employees; (3) the influence of structural empowerment on the work motivation of the marketing division; (4) the influence of structural empowerment on the performance of employees of the marketing division; and (5) the influence of work motivation on the performance of the marketing division employees. This research was conducted at PT. Karya Pak Oles Tokcer, with the Marketing Division of PT. Karya Pak Oles Tokcer as the population with a sample of 75 respondents, which were analyzed through Partial Least Square (PLS) analysis. The results of this study indicate that Transformational leadership has a positive and significant influence on employee motivation and employee performance. Structural empowerment has a positive and significant influence on employee motivation and

employee performance. Employee motivation has a positive and significant influence on employee performance. Based on the results of the study, it is suggested that: company management must be focused on individualized consideration by providing direction to subordinates to work according to the company's target; company management must pay more serious attention to employee empowerment structurally; and company management must also pay better attention to employee work motivation variables

Keywords: Transformational leadership; structural empowerment, motivation, employee performance

INTRODUCTION

Performance management is a form of effort to obtain optimal results in organizations, groups and individuals through understanding and explaining performance in a framework of planned goals, standards and requirements of attributes or competencies that are agreed upon mutually (Armstrong, 1998). One of the factors that can influence employee performance is employee empowerment: a strategy to improve human resources by investing responsibility and authority in those who are expected to achieve greater performance in an ever-changing era. Individuals who are satisfied with their work tend to stay in the organization, while individuals who feel less satisfied with their work tend to leave the organization.

According to Hasibuan (1996), the purpose of empowering human resources is basically to raise productivity, efficiency, and organizational effectiveness. According to Conger and Kanungo (in Ratnawati, 2004), empowerment is conceptualized in terms of task assessments, which determine motivation in workers. Thomas and Velthouse (in Ratnawati, 2004) add that empowerment means giving power. Power has several meanings. In the legal sense, power means authority, so empowerment can mean authorization. Power can also be used to describe capacity, as in the definition of enthusiasm to achieve desired results, as in Conger and Kanungo (in Birowo, 2010).

Employee empowerment strategies (structural) can be implemented if the leader can delegate some of his authority to employees and subordinates who are able to make and implement decisions well. Delegation of authority can be carried out if leadership and subordinates have good channels of communication and supervision channels so that the derived authority can be controlled properly (Birowo, 2010). Transformational leadership is described as a leadership style that can stimulate or motivate employees so that they can

develop and achieve performance at a high level, beyond what they previously expected (Bass in Munawaroh, 2011).

Employee performance and motivation viewed from the factor of leadership is not something that happens unilaterally. In this case both leaders and employees must work together to create conditions that are conducive to high performance, so that leadership in a company can create a sense of motivation at work. Simanjuntak and Calam (2012) conclude that the influence of motivation to achieve employee performance is the enthusiasm or encouragement in a person to do certain activities to achieve a goal that can have a positive effect in achieving performance.

This research was conducted at a local Balinese company engaged in traditional medicine. PT. Karya Pak Oles Tokcer is a company that has continued consistently in organic farming and traditional medicinal health products. The research was conducted in the marketing division. Based on observations, there are several challenges that have led to a decline in employee performance. It takes effort and hard work to obtain company profit through increased sales volume. Therefore, marketing personnel are needed to boost sales, because interactions involving customers directly are marketing. Given the importance of the role of marketing, the company should have motivated them to perform well and increase productivity. Declining performance in the marketing division of PT. Karya Pak Oles Tokcer has led to stagnating sales due to the performance in marketing, and the number of visits to outlets has decreased.

This study aims to analyze (1) the influence of transformational leadership on the work motivation in the marketing division; (2) the influence of transformational leadership on the performance of marketing division employees; (3) the influence of structural empowerment on the work motivation of the marketing division; (4) the influence of structural empowerment on the performance of employees of the marketing division; and (5) the influence of work motivation on the performance of the marketing division employees.

LITERATURE REVIEW

Transformational Leadership

Leadership is an interaction between one party that is as leader and another party that is led. Leadership is a process in which an individual influences a group of individuals to achieve common goals (Kaswan, 2012). According to Rivai and Sagala (2013), the leadership model consists of participatory leadership and delegation, charismatic leadership, and transformational leadership. Meanwhile, Burns identifies that there are two types of political leadership, namely transactional leadership and transformational leadership (Luthans, 2006). The latter model of

leadership is seen as the model most suitable for the needs of higher employees, such as the needs for self-esteem and self-actualization (Ali, 2013).

Transformational leadership is defined as leadership that is capable of humanizing its followers, treating its followers as intelligent and respected human beings, and able to stroke the hearts of followers in order to bring out their full human potential (Ancok, 2012). The same opinion was expressed by Rivai and Sagala (2013), that transformational leadership is a type of leadership that integrates or motivates its followers in achieving predetermined goals. It has also been emphasized (Rivai and Mulyadi, 2011) that transformational leaders are leaders who provide individualized consideration and intellectual stimuli, and who have charisma. According to Danim and Suparno (2009), transformational leadership is a leadership that prioritizes the providing of opportunities and/or encouragement to all existing elements to work on the basis of an honourable value system, so that all these elements are willing to participate optimally in order to achieve organizational goals.

Structural Empowerment

Empowerment is defined as an effort to encourage and enable individuals to assume personal responsibility for their efforts to improve the ways they carry out their jobs and contribute to achieving organizational goals (Carver in Clutterbuck, 2003). Kadarisman (2012) said that empowerment is a strategy to realize excellence and performance, namely through allocating sufficient authority and responsibility to complete tasks and make decisions. It is also emphasized that empowerment is a raising of abilities, knowledge, skills, and various potentials that are truly possessed by employees. Empowerment is also defined as the authority to make decisions in an area of one's responsibility without requesting the approval of others.

According to Sun et al. (2012), empowerment can also be viewed from a structural perspective and a psychological perspective. Empowerment viewed from a structural perspective is focused on policies and practices set by management aimed at delegating power, decision-making authority, and responsibility to a lower level in the organization. Birowo (2010) states that structural empowerment is viewed as a transfer of power or distribution of power from leadership to subordinates. Empowerment is also viewed from a psychological perspective as a process that influences initiation and perseverance in work.

Work Motivation

Motivation is energy that can move individuals to attempt to achieve expected goals. Furthermore it is mentioned that motivation is a psychological process that encourages someone to do something, which can come from within or from someone outside (Torang,

2013). Motivation can also be interpreted as stimulation, encouragement that causes something to happen, that either comes from outside of someone or from the surrounding environment (Danim and Suparno, 2009).

According to Ardana (2012), motivation is a force that encourages someone to do something. Internal and external motivation in essence can affect employees both positively and negatively, which is very dependent on the manager's resilience. Work motivation is also something that can lead to encouragement or morale. In relation to performance, Robbins (2006a) provides a definition in which motivation is the willingness of individuals to expend great effort in order to achieve organizational goals. If someone is highly motivated then he will be driven to a high level of performance. An employee works optimally, influenced by several factors, including: the prospect of reward, the prospect of punishment, motivation to communicate, motivation for achievement, motivation to attain a position or obtain authority, and so forth.

Wahjosumidjo (1993) states that leadership has a close relationship with motivation because the success of a leader in driving others to achieve the goals that have been implemented depends on authority, in addition to how to create motivation in each particular employee, colleague and leader. Whereas employee empowerment according to Conger and Kanungo (1998) is a motivational concept of self-efficacy that encourages internal motivation in the workplace.

Employee Performance

Employee performance (job performance) can be interpreted as the extent to which a person carries out work responsibilities and tasks (Singh et al., 1996). Fahmi (2013) says that performance is a result obtained by an organization, either a profit-oriented organization or a non-profit one, which is produced over a period of time. Whereas according to Torang (2013), performance is the quantity and/or quality of work of individuals or groups within the organization in carrying out the main tasks and functions that are directed by standard operating procedures, predetermined criteria and standards in the organization.

According to Moeheriono (2012), performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of the organization set in strategic planning. Rivai and Sagala (2013) define performance as real behavior that is displayed by each person as work performance produced by employees in accordance with their respective roles in the company. Performance basically is what is done or what is not done by employees (Mathis and Jackson, 2011).

RESEARCH METHOD

Research Design

This study refers to explanatory research that explains a relationship between variables via the testing of hypotheses (Ghozali, 2004). This type of research was chosen in consideration of the objectives to be achieved, including efforts to explain the relationship and influence of transformational leadership and employee empowerment on employee motivation and performance.

The Scope of Research

The scope of research is employee performance associated with transformational leadership, structural empowerment, work motivation, and performance in the marketing division of PT. Karya Pak Oles Tokcer, a local company that requires high quality and motivated human resources to compete in the market.

Research Population and Sample

A population is a collection of individuals or specific research objects determined by researchers to be studied and from which conclusions are then drawn (Sugiyono, 2004). The population in this study is in the marketing division of PT. Karya Pak Oles Tokcer, a total of 113 people. The object of research is the permanent staff of PT. Karya Pak Oles Tokcer which includes the marketing / marketing division. The number of respondents in this study was 5 (five) times the number of indicators. The research sample was determined based on Slovin's formula, namely:

$$\begin{aligned} n &= N / \{1 + (Ne^2)\} \\ &= 113 / \{1 + (113 \times 0.052)\} \\ &= 113 / 1.5125 \\ &= 74.71 \end{aligned}$$

....rounded off to 75 respondents

Table 1. Population and Research Samples
(Marketing Division Employees from PT. Karya Pak Oles Tokcer)

No	Bali Marketing Area	Population	Number of Samples
1	Unit 1-Denpasar	42	28
2	Unit 2-Singaraja	59	39
3	Unit 3-Karangasem	12	8
	Total	113	75

Identification of Research Variables

The exogenous variables in this study are Transformational Leadership (X1) with four indicators, namely (a) individualized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Bass in Ali, 2013); and Structural Empowerment (X2), with indicators according to Stewart (1994), namely (a) Enabling (making capable); (b) Facilitating (s; (c) Collaborating (cooperating); (d) Mentoring (guiding); and (e) Supporting. While the endogenous variables in this study, namely Work Motivation (Y1), with indicators according to Armstrong (in Torang, 2013) consist of (a) intrinsic motivation (pleasant and challenging work, different and new opportunities to gain, self-actualizing opportunities), and (b) extrinsic motivation (salary, benefits); and Employee Performance (Y2) with indicators according to Mathis and Jackson (2011): quantity of work (the setting of a work target, completion according to target), quality of work (working with discipline, careful work), punctuality of work (working on schedule, work not delayed), attendance (timely attendance, never absent, not leaving within work hours), and the ability to cooperate (helping one other in completing work, always being open to the opinions of others).

Data Analysis Method

Data that has been collected will be analyzed with the Partial Least Square (PLS) analysis tool. To use this tool, the assistance of the SMART PLS 3 program is needed. According to Wold (1985) Partial Least Square (PLS) is a powerful analytical method because it is not based on many assumptions. The following is an image of the conceptual framework in this study.

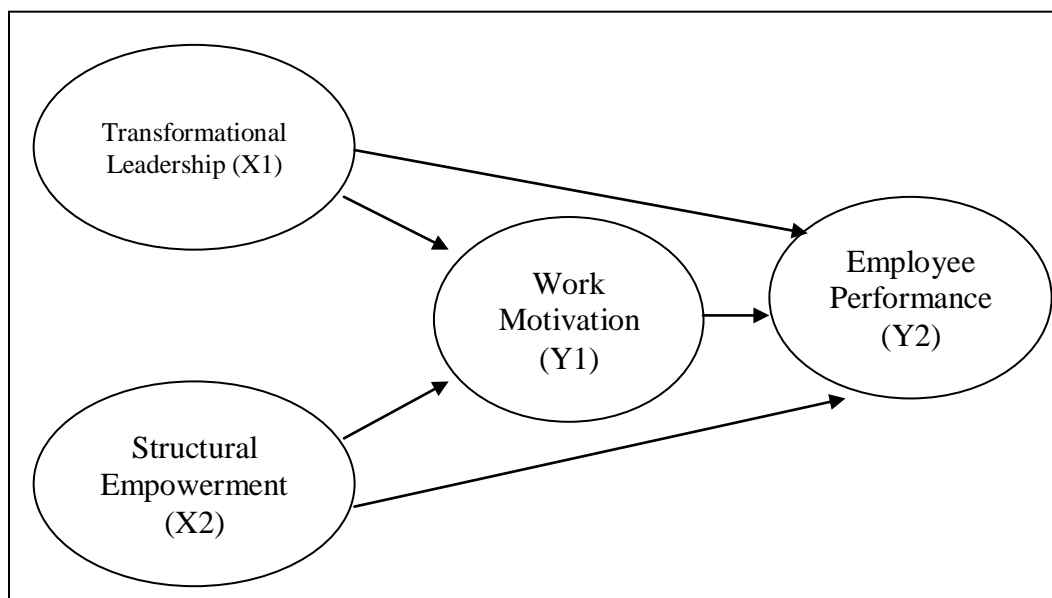


Figure 1. Conceptual Research Framework Model

EMPIRICAL RESULTS

Path coefficient calculations are processed using PLS version 3.0 software. Evaluation of the structural model to determine the accuracy of the research model, and testing the hypotheses.

Measurement model evaluation (measurement model/outer model)

Convergent Validity

The outer loading calculation results on the indicators forming the latent variables indicate that the outer loading coefficient of each indicator ranges from 0.6271 to 0.9454.

Table 2. Calculation Results of Outer Loading Indicators of Transformational Leadership, Structural Empowerment, Employee Work Motivation and Employee Performance Variables

Variable	Indicator	Outer Loading Coefficient	t-statistics
Transformational Leadership (X1)	<i>Individualized Influence</i>	0.874	31.995
	<i>Inspirational Motivation</i>	0.947	94.461
	<i>Intellectual Stimulation</i>	0.899	24.644
	<i>Individualized</i>	0.814	14.673
	<i>Consideration</i>		
Structural Empowerment (X2)	<i>Enabling</i>	0.626	5.047
	<i>Facilitating</i>	0.842	21.173
	<i>Collaborating</i>	0.874	25.656
	<i>Mentoring</i>	0.796	13.426
	<i>Supporting</i>	0.710	13.654
Employee Work Motivation (Y1)	Intrinsic Motivation	0.881	33.274
	Extrinsic Motivation	0.902	36.235
Employee Performance (Y ₂)	Quantity of Work	0.852	27.961
	Quality of Work	0.856	28.664
	Punctuality of Work	0.842	18.642
	Attendance	0.854	27.940
	Cooperation	0.665	7.076

In accordance with the criteria proposed by Lathan and Ghazali (indicators are said to be valid if the coefficient of outer loading is between 0.60-0.70), then all research indicators that make up the variables of this study are valid where the range of outer loading values based on Table 2 lies between 0.626 to 0.947. Table 1 also shows that the t-statistic value is between 5.047 –

94.461, which means it is greater than 1.96 with a p value below 0.000. This proves that the indicators that form latent variables are valid and significant.

Discriminant Validity

Discriminant validity can be done by comparing the root coefficient of AVE (\sqrt{AVE} or square root of Average Variance Extracted) of each variable with the correlation value between variables in the model. A variable is said to be valid, if the square root of AVE (\sqrt{AVE} or Square root of Average Variance Extracted) is greater than the correlation value between variables in the research model (Lathan and Ghozali, 2012: 78-79), and AVE is greater than 0.50.

Table 3. Results of Calculations and Inter-Variable Correlation Values

Variable	AVE	\sqrt{AVE}	Correlation Coefficient			
			RX1	RX2	RY ₁	RY ₂
Transformational Leadership (RX1)	0.783	0.885	1.000	0.451	0.539	0.535
Structural Empowerment (RX2)	0.601	0.775	0.451	1.000	0.706	0.717
Work Motivation (RY1)	0.795	0.892	0.539	0.706	1.000	0.734
Performance (RY2)	0.668	0.817	0.535	0.717	0.734	1.000

Based on Table 3, it can be noted that the root value of AVE (\sqrt{AVE}) ranges from 0.775 to 0.892, while the correlation value between variables ranges from 0.451 to 0.734. This means that the root value of AVE (\sqrt{AVE}) is greater than the correlation value between latent variables. Based on the provision that a variable is said to be valid if the \sqrt{AVE} is greater than the correlation value between variables, the variables in this research model are valid. The AVE value also meets the recommended requirement that it be greater than 0.50.

Composite Reliability and Cronbach Alpha

Composite reliability and Cronbach alpha are a measurement of reliability between indicator blocks in the research model. The results of the composite reliability calculation and Cronbach alpha in this study are processed with the *Smart PLS 3.0* program.

Table 4. Calculation Results of Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Cronbach Alpha
Transformational Leadership (X1)	0.935	0.907
Structural Empowerment (X2)	0.881	0.831
Employee Work Motivation (Y ₁)	0.886	0.742
Employee Performance (Y ₂)	0.909	0.876

The composite reliability values range from 0.881 - 0.935, and the Cronbach alpha value ranges from 0.742 to 0.907. Both composite reliability and Cronbach alpha show values above 0.70, and this means that the variables in this research model are reliable.

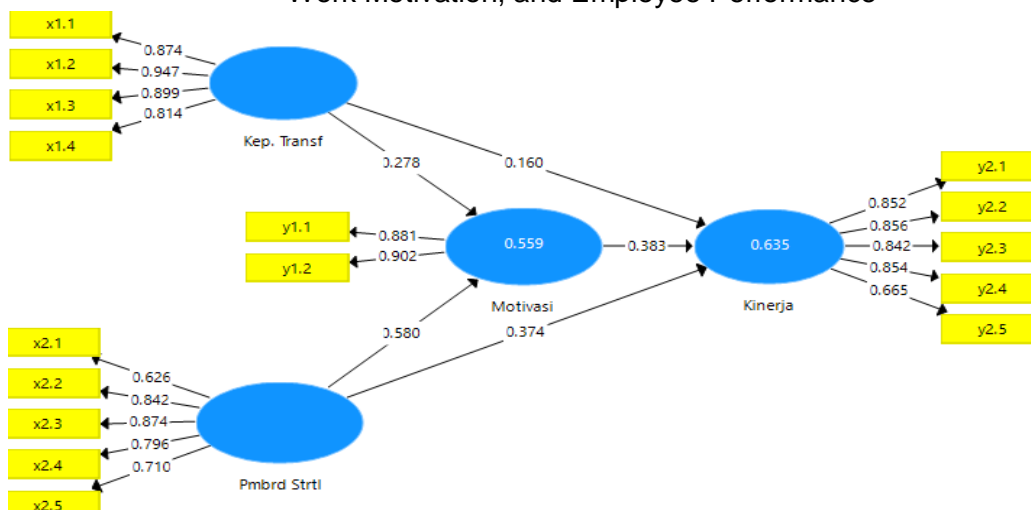
Evaluation of structural model (structural model / inner model)

Criteria for the strength of the model are measured based on Q-Square Predictive Relevance (Q²) according to Lathan and Ghozali (2012: 85), are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model) Based on the Q-Square Predictive Relevance (Q²) calculation formula, according to Ghozali (2006: 26) the results are 0.839. This shows that 83.90% of the model can be explained through the relationship between variables in the research model, while the remaining 16.10% is another factor outside the research model. With reference to the criteria for the strength of the model based on the value of Q-Square Predictive Relevance (Q²), as stated by Lathan and Ghozali (2006: 26), this model is classified as strong.

Testing of Hypotheses

Regarding the testing of hypotheses, the results of data processing of Smart PLS 3.0 M3 are displayed in the Figure 3, as follows.

Figure 2. Path Diagram of Transformational Leadership, Structural Empowerment, Employee Work Motivation, and Employee Performance



Based on the results of data processing carried out with the SmartPLS 2.0 M3 program, as shown in Figure 2, a table can be made of the relationships between variables, as shown in Table 5.

Table 5. Relationships among the Variables Transformational Leadership, Structural Empowerment, Employee Work Motivation, and Employee Performance

Relationships among the Variables	Path Coefficient	<i>t-statistics</i>	Explanation
Transformational Leadership (X1) → Employee Work Motivation (Y ₁)	0.278	3.332	<i>Significance</i>
Transformational Leadership (X1) → Employee Performance (Y ₂)	0.160	1.996	<i>Significance</i>
Structural Empowerment (X2) → Employee Work Motivation (Y ₁)	0.580	8.338	<i>Significance</i>
Structural Empowerment (X2) → Employee Performance (Y ₂)	0.374	3.691	<i>Significance</i>
Employee Work Motivation (Y ₁) → Employee Performance (Y ₂)	0,383	3,187	<i>Significance</i>

Based on Table 5 above, the testing of relationships between variables can be described as follows.

1) Testing the influence of transformational leadership on employee work motivation

The results of this test prove hypothesis 1 (H1), which states that transformational leadership has a positive and significant influence on employee work motivation.

2) Testing the influence of transformational leadership on employee performance

The results of this test indicate that hypothesis 2 (H2), which states that transformational leadership has a positive and significant effect on employee performance, is proven.

3) Testing the influence of structural empowerment on employee work motivation

The results of this test prove hypothesis 3 (H3), which states that structural empowerment has a positive and significant influence on employee motivation.

4) Testing the influence of structural empowerment on employee performance.

The results of this test prove hypothesis 4 (H4), which states that structural empowerment has a positive and significant influence on employee performance.

5) Testing the influence of employee work motivation on employee performance.

The results of this test prove hypothesis 5 (H5), which states that employee work motivation has a positive and significant influence on employee performance.

DISCUSSION ON RESEARCH RESULTS

1) The influence of transformational leadership on employee work motivation

The test results regarding the influence of transformational leadership on work motivation at PT. Karya Pak Oles Tokcer show that transformational leadership has a positive and significant effect on employee motivation. This implies that transformational leadership, based on the indicators: individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration can influence employee work motivation as measured by the indicators of intrinsic motivation and extrinsic motivation. This is in accordance with the opinion of Ancok (2012), which states that transformational leadership is leadership that is capable of humanizing subordinates, esteeming subordinates as intelligent human beings to be respected, feeling valued and having self-esteem, encouraging maximum potential, inspiration, innovation and working passionately. Transformational leadership can elevate employee motivation to explore ideas for working better. Transformational leadership is leadership that is able to motivate followers toward better performance (Rivai and Sagala, 2013).

The results of previous studies that support the results of this study, are studies conducted by Simanjuntak et al. (2012), at PT. PLN (Persero) Binjai Branch of North Sumatra, where in the study it was concluded that transformational leadership can motivate employees. The same research results were also found by Silalahi (2008), where transformational leadership was able to elevate employee morale and motivation.

2) The Influence of Transformational Leadership on Employee Performance

The test results regarding the influence of transformational leadership on employee performance indicate that transformational leadership has a positive and significant effect on employee performance at PT. Karya Pak Oles Tokcer. This means that transformational leadership measured by the indicators of individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration can affect employee performance as measured by the indicators: quantity of work, quality of work results, accuracy of work completion, attendance at work, and cooperation.

The results of this study are in accordance with the opinion of Ancok (2012), which states that transformational leadership through increased employee motivation will affect employee performance. Rivai and Sagala (2013) also state that transformational leadership can elevate employee motivation to explore ideas for improving work and performance.

The results of a previous study that support the results of this study is a study conducted by Maulizar et al. (2012) entitled "The Influence of Transactional and Transformational

Leadership on Employee Performance of Banda Syariah Bank Mandiri Branch", which found that transformational leadership significantly influences employee performance.

3) The influence of structural empowerment on employee work motivation

The test results regarding the influence of structural empowerment on employee work motivation indicate that structural empowerment has a positive and significant effect on employee work motivation. This means that structural empowerment, measured based on the indicators: enabling, facilitating, collaborating, mentoring, and supporting, influences employee work motivation, which is measured based on indicators of intrinsic motivation and extrinsic motivation.

The results of this study are in line with the opinions expressed by Torang (2013), which state that empowerment is an increase in abilities, knowledge, and skills, as well as various potentials possessed by employees that can support work motivation and employee performance.

The results of previous studies support the results of this study, including the results of research conducted by Rahmasari (2011), who found that empowerment has a positive effect on employee motivation.

4) The influence of structural empowerment on employee performance

Testing the research on the effect of structural empowerment on employee performance shows that structural empowerment has a positive and significant influence on employee performance. The results of this study imply that structural empowerment (measured by the indicators of enabling, facilitating, collaborating, mentoring, and supporting) influences employee performance, measured based on the indicators: quantity of work, the quality of work, the completion of work, attendance at work, and cooperation.

The results of this study are in line with the opinions expressed by Torang (2013), who says that empowerment is an increase in abilities, knowledge, and skills, and various potentials of employees that can increase work motivation and employee performance. Empowerment can lead to the desire to perform better, thus encouraging employees to perform better. Empowerment can also lead to high self-esteem, thus motivating toward better work. According to Kadarisman (2012), empowerment encourages the emergence of new, initiative and proactive ideas which can encourage improved employee performance.

The research results of Rahmasari (2011), Meyerson and Dewettinck (2012), also found that empowerment significantly affected employee performance.

5) The influence of employee work motivation on employee performance

The results of the study regarding the influence of employee work motivation on employee performance at PT. Karya Pak Oles Tokcer found that employee work motivation has a positive and significant influence on employee performance. The results of this study imply that employee work motivation measured by intrinsic motivation and extrinsic motivation influences employee performance as measured by the quantity of work results, quality of work results, accuracy of work completion, attendance at work, and collaboration.

The results of this study are in line with the opinions expressed by Torang (2013) and Kadarisman (2012), which state that work motivation can affect employee performance. The results of the previous study which led to the results of this study include the results of research conducted by Bangun (2012), which states that work motivation has a significant relationship to employee performance. The research results of Rahmasari (2011) also found that motivation has an influence on performance.

CONCLUSIONS

- 1) Transformational leadership has a positive and significant influence on employee motivation at PT. Karya Pak Oles Tokcer. The results of this study indicate that improvements in transformational leadership patterns can improve employee motivation.
- 2) Transformational leadership has a positive and significant influence on employee performance. This means that improvements in transformational leadership patterns can improve employee performance at PT. Karya Pak Oles Tokcer.
- 3) Structural empowerment has a positive and significant influence on employee motivation at PT. Karya Pak Oles Tokcer. The results of this study mean that increasing employee empowerment can increase employee motivation.
- 4) Structural empowerment has a positive and significant influence on the performance of employees at PT. Karya Pak Oles Tokcer. This indicates that increasing structural empowerment of employees can improve employee performance.
- 5) Employee motivation has a positive and significant influence on employee performance at PT. Karya Pak Oles Tokcer. This indicates that increasing employee motivation can improve employee performance.

SUGGESTIONS

- 1) Company management must pay more attention to individualized consideration by providing direction to subordinates to work according to the company's target and allocating plenty of time for devoting attention to and mentoring employees, according to

the characteristics of leaders, and intellectual stimulation to provide ideas to subordinates for fulfilling creativity to advance the company, as well as creating innovations in developing products to be accepted by the community and of course getting a better response from company employees.

- 2) The management of the company must provide more serious attention to the empowerment of employees structurally, especially in an effort to provide better support so that the employee's response to empowerment improves.
- 3) The management of the company must also pay more attention to the variable of work motivation of employees, especially work motivation that is intrinsic in nature, so that respondents give better responses.

FURTHER RESEARCH

In accordance with the limitations of the study as mentioned above, whereas this study has limitations on the scope of research in that it is carried out in only one company, future research is expected to expand the scope of this research into multiple companies. It is also recommended that future research involve other variables such as job satisfaction, work climate, environment, compensation, organizational culture, and other relevant variables.

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