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## The Influence of Transformational Leadership, Career Development and Work Ethic on Job Satisfaction with an Impact on Employee Performance at the Tangerang DPRD Secretariat

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**Hamsina. B**

Universitas Pamulang, Tangerang Selatan, Banten, Indonesia

E-mail : [dosen00941@unpam.ac.id](mailto:dosen00941@unpam.ac.id)

### **ABSTRACT**

*This study aims to determine the effect of transformational leadership, career development, and work ethic on job satisfaction, impacting employee performance at the Tangerang DPRD Secretariat. The method used is explanatory research with a sample of 125 respondents. The analysis technique uses statistical analysis with regression testing, coefficient of determination, and hypothesis testing. The results of this study Transformational Leadership has a significant effect on job satisfaction by 26.8%; hypothesis testing obtained a significance of  $0.000 < 0.05$ . Career development significantly affects job satisfaction by 40.2%; hypothesis testing obtained a significance of  $0.000 < 0.05$ . Work ethic significantly affects job satisfaction by 28.1%; hypothesis testing obtained a significance of  $0.000 < 0.05$ .*

**Keywords:** Transformational Leadership, Career Development, Work Ethic, Job Satisfaction, Employee Performance.

### **INTRODUCTION**

Human resources have a very strategic role in organizing and running a business in an organization. The role of employees is vital because the human element plays a vital role in carrying out company activities and plays an active role in policies and achieving organizational goals. With reliable human resources, the company's operational activities will run smoothly.

Humans always play an active and dominant role in organizational activities. Of course, employees play a significant role in carrying out

company activities to improve and develop the company by holding various ways that are structured in performance improvement programs. The role of human resources is vital in a company, both private companies, and government companies.

Human resources are one of the factors that are directly involved in carrying out company activities and play an essential role in improving the company's performance in achieving the goals that have been set, as Hasibuan (2017:11) says that goals cannot be realized without the active role of employees even though the tools owned by the company are so sophisticated."

Therefore, a company's success depends not only on the company's technology but also on the company's human resources aspect. So that a company needs potential human resources, both leaders and employees can contribute and carry out their duties optimally to achieve company goals.

Members of the DPRD are citizens of the Republic of Indonesia who have met the specified requirements, are appointed by the competent authority, assigned tasks in a state office or assigned other tasks, are paid according to the applicable laws and regulations, and are also elements of government implementation, glue, and unifier of the nation. Furthermore, the state and also trusted by the government to achieve national goals. Institutions must be able to provide services to the public. This performance results from work that a person can achieve by their respective authorities and responsibilities to achieve organizational goals, not violating the law and applicable morals and ethics.

The Performance Accountability Report of the DPRD secretariat is a form of accountability in every activity per year and as a follow-up to Presidential Instruction Number 7 of 1999 concerning Accountability for Performance of Government Agencies and Regulation of the State Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 29 of 2010 concerning Guidelines for Preparation of Performance Determinants and Reporting Performance Accountability of Government Agencies. In order to support the success of achieving the strategic targets of the Tangerang DPRD Secretariat and for the smooth implementation of tasks and functions, budget support is not spared.

The achievements of the Tangerang DPRD Secretariat are at the intermediate level, so there are still many improvements that need to be made. The level of achievement of the Tangerang DPRD Secretariat, which is essentially close to the word good, requires human resources who have the potential to do work in their fields. Many factors can cause employee performance to increase or decrease. Negative factors that cause employee performance to decline to include much

pressure, loss of employee desire to excel, circumstances in the work environment, and no role model or reference in achieving achievement.

Based on the observations made, the leadership style and work ethic are pretty good. However, some employees think that superiors are not firm enough with their subordinates, so there are still many employees who do not obey the rules; there are no warnings or sanctions from superiors so that they make employees think that violating the applicable rules is a regular thing.

Therefore, the problem here is how the leader can increase morale, work passion for better performance in the Tangerang DPRD Secretariat environment. In addition, leaders must be able to provide career development in order to realize employee performance. Leaders must be able to read the working atmosphere in their work environment. The leader cannot assume that all existing employees must adapt to him alone, but he must adapt to all people. A leader motivates his subordinates to improve a good work ethic and discipline so that his subordinates have the desire to excel and have satisfaction at work.

Besides that, subordinates or employees must have the desire to change themselves for the better. How a leader motivates his employees and employees must also accept it with a positive mind even though there are many obstacles in various circumstances where obstacles can occur in themselves and outside the employees themselves. Such as family problems, financial circumstances, and various other personal problems. Here is the role of a leader who must be observant to see the state of employees who have problems with their work due to personal problems that must be resolved. Some employees who have personal problems will feel less motivated to do their jobs because their minds are divided.

Based on the description above, the authors are interested in conducting a study entitled "The Influence of Transformational Leadership, Career Development, and Work Ethic on Job Satisfaction That Has an Impact on Employee Performance at the Tangerang DPRD Secretariat."

## **1. Transformational leadership**

In simple terms, leadership can be defined as the art of motivating or inspiring a group of people to act in achieving a common goal. A leader is a person in a group who has a combination of personality and skills that makes others want to follow their direction (Handoko, 2017:293)

## 2. Career development

Career development is significant to do in order to foster morale in employees or employees. According to Rivai (2019: 65) defines "Career development is an increase in the personal improvement that a person makes to achieve a career plan."

## 3. Work ethic

According to Nitisemito Nitisemito (2019: 68) argues "work ethic is to carry out activities or work more actively, so that the results obtained are good, while work enthusiasm is a deep pleasure in the work being done, therefore the spirit of work with integration and organizational climate hard to separate."

## 4. Job satisfaction

According to Hariandja (2019: 290). Job satisfaction is a person's feelings and assessment of his work, especially regarding his working conditions, about whether his work can meet his expectations, needs, and desires.

## 5. Employee performance

According to Mangkunegara (2019: 75), performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him.

## 6. Research Model

According to Sugiyono (2018), "The research model is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating hypotheses in the form of a flow chart equipped with qualitative explanations." In this study, the research model is made as follows:

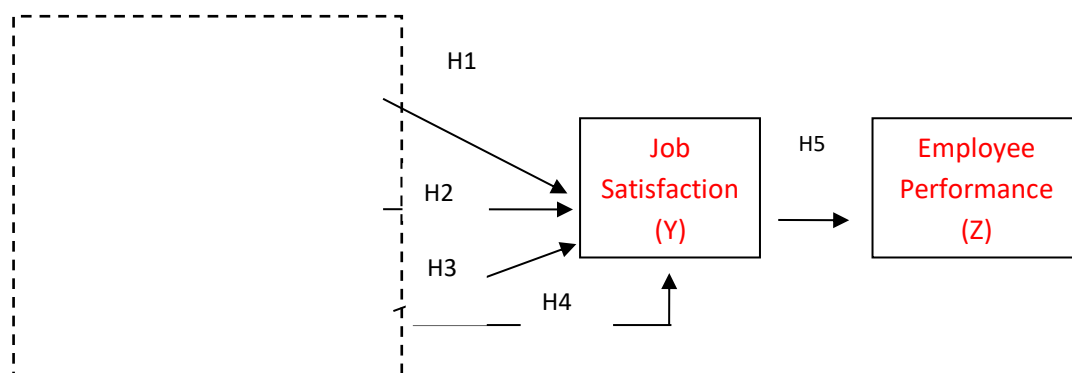


Figure 1. Research Model Paradigm

## 7. Research Hypothesis

According to Sugiyono (2018), "The hypothesis is a temporary answer to problems because it is temporary, it needs to be proven true through the empirical data collected." The formulation of the proposed hypothesis is as follows:

H1: There is a significant influence of Transformational leadership on job satisfaction at the Tangerang DPRD Secretariat.

H2: There is a significant effect of Career Development on job satisfaction at the Tangerang DPRD Secretariat.

H3: There is a significant effect of work ethic on job satisfaction at the Tangerang DPRD Secretariat.

H4: There is a significant influence of transformational leadership, career development, and work ethic on job satisfaction at the Tangerang DPRD Secretariat.

H5: There is a significant effect of job satisfaction on employee performance at the Tangerang DPRD Secretariat.

## METHOD

The type of research used is associative. The population in this study amounted to 125 respondents from the Tangerang DPRD Secretariat, and the sampling technique in this study was a saturated sample, where all members of the population were used as samples. Thus the sample in this study amounted to 125 respondents.

In analyzing the data, used instrument test, classical assumption test, regression, coefficient of determination, and hypothesis testing.

### a. Instrument Test

In this test, validity and reliability tests are used.

#### 1) Validity test.

The validity test is intended to determine the accuracy of the data regarding the suitability between what is to be measured and the measurement results. To test the validity, the significance value of 2 tailed is compared to 0.05 with the following conditions:

(a) If the significance value of 2-tailed  $< 0.05$ , then the instrument is valid,

(b) If the 2-tailed significance value  $> 0.05$ , then the instrument is invalid,

#### 2) Reliability Test.

A reliability test is a series of measurements or a series of measuring instruments that have consistency if the measurements made with the measuring instrument are repeated. A good instrument will not tend to lead respondents to choose a particular answer. The criteria used are as follows:

(a) If Cronbach's Alpha  $> 0,600$ , then the instrument is reliable.

(b) If Cronbach's Alpha  $< 0.60$ , then the instrument is not reliable.

### b. Classic assumption test

A classical assumption test is intended to determine the accuracy of data. In this study, the classical assumption tests used include Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

#### 1) Normality test

Normality test is used to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. Normality test using the Kolmogorov-Smirnov test, with the following conditions:

(a) If the significance value is  $< 0.05$ , then the data is not normally distributed.

(b) If the significance value is  $> 0.05$ , then the data is usually distributed.

#### 2) Multicollinearity Test

This multicollinearity test aims to test whether in the regression model there is a correlation between independent variables. In this study, the tolerance limit and its opposite, the variance inflation factor (VIF), is used with the following conditions:

(a) If the tolerance value is more than one and the Variance Inflation Factor (VIF) value is  $< 1$ , then there is no multicollinearity.

(b) If the tolerance value is more than one and the Variance Inflation Factor (VIF) value is  $> 1$ , then multicollinearity occurs.

#### 3) Autocorrelation Test

The autocorrelation test is used to determine whether or not there is a deviation from the classical assumption of autocorrelation, namely the existence of a correlation between sample members. In this study, the Durbin Watson Test was used.

#### 4) Heteroscedasticity Test

The Heteroscedasticity test aims to determine whether there is an inequality of variance in the regression model from one observation residual to another observation. How

to predict the presence or absence of heteroscedasticity is used Glejser Test.

c. Statistic test

1) Linear Regression

Linear regression analysis is a statistical technique used to find a regression equation helpful in predicting the dependent variable's value based on the independent variables' values. In this study, multiple linear regression was used.

2) Correlation Coefficient

The correlation coefficient test is intended to determine the level of strength of the relationship between the independent variable and the dependent variable either partially or simultaneously.

3) Coefficient of Determination

The coefficient of determination analysis is intended to determine the magnitude of the influence between the independent variables on the dependent variable either partially or simultaneously.

4) Hypothesis testing

Hypothesis testing is intended to determine whether a hypothesis should be accepted or

rejected. In this study, the t-test (partial) and the F test (simultaneous) were used.

**RESULT and DISCUSSION**

The results of the instrument test are:

a. From the test results, all questionnaire items on the Transformational leadership variable obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument is valid.

b. From the test results, it was obtained that all questionnaire items on the Career Development variable obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument was valid.

c. From the test results, it was obtained that all questionnaire items on the Work Ethic variable obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument was valid.

d. From the test results, it was obtained that all questionnaire items on the job satisfaction variable obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument was valid.

e. From the test results obtained, all questionnaire items, employee performance variables obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument is valid.

f. From the results of reliability testing, the following results were obtained:

**Table 1. Reliability Test Results**

Variable	Cronbach's Alpha	Alpha Critical Standard	Information
Transformational Leadership (X1)	0.622	0.600	Reliable
Career Development (X2)	0.678	0.600	Reliable
Work Ethic (X3)	0.635	0.600	Reliable
Job Satisfaction (Y)	0.618	0.600	Reliable
Employee Performance (Z)	0.626	0.600	Reliable

Based on the results of the above examination, all variables of transformational leadership (X1), Career Development (X2), Work Ethic (X3), Job Satisfaction (Y), and Employee Performance (Z) obtained Cronbach alpha values

greater than 0.600. Thus declared reliable. While the results of the classical assumption test are:

a. Normality test

The results of the normality test using the Kolmogorov-Smirnov Test are as follows:

**Table 2. Kolmogorov-Smirnov Test . Normality Results**

	Tests of Normality					
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Job Satisfaction (Y)	.072	125	.182	.973	125	.013

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.182 is obtained where the value is greater than the value of  $\alpha = 0.050$  or ( $0.182 > 0.050$ ). Thus, the assumption of the distribution of equations in this test is standard.

b. Multicollinearity Test  
 Multicollinearity test was carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows:

**Table 3. Multicollinearity Test Results with Collinearity Statistics.**

Model		Coefficients <sup>a</sup>			Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	Tolerance	VIF
		B	Std. Error	Beta		
1	(Constant)	6.288	2,944			
	Transformational Leadership (X1)	.227	.068	.244	.760	1.315
	Career Development (X2)	.406	.080	.398	.654	1,528
	Work Ethic (X3)	.225	.069	.244	.729	1.371

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the tolerance value for each independent variable is  $< 1.0$  and the Variance Inflation Factor (VIF)  $< 10$ ; thus, this regression model does not occur multicollinearity.

c. Autocorrelation Test  
 The test was carried out with the Durbin-Watson test (DW test). The test results are as follows:

**Table 4. Autocorrelation Test Results**

Model	Model Summary <sup>b</sup>				Durbin-Watson
	R	R Square	Adjusted R Square	Std. The error of the Estimate	
1	.712a	.507	.495	2,463	1,570

a. Predictors: (Constant), Work Ethic (X3), Transformational Leadership (X1), Career Development (X2)

b. Dependent Variable: Job Satisfaction (Y)

The test results in the table above obtained the Durbin-Watson value of 1,570; the value is between the intervals 1,550 – 2,460. Thus, the regression model stated that there was no autocorrelation disorder.

d. Heteroscedasticity Test  
 The test was carried out with the Glejser Test Model test tool. The test results are as follows:

**Table 5. Heteroscedasticity Test Results with Glejser Test Model**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.365	1,728		1,947	.054
	Transformational Leadership (X1)	-.029	.040	-.074	-.713	.477
	Career Development (X2)	.015	.047	.035	.312	.755
	Work Ethic (X3)	-.024	.041	-.061	-.580	.563

a. Dependent Variable: RES2

The results of the test using the glejser test obtained the value of Sig. > 0.05. Thus, the regression model has no heteroscedasticity disorder.

### 3. Descriptive Analysis

This test is used to determine the minimum and maximum scores, the highest scores, the rating scores, and the standard deviation of each variable. The results are as follows:

**Table 6. Results of Descriptive Statistics Analisis Analysis**

	Descriptive Statistics				
	N	Minimum	Maximum	mean	Std. Deviation
Transformational Leadership (X1)	125	29	46	37.65	3,721
Career Development (X2)	125	31	46	38.21	3.399
Work Ethic (X3)	125	30	46	38.19	3.750
Job Satisfaction (Y)	125	32	46	38.94	3.466
Employee Performance (Z)	125	31	50	39.21	3.511
Valid N (listwise)	125				

Transformational leadership obtained a minimum variance of 29 and a maximum variance of 46 with a rating score of 3.765 with a standard deviation of 3.721.

Career Development obtained a minimum variance of 31 and a maximum variance of 46 with a rating score of 3.821 with a standard deviation of 3.399.

Work ethic obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 3,819 with a standard deviation of 3,750.

Job satisfaction obtained a minimum variance of 32 and a maximum variance of 46 with a rating score of 3,894 with a standard deviation of 3,466.

Employee performance obtained a minimum variance of 31 and a maximum variance of 50 with

a rating score of 3.921 with a standard deviation of 3.511.

### 4. Quantitative Analysis.

This analysis is intended to determine the effect of the independent variable on the dependent variable. The test results are as follows:

#### a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

**Table 7. Multiple Linear Regression Test Results**

Model	Coefficients <sup>a</sup>		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		

	B	Std. Error	Beta		
1 (Constant)	6.288	2,944		2.136	.035
Transformational Leadership (X1)	.227	.068	.244	3.333	.001
Career Development (X2)	.406	.080	.398	5.043	.000
Work Ethic (X3)	.225	.069	.244	3.261	.001

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the regression equation  $Y = 6.288 + 0.227X1 + 0.406X2 + 0.225X3$ . From these equations it is explained as follows:

1) A constant of 6.288 means that if there is no transformational leadership, career development, and work ethic, there is a job satisfaction value of 6.288 points.

2) The regression coefficient for Transformational leadership is 0.227; this number is positive, meaning that every time there is an increase in Transformational leadership of 0.227 points, job satisfaction will also increase by 0.227 points.

3) Career Development regression coefficient is 0.406; this number is positive,

meaning that every there is an increase in Career Development by 0.406 points, then job satisfaction will also increase by 0.406 points.

4) The work ethic regression coefficient is 0.225; this number is positive, meaning that every time there is an increase in the work ethic of 0.225 points, job satisfaction will also increase by 0.225 points.

b. Coefficient of Determination Analysis

The coefficient of determination analysis is intended to determine the percentage of the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

**Table 8. Results of Testing the Coefficient of Transformational Leadership Determination on Job Satisfaction.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517a	.268	.262	2,978

a. Predictors: (Constant), Transformational Leadership (X1)

Based on the test results obtained a Transformational leadership has a contribution of determination value of 0.268, meaning that 26.8% influence on job satisfaction.

**Table 9. Results of Testing the Coefficient of Career Development Determination on Job Satisfaction.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634a	.402	.397	2,692

a. Predictors: (Constant), Career Development (X2)

Based on the test results obtained, a Development has a 40.2% influence on job determination value of 0.402 means Career satisfaction.



**Table 10. Results of Testing the Coefficient of Determination of Work Ethic on Job Satisfaction.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530a	.281	.275	2.950

a. Predictors: (Constant), Work Ethic (X3)

The test results obtained a determination value of 0.281, which means that work ethic contributes 28.1% influence on job satisfaction.

**Table 11. Testing the Coefficient of Determination of Transformational Leadership, Career Development, and Work Ethic Simultaneously on Job Satisfaction.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712a	.507	.495	2,463

a. Predictors: (Constant), Work Ethic (X3), Transformational Leadership (X1), Career Development (X2)

Based on the test results, a determination value of 0.507 means that Transformational leadership, Career Development, and Work ethics simultaneously have a contribution of 50.7% influence on job satisfaction, while other factors influence the remaining 49.3%.

**Table 12. Results of Testing the Coefficient of Determination of Job Satisfaction on Employee Performance.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625a	.390	.385	2,753

a. Predictors: (Constant), Job Satisfaction (Y)

c. Hypothesis testing  
 Partial hypothesis test (t-test)

Hypothesis testing with a t-test is used to determine which partial hypothesis is accepted. The test results are as follows:

**Table 13. Transformational Leadership Hypothesis Test Results on Job Satisfaction.**

Model	Coefficientsa				
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	20.793	2,719		7.647	.000
Transformational Leadership (X1)	.482	.072	.517	6,704	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (6.704 > 1.980), thus the proposed hypothesis that there is

a significant influence between transformational leadership on job satisfaction is accepted.

**Table 14. Results of Career Development Hypothesis Testing on Job Satisfaction.**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	14,248	2,728		5,223	.000
	Career Development (X2)	.646	.071	.634	9.085	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the value of t count > t table or (9.085 > 1.980), thus the hypothesis that there is a significant

influence between Career Development on job satisfaction is accepted.

**Table 15. The results of the work ethic hypothesis test on job satisfaction.**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	20,216	2,711		7,456	.000
	Work Ethic (X3)	.490	.071	.530	6,937	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (6.937 > 1.980); thus, the hypothesis proposed a

significant influence between work ethic and job satisfaction is accepted.

**Table 16. Results of Job Satisfaction Hypothesis Testing on Employee Performance.**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	14,566	2,788		5.225	.000
	Job Satisfaction (Y)	.633	.071	.625	8.873	.000

a. Dependent Variable: Employee Performance (Z)

Based on the test results in the table above, the value of t arithmetic > t table or (8.873 > 1.980); thus, the hypothesis proposed a significant influence between job satisfaction and employee performance is accepted.

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

The fourth hypothesis is a significant influence between transformational leadership, career development, and work ethic on job satisfaction.

Simultaneous Hypothesis Testing (F Test)

**Table 17. Hypothesis Test Results of Transformational Leadership, Career Development, and Work Ethic Simultaneously on Job Satisfaction.**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	755,734	3	251,911	41,542	.000b
	Residual	733,754	121	6.064		
	Total	1489,488	124			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Work Ethic (X3), Transformational Leadership (X1), Career Development (X2)

Based on the test results in the table above, the calculated F value > F table or (41.542 > 2.680), thus the fourth hypothesis proposed a significant influence between Transformational leadership, Career Development, and Work ethics on job satisfaction is accepted.

The discussion of the results of this study is

1. Influence Transformational Leadership on Job Satisfaction

Transformational leadership has a significant effect on job satisfaction with a coefficient of determination of 26.8%. Testing the hypothesis obtained the value of t arithmetic > t table or (6.704 > 1.980). Thus the hypothesis proposed that there is a significant effect between transformational leadership on job satisfaction is accepted.

2. The Effect of Career Development on Job Satisfaction

Career development has a significant effect on job satisfaction with a coefficient of determination of 40.2%. Testing the hypothesis obtained the value of t arithmetic > t table or (9.085 > 1.980). Thus the hypothesis proposed that there is a significant effect between Career Development on job satisfaction is accepted.

3. The Effect of Work Ethic on Job Satisfaction

Work ethic has a significant effect on job satisfaction with a coefficient of determination of 28.1%. Testing the hypothesis obtained the value of t arithmetic > t table or (6.937 > 1.980). Thus the hypothesis proposed that there is a significant effect between Career Development on job satisfaction is accepted.

4. Influence Transformational Leadership, Career Development, and Work Ethic on Job Satisfaction

Transformational Leadership, Career Development, and Work ethics significantly affect job satisfaction with the regression equation  $Y = 6.288 + 0.227X_1 + 0.406X_2 + 0.225X_3$ , with a coefficient of determination of 50.7%, while other factors influence the remaining 49.3%. Hypothesis testing obtained F arithmetic value > F table or (41.542 > 2.680). Thus the hypothesis proposed a significant effect between Transformational Leadership, Career Development, and Work ethics on job satisfaction is accepted.

5. The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on employee performance with a coefficient of determination of 39.0%. Testing the hypothesis obtained the value of t arithmetic > t table or (8.873 > 1.980). Thus the hypothesis proposed that there is a significant effect between job satisfaction on employee performance is accepted.

## CONCLUSION

a. Transformational leadership has a significant effect on job satisfaction with a contribution of 26.8%. TestThe hypothesis is obtained that the value of t count > t table or (6.704 > 1.980).

b. Career Development has a significant effect on job satisfaction with a contribution of 40.2%. Hypothesis test obtained value of t count > t table or (9.085 > 1.980).

c. Work ethic has a significant effect on job satisfaction with a contribution of 28.1%.

Hypothesis test obtained value of t count > t table or (6,937 > 1,980).

d. Transformational Leadership, Career Development, and Work ethics significantly affect job satisfaction with a contribution of 50.7% influence while other factors influence the remaining 49.3%. Hypothesis test obtained value of F arithmetic > F table or (41.542 > 2.680).

e. Job satisfaction has a significant effect on employee performance with a contribution of 39.0% influence. Hypothesis test obtained value of t count > t table or (8.873 > 1.980).

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