

## Intrinsic Motivation Mediates The Influence Of Transformational Leadership On The Employee Performance

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**ABSTRACT** : Purpose of study is to determine the role of intrinsic motivation mediating the effect of transformational leadership on employee performance conducted at the Inspectorate of Bali. 151 employees used as samples using saturated sampling. Data collection is done through interviews and questionnaires, data analyzed using path analysis and sobel test. The results found that transformational leadership has positive and significant effect on employee performance, transformational leadership has a positive and significant effect on intrinsic motivation, intrinsic motivation has significant positive effect on employee performance and intrinsic motivation positively and significantly mediates the effect of transformational leadership on employee performance. Implications are expected to be able to lead the creativity of subordinates in doing work and the leader is able to provide encouragement to employees so that the spirit of work so that employees are able to increase their contribution and performance in order to create more effective and efficient work.

**Keywords** - employee performance, transformational leadership, intrinsic motivation

### I. INTRODUCTION

Organizations can be used as a tool to achieve common goals. Every organization founded has a specific purpose. Organization is basically a form of collaboration between individuals and the process of merging work or cooperation activities to achieve predetermined goals. In reality the organization does not stand alone, it is part of a system that contains many other elements, such as government, family and other organizations (Andari, 2016). Sentosa (2018) states the organization's success in achieving its goals is seen from its performance. Organizational performance consists of a whole set of elements which in some way must be integrated. The success of an organization, both as a whole and various groups within a particular organization, is very dependent on the effectiveness of leadership contained in the organization concerned.

Inspectorate is a government agency having the task of assisting the Governor in fostering and overseeing the implementation of government affairs which are the authority of the region and the task of assistance by regional apparatus. it is necessary to have quality human resources because the success of government as an organization in achieving its objectives depends on the quality of its human resources. Human resources are one of the key factors to get the best performance, because in addition to dealing with skills and expertise issues, human resource management is also obliged to build employee's conducive behavior to get the best performance. (Mahajaya, 2016)

Quality human resources can improve organizational performance and productivity. Companies need employees who are able to work better and faster, to get this employee performance becomes very important to note on the grounds that the organization needs employees who work efficiently and effectively (Devi, 2016). Therefore the organization must support human resources to maintain their quality and develop their skills so that they have competitiveness that is superior to other organizations. Superior and quality human resources tend to have good performance, so efforts to improve quality are very important for the organization. Effective and efficient employee performance will affect the environment so as to create a positive atmosphere that will be felt by employees and will certainly increase productivity and performance. According to research conducted by

Omolo (2015), the causes of low employee performance are motivation caused by irregularities, increased competition, increased regulation by the government and a feeling of loss of motivation and overwork.

Effective leadership can motivate employees to act to achieve better performance (Prasetya, 2019). Motivation is one of the factors that can affect the level of performance of each employee that is less than maximum where the employee's performance is influenced by intrinsic motivational factors and the suitability of each manager's style of leadership. Employees can carry out their duties to the maximum, among others, determined by motivation that encourages employees to work diligently, and discipline so that the company's goals are achieved under leadership that can create a conducive work atmosphere. Every employee is not

necessarily willing to use their performance optimally, so there is still a need for encouragement so that someone can use all of his abilities to work. (Priyanto, 2016).

Intrinsic motivation is defined as motivation that drives a person to excel, which comes from within the individual, better known as motivational factors. The most powerful motivation is intrinsic motivation because it is embedded directly in the employee. Through intrinsic motivation makes employees aware of their responsibilities and work better and is motivated to the spirit of completing their work well. The work results because of the awareness of creating good performance and employees will realize that by having good performance, he will be able to fulfill his life needs (Widyaputra, 2018).

Organizational progress and success is very dependent on individual performance in this case the employee, where the employee is able to work hard, proactive, loyal and highly disciplined and responsible for his duties and work, which in turn can achieve optimal performance so that a positive impact on organizational performance (Amalia, 2016). The success of employee performance is influenced by several factors, therefore company leaders must be able to run these factors so that employee performance is good and maximum.

Employee performance is the work that can be achieved by a group of people in an organization with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Aunurrafiq *et al.*, 2015). The success of an organization is strongly influenced by the performance of its employees. Every organization and company will always try to improve the performance of its employees, hoping that what the organization's goals will be achieved (Minh-Duc & Huu-Lam, 2019). Slemp *et al.* (2018) states The level of employee performance influences the achievement of the goals of an organization so it requires an effort and thought in achieving these goals. The level of employee performance influences the achievement of the goals of an organization so it requires an effort and thought in achieving these goals (Mittal & Dhar, 2015)..

This research was conducted at the Inspectorate of the Province of Bali which is inseparable from various problems, especially problems that have to do with employee performance. Employees whose motivation is low tend to neglect their work, one of which is in the form of high absences and can also be seen from their low employee performance. The purpose of this study is to improve leadership attitudes by motivating employees to improve employee performance in the Inspectorate of the Province of Bali.

The results of interviews found that there were some employee performance issues. Individual behavior that supports the organizational, social and psychological environment so that core technical tasks can be carried out (Ghaffari *et al.*, 2017). Such as work training that is rarely given to employees, lack of a sense of togetherness in cooperation and employee responsibilities in carrying out tasks. Human resources are also a very significant influence on employee performance because it is often a problem and lack of manpower and lack of facilities needed so that in this case it is very risky from a technical or non-technical point of view. Furthermore, the constraints experienced besides human resources that affect employee performance are lack of training because it is still very minimal, infrastructure, and budget that is uncertain or not optimal.

The attendance of Bali Province Inspectorate employees was in the unfavorable category because the average attendance of many employees did not meet the expectations of the leadership or secretary and others to achieve the best employee performance. Behavior that reflects a person to adapt according to the demands of his work, such as the concern of the employee concerned in updating work skills and knowledge, flexibility in working, ability to deal with difficult situations, and ability to adapt to work. Therefore superiors must pay attention to their employees, this is a reflection of employee performance. By complying with regulations from the leadership of the inspectorate employees will compete with other employees and will automatically improve the performance of the organization.

Another factor that influences employee performance is leadership. Leadership style and intrinsic motivation have a very important role to encourage employees to improve employee performance in the Inspectorate of the Province of Bali. This can be seen from the initial data acquisition results conducted by interviewing and observing phenomena that occur within the company that are used as material for consideration in research. Based on the results of interviews where there are several problems, namely the number of employees who do not arrive on time during the morning briefing conducted every day by the chief inspector, the employee's rest hours are relatively long which is usually within reasonable limits for 30 minutes to 1 hour, but this rest period is very long, that is 2 hours or more so that in carrying out services and deposits from regional apparatus and other

civil registry offices experience obstacles so that it is very influential in employee performance because there are absolutely no employees in place at the time of service.

## II. LITERATURE REVIEW ANDHYPOTHESES DEVELOPMENT

This research is based on social exchange theory, social exchange theory is the most important theory for understanding one's behavior at work. Relationships in the workplace have elements of social exchange theory. This theory explains when leaders know what each employee needs in achieving maximum performance. When organizations take care of employees, there is a social exchange relationship that promises to improve

performance (Cropanzano *et al.*, 2016).

A leader must be able to move all members of the organization. The movement can occur if there is a mutually beneficial relationship within an organization. So it can be concluded that what is emphasized from this theory is the giving (giving) and taking (take) between leaders and members of the organization they lead, therefore this theory is also often said to be a theory of mutual give and take (Cropanzano *et al.*, 2016). Hadi (2018) corroborate with the conclusion that transformational leadership style has a positive and significant effect on employee performance. Research results are consistent with Mittal & Dhar (2015) which suggests that transformational leadership styles improve employee performance. Based on the results of previous studies, the following hypotheses can be proposed:

H1: Transformational leadership has a positive and significant effect on employee performance

Ibrahim & Brobbey (2015) about motivation, where motivation is individualized because individual needs are different and therefore must be targeted to the needs of individuals and groups intrinsically which will be more satisfying to employees at work. Employees work to meet their needs so that their life goals can be achieved, then indirectly employees will try to maximize their performance assuming the results of the work are in accordance with their wishes. Without high intrinsic motivation, the employee also cannot display high performance and vice versa if the employee motivation is high the higher the performance produced. Mavhungu & Bussin (2017) shows the results that motivation has a role in mediating leadership style and employee performance in the public sector. Riyanto *et al.* (2017) said that intrinsic motivation had a positive and significant effect on employee performance on the Indonesia Stock Exchange. Passive leadership behavior has a significant and positive influence on individual employee performance. Makki & Abid (2017) which suggests that intrinsic motivation can improve employee performance.

H2: Intrinsic motivation has a positive and significant effect on employee performance

Transformational leadership style encourages and motivates employees to produce higher performance through participation in appreciating the work that has been achieved by employees in order to improve their feelings to continue to be competent. This is a way for leaders to increase the manifestation of psychological empowerment from employees. Amalia (2016) in his research stated that the leadership style had a positive and significant effect on intrinsic motivation in Malang Kebon Agung sugar factory employees. In line with Nugraha (2016) that the leadership style variable has a positive and significant effect on intrinsic motivation in Bali Provincial Inspectorate employees. Research results are consistent with Minh-Duc & Huu-Lam (2019) states that transformational leadership has a strong and significant relationship with intrinsic motivation. Based on the results of previous studies, the following hypotheses can be proposed:

H3: Transformational leadership has a positive and significant effect on intrinsic motivation

In the leadership process, motivation is essential in leadership, because leading is motivating. Prasetya (2019) states that leadership style is how a leader can accurately direct individual goals and organizational goals. Motivation is the willingness to spend a high level of effort toward organizational goals, which is conditioned by the ability of the effort to meet an individual's needs. From the description above it can be concluded that if the leadership style that is applied can appropriately direct organizational goals with individual needs or aspects of the goals expected by the individual for his work, the higher the motivation of his subordinates which will further improve his performance.

Syafii *et al.* (2015) and Saputro & Siagian (2017) argues that intrinsic motivation will mediate the relationship between leadership style and employee performance to achieve competitive advantage. Akmal (2015) argues that intrinsic motivation mediates the effect of career development on employee performance. The same result was found by Siddiqui & Rida (2019) states that intrinsic motivation has a positive and significant effect on employee performance, because if intrinsic motivation increases, indirectly employee performance will increase.

H4: Intrinsic motivation mediates the effect of transformational leadership on employee performance

### III. METHODS

The approach used in this research is a quantitative approach that is associative (relationship). The object of research in this study is Intrinsic Motivation, Transformational Leadership and Employee Performance. Endogenous variables in this study are employee performance. The mediating variable in this study is intrinsic motivation. The exogenous variable in this research is transformational leadership. Measurement of the indicators above uses a Likert scale that has five levels, namely 5 (Strongly Agree), 4 (Agree), 3 (Fairly Agree), 2 (Disagree), 1 (Strongly Disagree), which is an ordinal type scale by providing a list written questions about employee performance, intrinsic motivation and transformational leadership. The data used in the study are the number of employees and data directly obtained from employees by distributing questionnaires. The data used in this study is a brief history of the organization, structure and description of the task

The primary source in this study was respondents, namely Inspectorate employees of the Province of Bali. The data was obtained from interviews and questionnaires regarding the intrinsic motivation variables, transformational leadership styles and employee performance. Secondary sources are data obtained from

companies obtained by researchers such as company documentation, general description, organizational structure, number of employees and other information related to research. The population used in this study were all employees who worked at the Inspectorate of the Province of Bali totaling 151 people. The sample used in this study was saturated sampling. This is because the population used in this study is relatively large. Based on the description above, the size of the sample studied was 151 civil servants at the Inspectorate of the Province of Bali. Data collection methods in this study used several methods, namely interviews and questionnaires. dan kepemimpinan transformasional kepada responden yaitu seluruh pegawai Inspektorat Provinsi Bali.

#### IV. RESULTS AND DISCUSSION

The number of samples as many as 151 people, men dominated as many as 91 people with a percentage of 60.26 percent. 26-30 years old dominated, 58 people with a percentage of 38.41 percent. Respondents with bachelor's degrees dominated as many as 90 people with a percentage of 59.60 percent. Length of work respondents dominated as many as 25 respondents who worked for 4-6 years with a percentage of 41.72 Percent.

Transformational Leadership Variable which has the lowest average is the statement "Leaders are able to pay attention to the needs of subordinates.", Obtained an average value of 3.36 which is quite high criteria, but has a low average value compared to other statements then in general, respondents assume the leader has not been able to pay attention to the needs of subordinates. The Transformational Leadership Variable that has the highest average is the statement "My leader always gives a good example to subordinates", obtained an average value of 3.45 which is included in high criteria, this means that in general their leaders always give good examples to subordinates

Intrinsic Motivation Variable which has the lowest average is the statement "I do this job because I want to succeed at work.", Obtained an average value of 3.26 which is quite high criteria, but has a low average value compared to other statements, in general, respondents assume they do not want to succeed at work. Intrinsic Motivation Variable which has the highest average is the statement "I do this job because it allows me to get money.", Obtained an average value of 3.60 which is included in the high criteria, this means that in general respondents felt they did this job because it allows them to get money.

Employee Performance Variable which has the lowest average is the statement "I have the ability to work with colleagues to complete the work.", Obtained an average value of 3.36 which is quite high criteria, but has a low average value compared to other statements, in general, employees do not have the ability to work with colleagues to complete work. Employee Performance Variable that has the highest average is the statement "The work that I do I can finish well without any mistakes", obtained an average value of 3.56 which is high criteria, then in general the work they do can be completed with good without any mistakes.

**Table 1. Results of Path Analysis in Structure 1**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.698	0.202		8.393	0.000
Transformational leadership	0.515	0.056	0.600	9.149	0.000
$R^2 : 0,360$					

Source: Data processed, 2019

Based on the results of the path analysis in Table 1, the structural equation can be formulated as follows.  $M = \beta_1 X + e_1$   
 $M = 0,600 X + e_1 \dots$  (1)

The Transformational Leadership Variable has a positive influence on Intrinsic Motivation, this means that the better the Transformational Leadership increases, the Intrinsic Motivation will increase.

**Table 2. Results of Path Analysis in Structure 2**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.594	0.190		3.133	0.002
Transformational Leadership Style	0.390	0.054	0.445	7.181	0.000
Intrinsic Motivation	0.455	0.063	0.446	7.190	0.000
<b>R<sup>2</sup> : 0.635</b>					

Source: Data processed, 2019

Based on the results of the path analysis in Table 2, the structural equation can be formulated as follows.  $Y = \beta_2X + \beta_3M + e_2$

$$Y = 0,445X + 0,446M + e_2 \dots \quad (2)$$

The Transformational Leadership Variable has a positive influence on Employee Performance, this means that the better the Transformational Leadership the employee performance will increase. Intrinsic Motivation Variable has a positive influence on Employee Performance, this means that increasing Intrinsic Motivation then Employee Performance will increase.

Transformational Leadership has a Beta value of 0.445 and Sig. equal to 0,000, then it can be said Ha is accepted because the value of Sig. 0,000 < 0.05. The conclusion is that Transformational Leadership has a positive and significant effect on Employee Performance, in other words, if the Transformational Leadership increases, the Employee Performance at the Inspectorate of the Province of Bali will increase. So the first hypothesis is accepted. Transformational Leadership has a Beta value of 0,600 and a Sig. equal to 0,000, then it can be said Ha is accepted because the value of Sig. 0,000 < 0.05. The conclusion is that Transformational Leadership has a positive and significant influence on Intrinsic Motivation, in other words the increasing Transformational Leadership in the Inspectorate of the Province of Bali, the increasing Intrinsic Motivation in the Inspectorate of the Province of Bali. So the second hypothesis is accepted.

Intrinsic motivation has a Beta value of 0.446 and Sig. equal to 0,000, then it can be said Ha is accepted because the value of Sig. 0,000 < 0.05. The conclusion is that Intrinsic Motivation has a positive and significant effect on Employee Performance, in other words if Intrinsic Motivation increases, Employee Performance at the Inspectorate of the Province of Bali will increase, so that the third hypothesis is accepted. Based on the Sobel Test results show that the tabulation results  $Z = 5.889 > 1.96$  which means that the Transformational Leadership variable has a positive and significant effect on Employee Performance at the Inspectorate of Bali Province with Intrinsic Motivation mediation, so that Intrinsic Motivation is a mediating variable of the influence between Transformational Leadership on Employee Performance Inspectorate of the Province of Bali, So that the fourth hypothesis is accepted

In calculating the value of the total determination coefficient of 0.766, the conclusion is 76.6% Employee Performance variable in the Inspectorate of Bali Province is influenced by Transformational Leadership, and Intrinsic Motivation, while the remaining 23.4% is influenced by other factors not included in the research model or outside the research model.

The results of this study indicate that Transformational Leadership has a positive and significant effect on Employee Performance in other words the better the leader's ability to provide role models and encouragement, the Employee Performance at the Inspectorate of the Province of Bali will increase. So the first hypothesis is accepted. Hadi (2018) corroborate with the conclusion that transformational leadership style has a positive and significant effect on employee performance. The results of this study are in line with Mittal & Dhar (2015); Makki & Abid (2017)

The results in this study indicate that work life has a positive and significant influence on Intrinsic Motivation, in other words the more transformational leadership in the Inspectorate of the Province of Bali, the better the level of Intrinsic Motivation in the Inspectorate of the Province of Bali. So the second hypothesis is accepted. Mavhungu & Bussin (2017) shows the results that motivation has a role in mediating leadership style and employee performance in the public sector. Riyanto *et al.* (2017) said that intrinsic motivation had a positive and significant effect on employee performance on the Indonesia Stock Exchange. Passive leadership behavior has a significant and positive influence on individual employee performance. Makki & Abid (2017) which suggests that intrinsic motivation can improve employee performance

The results in this study indicate that Intrinsic Motivation has a positive and significant impact on

Employee Performance, in other words if employees have high awareness, employee performance will increase. So the third hypothesis is accepted. The results of this study are consistent with research conducted by Amalia (2016), Nugraha (2016) and Minh-Duc & Huu-Lam (2019)

The results of the hypothesis in this study indicate that Transformational Leadership has a positive and significant effect on Employee Performance at the Inspectorate of the Province of Bali with Intrinsic Motivation mediation, so that Intrinsic Motivation is a mediating variable of the influence between Transformational Leadership on Employee Performance at the Inspectorate of the Province of Bali, so that the fourth hypothesis is accepted. Willingness to spend a high level of effort towards organizational goals, conditioned by the ability of the effort to meet an individual's needs. From the description above it can be concluded that if the leadership style that is applied can appropriately direct organizational goals with individual needs or aspects of the goals expected of the individual for his work, the higher the motivation of his subordinates which will further improve his performance. Syafii *et al.* (2015) and Saputro & Siagian (2017) argues that intrinsic motivation will mediate the relationship between leadership style and employee performance to achieve competitive advantage. Akmal (2015) argues that intrinsic motivation mediates the effect of career development on employee performance.

The theoretical implications of the results of this study provide evidence on the development of organizational behavioral science and human resources, especially regarding Transformational Leadership, Intrinsic Motivation and Employee Performance. In addition, the results of this study can be practically one of the references for other researchers who want to examine the Transformational Leadership, Intrinsic Motivation and Employee Performance.

Theoretically this study also provides an understanding that Transformational Leadership and Intrinsic Motivation can significantly Improve Employee Performance, when Transformational Leadership obtained by Employees increases Intrinsic Motivation, then Intrinsic Motivation perceived by Employees becomes stronger so that it has the potential to increase Employee Performance

## V. CONCLUSION

Transformational leadership has a positive and significant effect on employee performance. This shows that if the application of transformational leadership the better will also improve employee performance. Transformational leadership has a positive and significant effect on Intrinsic Motivation. This shows that if the application of transformational leadership the better will also improve employee performance. Intrinsic motivation has a positive and significant effect on employee performance. This shows that if intrinsic motivation increases, employee performance will also increase. Intrinsic motivation is a mediating variable the effect of Transformational Leadership on Employee Performance. This shows that transformational leadership has a significant impact on employee performance if mediated by intrinsic motivation, which means that employee performance is highly dependent on the level of intrinsic motivation and also the application of transformational leadership

The leader is able to pay attention to the needs of subordinates. The thing that must be done by leaders is to pay attention to the needs needed by employees, by meeting their needs they will be happy and enthusiastic in doing work. Doing this job because you want to succeed at work. The thing that is done by the leader is to provide certainty to employees regarding career path so that employees feel comfortable working so that the work spirit will continue to be nurtured and will continue to be motivated to work to achieve success and a bright future.

Having the ability to work with colleagues to complete work. The thing to do in improving employee performance is to have a vision and mission that is the same as that of superiors so as to create harmony in the organization and good cooperation in completing work. For further research is expected to be able to add variables that can affect employee performance, as well as be able to expand the scope of research that is not only limited to the Inspectorate of the Province of Bali, or can also replace research sites that are not only focused on one place, so as to provide a perspective which is more and is able to be implemented in general.

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