

The Effect of Transformational Leadership and Breakthrough Leadership on Organization Performance with Employee Motivation as Intervening Variable at IDX-listed (Indonesia Stock Exchange) Coal Mining Companies in Indonesia

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Abstract: Indonesian coal production in 2018 was 528 million tons in total. Of those, 320 million tons were mined by IDX-listed (Indonesia Stock Exchange) coal mining companies. Among those aforementioned coal mining companies, there is a large gap in performance among each other, both in terms of financial performance and production achievement. Their performance was hypothesized to be influenced by leadership style. This study aims to analyze the influence of transformational leadership and breakthrough leadership on organization performance with employee motivation as an intervening variable at IDX-listed coal mining companies in Indonesia. The respondents of this study are 10 IDX-listed coal mining companies in Indonesia. The type of research used is a quantitative method. Research respondents were 102 people at the position of supervisor up to the director. The data were analyzed using Structural Equation Model - Analysis of Moment Structures. The research results show that transformational leadership and breakthrough leadership have a positive impact to employee motivation, then transformational leadership has a positive impact on organizational performance but breakthrough leadership has not a positive impact on organizational performance. Employee motivation did not mediate organizational performance. The novelty of this study is about breakthrough leadership.

1 INTRODUCTION

Mining is the driving force of economic activity in every country, especially in remote areas in developing countries and currently the performance of coal mining companies in Indonesia still has to be improved if compared with other countries. Portraits of mining in Indonesia, especially the coal sector, have not contributed to the optimum results for the country as large as the prosperity of the people (Resvani, 2017). The root problem lies in the GDP (Gross Domestic Product) of the Mining Industry, State Income, employment and wages, human resource competency development, ecological development and linkage and multiplier. The performance or contribution of mining in Indonesia is not significant compared to other countries such as Australia, China, Peru or India, for example in Australia the contribution of mining to 2014 Australian Government is 8.9%, Peru is 10%, Chile is 10%, while in Indonesia still at 3.64%.

Indonesian coal production in 2018 was 528 million tons in total. Of those, 320 million tons were mined by IDX-listed (Indonesia Stock Exchange) coal mining companies. Among those aforementioned coal mining companies, there is a large gap in performance among each other, both in terms of financial performance and production achievement. Their performance was hypothesized to be influenced by leadership style.

A number of organizational performance theories convey that leaders who are the subjects to make changes towards better performance (Talbot, 2010). Baldrige Excellence Awards in the United States stated that leaders are the first and foremost process of producing performance. Previous studies have also found that leadership has a significant relationship to organizational performance, as Abasilim et al (2014) stated that transformational leadership style shows a positive and significant relationship to organizational performance (Abasilim, 2014). Responsive transformational and leadership behavior has a positive impact on organizational performance

(Katou, 2015). The transformational leaders produce higher performance towards organizational growth (Strukan et al, 2017), (Taufali, 2017).

Transformational leadership is universally recognized as a concept that harmonizes all members of the organization through strengthening followers, inspiring, stimulating the intellect and considering individuals as individuals who must be respected (Bass, 1999). With the rapid changes in the organizational environment and technological, this type of leader is allegedly unable to provide organizational improvements quickly, so It can encourage the researcher to present an aggressive and capable type of breakthrough leader to improve quickly for efficiency and high production results.

2 LITERATURE REVIEW

2.1 Transformational Leadership (TRF)

Transformational leaders encourage their followers to have a responsibility in achieving higher organizational performance (Marn, 2012). The most effective managers are transformational leaders (Luthans & Doh, 2012). In Bass's study, transformational leadership was also categorized for the first time as an ideal influence (charisma) in which leaders move followers beyond self-interest, inspiration, intellectual stimulation, or individual consideration. The type of transformational leadership developed by Luthans and Doh (2012) states that ideal Charisma can also be measured by two groups as attributes and behavior, inspirational motivation, intellectual stimulation and individual consideration.

The dimensions of transformational leadership according to Dinc, (2015) are:

The first is Idealized Influence (Attribute and Behavior) Ideal Effect (Nature and Behavior). Leaders are admired, respected, and trusted (Boerner, Eisenbeiss, & Griesser, 2007: p. 16). This type of leader relates to the admiration of their followers; it is also called the "source of charisma". They enjoy loyalty, trust, and pride in their followers (Luthans & Doh, 2012).

The second is inspiration Motivation this refers to the capacity to motivate followers to achieve high expectations (Marn, 2012). Leaders who are in this category have the ability to clearly explain their vision, beliefs and mission. Thus, they can make easy

statements about what needs to be done (Omar & Hussin, 2013).

The third is intellectual Motivation. Leaders can easily direct their followers to find new solutions to old problems and encourage them to be innovative in problem solving (Marn, 2012). Approaching the old situation in a new way and no public criticism of followers' mistakes is a key element for this transformational leadership dimension (Boerner et al 2007).

The fourth is Individualized Consideration. Leaders who have this dimension are able to describe and develop every demand of their followers (Luthans & Doh, 2012).

The dimensions mentioned above transformational leadership are mostly related to job satisfaction in analyzing the relationship between leaders and their followers. The influence of transformational leadership on organizational group job satisfaction has been clearly defined in many studies. (Givens, 2008).

In this study the type of transformational leadership uses the dimensions of Dinc, 2015 which is the development of Bass 1999, namely Idealized Influence, Inspiration Motivation, Intellectual Motivation and Individualized Consideration.

2.2 Breakthrough Leadership (BTR)

The American Management Association - AMA (2018) characterizes the breakthrough leadership style of 5 (five):

The first is leading people by giving examples and being directly involved, Breakthrough leader leads people, not companies. They recognize that leading, motivating, and training is about people and not about an organization. Understanding what drives individual behavior is important, such as recognizing ways to motivate and inspire. Breakthrough leaders observe others and know that eventually, people want to live their own lives. Employees want to be empowered and inspired, but they want to travel alone.

The power of breakthrough leader does not come from titles or authority, it comes from the authenticity and ability to relate to people, involve followers in organizational processes and involve their energy and emotions in organizational goals. Breaking leaders work to inspire and empower individuals, and that means being flexible enough to connect at various levels - even when the individual concerned rebels against authority.

The breakthrough leader said according to and congruent actions. They recognize that you cannot

lead from behind and have a clear understanding of what is happening on a narrow road to be effective, leaders need to be in front of customers and with employees. Breaking leaders understand the different generations, cultures and individuals and intrinsic desires, because they lead people, not processes or organizations.

The second is to carry out the vision he believes in, Breakthrough leaders know that vision does not exist in the distant future. The vision is where you come from every day. That is how you think, and how you act. Living a vision means making deliberate efforts to achieve the present goal and bring the future to the present. These leaders live in harmony with their vision. They think vision, act vision, and communicate the vision. If a leader's goal is to create an environmentally friendly company, the leader will do so immediately, even if it will take years to bring that vision to fullness. Office supplies, cleaning products, plants in the lobby, and even food served in the company's canteen will reflect that vision. The leader's personal choice, from his clothes to the car he drives, will symbolize his commitment to that vision.

The third is to always raise standards. Breakaway leaders set very high standards for themselves. They understand that they need to demand more from themselves than their followers. In a simple idea a good example. The leader of the breaker believes that everything is possible because of that, he consistently tries to achieve the impossible. The common mistake made by the new leader is to continue to operate at a level that takes him to his current position. They assume that they are good enough, without realizing that this new promotion requires a truly new standard. This leads to general standards in "Business-like-Ordinary" mode without increasing their own standards. When a leader fails to raise his own standards, he lowers standards for the entire organization. By showing that there is never a point where people can rely on someone's victory, the breakthrough leader gives an example that sustainable growth is an important part of the corporate culture.

The fourth is able to lead, organize and guide, Breakthrough leaders have three roles as leaders, managers, and coaches. They lead people, manage "goods" and practice performance. When leaders reduce that role to one, they do not fulfill their potential breakthrough. Roles are mixed up with nothing done to the maximum. For example, we have seen many executives place each task on their "to do" list, operate as if they can manage each task. This type of leadership weakens the organization. It does not require the skills of people to manage paper and

projects (goods). However, it requires people's skills to work with other people. They are different jobs. When a leader acts as a manager, he must work on the timeline, the project, and the deadline instead of developing staff. People cannot be managed; they can be guided and inspired. They govern themselves. A leader manages tools, environments and processes around people to help them succeed and empower staff by giving them the tools and skills to manage themselves.

When a leader works with his team and sees performance problems, his role at that time is coaching. Again, this is a different function. This requires one-on-one attention, perhaps strengthening the vision, providing assistance in developing skills or ensuring employees are in line with the overall goals of the company. Great leaders understand the difference between leaders, managers, and coaches, and they hone their skills to be good at all three

The fifth is creating new leaders. Breakthrough leaders are creating more leaders, not followers. Break-making companies need people at every level who can lead in line with the company's vision. Creating leaders requires a certain amount of openness and confidence from the breakthrough leader. Someone who feels threatened by the growth of the people who work for him will likely hinder this growth. What the breakthrough leader understands is that the success of the entire organization is a reflection of its leadership. The team that produced outstanding performance, growth, and innovation showed that the team leader was an extraordinary leader.

Leadership Psychology Australia, (2009) stated in his research that the breakthrough leader was shown 6 Behavior clearly, with these 6 behaviors it was hoped that the breakthrough leader would be able to unlock potential followers who had been locked up.

The first is showing genuine interest in everyone's development. The emphasis is on genuine interest. This means taking the time to build a deeper professional with each individual and to do this in a personal and sincere way.

The second is listening to people and ask their ideas. It shows respect for the person and the belief that they have something valuable to contribute. Indicates that the leader does not have all the answers and is ready to listen to other people's thoughts and ideas.

The third is acting on the advice of followers.

You don't have to act on all the suggestions that are received but enough to show people not only that opinion is important, but also that they can influence the agenda. When people see the impact of their ideas

about results they have more significant ownership of the decisions made. This is the first step on the path to empowerment where individuals gradually gain greater influence, accept greater accountability and provide better results.

The fourth is establishing challenges for individuals and show confidence in their ability to convey. To do this, you need to know everyone well. You need to know what challenges are right for everyone and to do this. You need to understand the alignment between the business and personal goals and properly assess the learning abilities and talents of the person concerned.

The fifth is supporting and training. When leaders provide the support that places a safety net that can give the individual the courage to step "out on the branch" and coaching then give them hands on development needed to master new skills. People will be more confident to try something new when they see that there is support available to them.

The sixth is giving feedback and recognition. Feedback and recognition are important elements in building relationships because they show the depth of attention a leader has. Over time they are the main ingredient in building resilience and maintaining motivation. Active, constructive involvement with these leaders not only builds capacity but also contributes to building self-esteem in the individual concerned. Together, this behavior has a strong impact and can provide the necessary support to break down barriers to personal development. While behavior can be formed in an integrated manner their action plan is only effective when delivered by the leader in an original, consistent and personal manner.

Harvard Business School Publishing 2015 stated that the more effective leader was through the breakthrough leader. Breakaway Leadership provides a new perspective. This type of leader gets more consideration of ideas to help develop his followers and improve the mentoring process. (Schofield, 2015). The network produced by the leadership of the breaker is priceless. (Chung, 2015). Breakthrough leadership has helped prioritize workloads, be more comfortable in delegating tasks, maintain a big picture in mind and constraints on work constraints can be anticipated so that tasks can focus (Palacios, 2015). Applying Learning Science to Technology stated that leading breakthrough must master the digital era, we always do many things that we are now doing with technology. (Larkin, 2012)

Various explanations of several theories concerning the leaders of American Management Association-AMA (2018) and Harvard Business

School Publishing (2012) also from Leadership Psychology Australia, (2009).

The dimensions of this study used are American Management Association-AMA (2018), namely: The first is leading people by giving examples and being directly involved (exemplary). The second is Carrying out a vision that he believes is strong (Visionary). The third that breakthrough Leaders are always raising the standard. The fourth is leading, organizing and guiding, the fifth is creating new leaders. (Regeneration).

2.3 Employee Motivation (EM)

Every person who does something must be driven by a certain desire. Motivation arises with the existence of needs that have not been fulfilled, goals to be achieved or the expectation to be achieved. Work motivation is a combination of complex psychological forces in each person. Every individual has their own motivation which may be different. Working motivation is a collection of internal and external forces that cause workers to choose ways to act in accordance with certain behaviors (Newstrom, 2011).

Newstrom stated that motivation indicators were divided: The first is engaging and promising of workers to show the level of enthusiasm, initiative and effort to continue. The second is the commitment of the workers bind to the organization and showcase organizational citizenship actions. The third is Satisfying. Satisfaction is a reflection of fulfilling psychological contracts and meeting expectations in the workplace. The fourth is turnover of a loss of workers who are highly valued in the organization.

The motivation is a process that takes into account the intensity, direction and perseverance of individual efforts towards achieving goals (Robbin and Judge, 2011) Motivation generally relate to individual goals while organizational goals focus on work-related behavior. Intensity is related to how strong a person is, the direction is related to being consistent with the organization's goals and the dimensions of perseverance measuring how long people can maintain their level of business. The motivation is a strength in a person who has the direction, intensity, and perseverance of voluntary behavior (McShane and Glinov, 2010) Kreitner and Kinicki (2011) give the opinion that the psychological process that evokes, directs and perseveres in carrying out voluntary actions directed to reach the goal. Colquitt, et al. (2011) stated that motivation is a set of energetic forces that begin both from within and outside the worker, starting from the business related to work,

considering the direction, intensity and perseverance, so it is concluded that motivation is an impulse to act on a series of processes of human behavior by considering the direction, intensity and perseverance in achieving goals.

Based on its development, Robbins and Judge divided motivation theory into two categories, namely early theories of motivation and Contemporary theories of motivation. Early theories of motivation are Abraham Maslow's Hierarchy of Needs, Theory X and Theory Y Douglas McGregor, Two-Factor Theory Frederick Herzberg, and McClelland's Theory of Needs, while what is included in Contemporary theories of motivation is Self-determination Theory, Goal-Setting Theory, Self-Efficacy Theory, Reinforcement Theory, Equity Theory / Organizational Justice and Expectancy Theory Victor Vroom.

Kreitner and Kinicki (2010) divide into two categories: contents theory of motivation and process theories of motivation. Contents theories of motivation focus on identifying internal factors such as instincts, needs, satisfaction and work characteristics. Where this theory explains how motivation is influenced by dynamic interactions between individuals and the environment in which they work. While the process of theories of motivation focuses on explaining the process by which internal factors and cognitions influence the motivation of workers. In this case the content motivation theory is Maslow's Hierarchy of Needs theory, ERG Alderfer Theory, McClelland's Needs, Theory and Herzberg's motivational hygiene theory. While in the theory of processes are Adam's Equity Theory, Expectancy Theory Vroom, and Theory Goals. McShane and Von Glinov (2010) stated that the core of worker theory has four classifications: Employee Engagement, Employee Drives and Needs, Rational Decision Model of Employee Motivation and Organizational Justice.

To achieve certain goals people tend to develop motivational impulses, McClelland's research in Newstrom 2011 stated that this motivational impulse includes 3 (three) things: The first is achieving motivation. This achievement motivation is a motivational drive that many people have to pursue and achieve challenging goals. Characteristics of achievement-oriented workers are those who work harder when they receive personal appreciation for their efforts. People with a strong urge to prescribe this will be responsible for the results of their actions, want to change their destiny, seek regular feedback and try to achieve achievements through individual and collective efforts.

The second is affiliating motivation. The motivation for affiliation is an encouragement to connect with many people on a social basis, work with people who are as understanding or fit and experience with the same goal of being a particular community. They get self-satisfaction around their friends and want the freedom of work to develop the relationship. The third is powering motivation. The motivation for power is an impulse to influence many people, conduct supervision in changing situations. People who are motivated for reasons of power always hope that their power can have an impact on the organization they lead. This dimension of employee motivation refers to the views of Kreitner and Kinicki (2011) is Need Fulfillment, Discrepancies, Value attainment, Equity, Dispositional / Genetic Component.

2.4 Organizational Performance (OP)

Organizational performance is the ability to obtain and process human financial and physical resources properly to achieve organizational goals. Organizational performance is the result of an organization so that it is measured based on its goals and objectives (Lee, 2008). In a general definition organizational performance is defined as the product of interactions between various departments and sectors in the organization, including financial and non-financial dimensions (Ouekouak et al, 2013), The fiscal scale is generally based on financial report data (Hamdam et al, 2012). This criterion is more real at the level of earnings, the rate of profit growth, return on equity, return on sales, and return on assets, the definition of organizational performance is relatively complicated for non-profit organizations (Winand et al, 2011), Hishamudin et al (2010) stated that non-financial indicators consist of: first, user or beneficiary satisfaction with a program or service; second, increasing the number of exploiter users, and third, the quality of public programs and services; and finally the effectiveness and implementation of public services and programs can be achieved. Mahmoud & Yusif, (2012) state non-financial indicators including service quality, service user satisfaction, supplier satisfaction, voluntary activities, and program effectiveness Researchers have shown that sustainable organizational performance is rooted in the exploitation of existing capacity and examination of new opportunities.

Moon, et al. (2018), and Kim et al (2012), stated that organizational performance would measure the financial productivity of the organization and the implementation of business processes in the

organization. The following are the indicators presented in measuring organizational performance in their research:

1. Our organization achieves higher productivity than productivity performance over the last 3 years.
2. Our organization is more profitable than the performance of profits over the past 3 years.
3. Our organization achieves a higher ROI than ROI performance over the past 3 years.
4. Our organization achieves higher sales / performance than the last 3 years.
5. Our organization is better than other organizations in terms of information and communication.
6. Our organization is better than others in reducing labor costs and numbers.
7. Our organizations are better than others public organizations in bringing complex analytical methods to be processed in the task.
8. Our organization is better than public organizations in bringing detailed information to process tasks.

Performance theory was first stated by Don Giovanni (1787), which was interpreted as the act of performing or presenting drama, concerts, or other forms of entertainment, or in an English dictionary meant: the act or process of carrying out or completing an action, task, or function. and continuous performance from one task to another so that it reduces human work towards mechanization.

Comprehensive leadership contingency model was first developed by Fred Fiedler, where in the contingency model Fiedler stated that the performance of a group was greatly influenced by the suitability of leadership style and the amount of control and supervision of different situations.

The Baldrige Excellence Awards (United States) in Colin Talbot 2010 said that leadership greatly influences organizational performance. Wahab, et al. (2016) stated that the dimensions of organizational performance are organization effectiveness and quality service prologues. Yang, et al. (2013) stated that organizational performance indicators are

1. Company members obtain valuable sales knowledge and useful ideas.
2. Open new markets and product / service opportunities for companies.
3. Achieve important cost efficiency for the company.
4. Much lower costs for the company
5. Level of awareness of other company's products.
6. The level of sales and customer use of other company products

Subramony, et al. (2018) said that organizational performance is measured based on the growth in the

number of sales. Sales growth is assumed to be an important performance result for economic growth

3 CONCEPTUAL FRAMEWORK

3.1 Framework Study

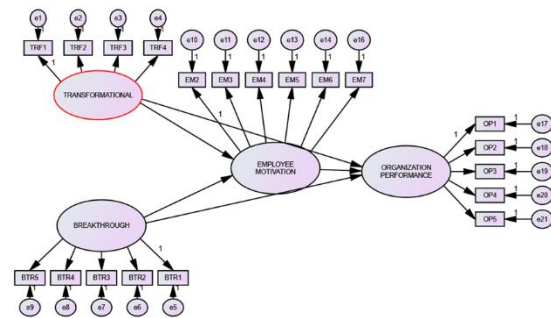


Figure 1: Conceptual Framework.

3.2 Hypothesis

By referring to the conceptual framework above, the author formulates that:

- H1: Does transformational leadership have an influence on employee motivation?
- H2: Does breakthrough leadership have an influence on employee motivation?
- H3: Does transformational leadership have an influence on Organizational Performance?
- H4: Does breakthrough leadership have an influence on organizational performance?
- H5: Does employee motivation have an influence on organization performance?
- H6: Does employee motivation mediate transformational leadership towards organizational performance?
- H7: Does employee motivation mediate breakthrough leadership towards organizational performance?

4 RESEARCH METHODS

This research is quantitative by using data that will be taken directly from respondents who work in coal mines in Indonesia as well as using secondary data from the company's annual performance report. The number of sampling in this study refers to the opinion of Hair et al (2010) where According to Hair et al (2010) the number of samples is at least 5 times the

number of indicators. With this reference, the number of indicators from the 4 variables that the authors examined included 20 indicators, so that the sampling respondents that could be taken were 20 x 5 indicators, 100 respondent. The respondents of this study are 10 IDX-listed coal mining companies in Indonesia. The data were analyzed using Structural Equation Model - Analysis of Moment Structures.

5 RESULTS AND DISCUSSION

5.1 Goodness of Fit Model

The compatibility test of the structural model in SEM analysis was carried out by looking at several Goodness of fit model criteria such as Chi Square, probability, df, GFI, AGFI, TLI, CFI, RMSEA and RMR. The estimation results of the structural model are the results of the goodness of fit test the model can be seen in the figure. The figure below is a complete structure of variables and indicators that are used in this research. After analyzing the data, we obtain a structure that has a goodness of fit Meeting the SEM AMOS prerequisites are as follows: The model above has a probability above 0.05 (probability = 0.146), RMSEA is 0.02 (Specifications: 0.02 - 0.08) thus, the model has been used to test the hypothesis in this study.

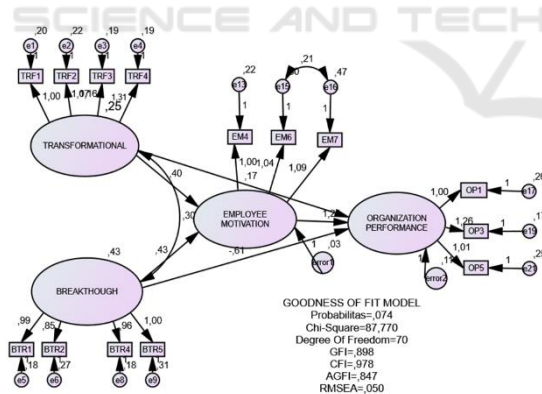


Figure 2: Result of Goodness Fit Model.

The model above has a probability above 0.05 (probability = 0.146), RMSEA is 0.02 (Specifications: 0.02 - 0.08) thus, the model has been used to test the hypothesis in this study.

5.2 Significant Test

Table 1: Result of significant test for Regression Weight.

Correlation Variable	Estimate	SE	CR	P
Transformational to Employee Motivation	0.399	0.282	1.413	0.16
Breakthrough to Employee Motivation	0.425	0.220	1.930	0.05
Transformational to Organizational Performance	0.167	0.615	0.271	0.79
Breakthrough to Organizational Performance	-0.606	0.635	-0.953	0.34
Employee Motivation to Organizational Performance	1.238	1.206	1.026	0.31

Significant test requirements are if p value <0.05 then has a significant effect, and the value of CR > 1.96 then has an influence.

Result of significant test based on the result SEM (Structure Equation Model) analysis in the table above, some result is obtained as follows:

- A. There is an influence of transformational leadership on employee motivation → Accepted (H1)
- B. There is an influence of breakthrough leadership on employee motivation → Accepted (H2)
- C. There is an influence of transformational leadership on organizational performance → Accepted (H3)
- D. There is an influence of breakthrough leadership on organizational performance → Not Accepted (H4)
- E. There is an influence of employee motivation on organizational performance → Accepted (H5)

5.3 Sobel Test

In this study, the employee motivation variable as an intervening variable, to test whether the employee motivation variable can mediate the effect of exogenous variables on the organization performance, so the Sobel test can be conducted.

The hypothesis used in the Sobel test are as in table below:

Ho: Employee motivation can mediate the effect of transformational leadership and breakthrough leadership on organizational performance.

Ha: Employee motivation cannot mediate the effect of transformational leadership and breakthrough leadership on organizational performance.

If p Value < 0.05 be accepted.

If p Value > 0.05 be rejected.

Table 2: Result of Sobel Test.

Variable	Correlance	P Value	Result
Transformational leadership	TRF-EM-OP	0.3978	Not effect mediating
Breakthrough leadership	BTR- EM- OP	0.3305	Not effect mediating

Result of Sobel Test:

- A. There is an influence of transformational leadership on organizational performance through employee motivation → Not Accepted.(H6)
- B. There is an effect of breakthrough leadership on organizational performance through employee motivation → Not Accepted. (H7)

6 CONCLUSIONS

Transformational leadership is universally recognized as a concept that harmonizes all members of the organization through strengthening followers, inspiring, stimulating the intellect and considering individuals as individuals who must be respected (Bass, 1999). In this study the type of transformational leadership uses the dimensions of Dinc, 2015 which is the development of Bass 1999, namely Idealized Influence, Inspiration Motivation, Intellectual Motivation and Individualized Consideration.

From the four dimensions of transformational leadership that stated by Bass 1999 and Dinc 2015, with the rapid changes in the work environment and technology, this type of leader is allegedly unable to provide organizational improvements quickly, so It can encourage researcher to present an aggressive and capable type of breakthrough leader to improve quickly for efficiency and high production results, with reference to American Management Association-AMA (2018), Harvard Business School Publishing (2012) and Leadership Psychology Australia (2018), and the dimensions used in this study are American Management Association-AMA (2018), with five dimensions are leader giving

exemplary, visionary, always have high work standards, be able to lead, organize and guide and be able to regenerate quickly.

The research results show that transformational leadership and breakthrough leadership have a positive impact to employee motivation, then transformational leadership has a positive impact on organizational performance but breakthrough leadership has not a positive impact on organizational performance. Employee motivation did not mediate organizational performance. The novelty of this study is about breakthrough leadership.

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