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TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION ON JOB SATISFACTION, EMPLOYEE PERFORMANCE AT NATIONAL AMIL ZAKAT INSTITUTION

Muklis[1], Riyadi Nugroho[2], Slamet Riyadi[3]
Program Master of Management, FEB University 17 August 1945 Surabaya, Indonesia[1, 2, 3]
Email: hp.muklis@gmail.com, slametriyadi10@untag-sby.ac.id, riyadi@untag-sby.ac.id

Abstract

Purpose. *The purpose of this study is to prove and analyze the performance of employees at the head office of the Yatim Mandiri National Amil Zakat Institution in Surabaya. This study uses four variables, namely transformational leadership, work motivation, job satisfaction, and employee performance.*
Design*. With a population of 170 and a sample of 140, respondents were calculated using the Slovin formula. The sampling method is an intentional sampling from the sampling group with low probability. This study uses a survey method to collect quantitative data by using a questionnaire data analysis used by SEM in the Amos 26 program.*
Findings. *This study, it shows that: 1) transformational leadership affects employee job satisfaction. 2) Transformational leadership affects employee performance. 3) Work motivation is very influential on employee job satisfaction. 4) Work motivation affects employee performance. 5) Job satisfaction affects employee performance. To find out that transformational leadership has the strongest influence on employee performance.*
Implications*. The results of this study imply that when leaders carry out management well, the indicators of work motivation variables may have a strong effect on increasing employee job satisfaction. In addition, in a good management process dividing the indicators of transformational leadership variables and indicators of work motivation variables that are adjusted to the characteristics of employees also has a strong effect on improving employee performance. In addition, the indicator of job satisfaction variable carried out in carrying out good management also has a strong effect on improving employee performance.*
Recommendation. *The following researchers are encouraged to conduct research on the effect of transformational leadership, work motivation, job satisfaction, and employee productivity*

Keywords: *influence, transformational leadership, satisfaction, employee performance*

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INTRODUCTION

The competition for social organizations operating in zakat starting at the district/city, provincial and national levels is very competitive. So a strategy is needed in the management of quality human resources to be able to compete at the district/city, provincial and national levels. Therefore, an organization needs to develop and retain employees who have good effectiveness, because this has an impact on organizational development. In the management of human resources, starting from planning for employee needs, employee development through routine coaching carried out by the directors and internal and external training as needed in improving employee competencies and careers.

Employee performance according to (A. P. Mangkunegara, 2016) argues that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. The failure or success of an organization in carrying out activities is closely related to employee performance.

Leaders who inspire their followers to go beyond their self-interest and for the good of the organization are transformational leadership, said (Judge & Robbins, 2017). A leader with transformational leadership can inspire and motivate followers to be able to achieve greater results than planned for the benefit of the organization and their interests. (Sasongko et al., 2022) stated that the better work motivation, the higher job satisfaction. To achieve company goals, the strength of employee motivation can work/perform directly how far their efforts are to work hard to produce better performance. The strength of a person's motivation is the embodiment of behavior to achieve self-satisfaction in specific activities, to lead in approaching the object as a goal or target. In the life of an organization, motivation must be a careful observation to improve performance.

In contrast to research conducted by (Qarismail & Prayekti, 2020) states that work motivation does not affect employee job satisfaction, possibly because according to employees the encouragement and motivation given by a leader are felt to be lacking, for example, there is no bonus for employees who have been hired. carry out their duties well, career paths that are not following the period of service so that employees feel bored, employee dissatisfaction arises and employees feel unprotected.

That the form of a person's feelings and expressions when he is able/unable to fulfill the expectations of the work process and performance is the opinion of (Harms & Luthans, 2012). There are times when an employee feels bored at work. The cause of employees feeling bored is due to lack of motivation at work, resulting in a decrease in morale. If this is allowed it will have an impact on performance. As was the case at the head office of the Yatim Mandiri National Amil Zakat Institution, the role of leaders in growing employee motivation in each department was less than optimal. The role of leadership decisions in employee rotation and transfer is very dominant without going through a job analysis assessment. The resulting impact of decreased work motivation on job satisfaction and employee performance.

The purpose of this study is to prove and analyze the effect of:

1) The influence of transformational leadership has an effect on employee job satisfaction at the head office of the National Yatim Mandiri Amil Zakat Institute Surabaya;
2) The influence of transformational leadership on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya;
3) The effect of work motivation on employee job satisfaction at the head office of the National Amil Zakat Institute Yatim Mandiri Surabaya;
4) The effect of work motivation on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya;
5) The effect of job satisfaction on employee performance at the head office of the National Yatim Mandiri Amil Zakat Institute Surabaya.

Theoretical Basis

Transformational Leadership

"Transformative leadership inspires followers to go beyond their self-interest for the good of the organization. Conversion leaders can have a strong impact on their followers, who respond with increased engagement." (Robbins & Judge, 2018) This transformational leadership theory is that it can inspire followers to go beyond their self-interest for the good of an organization. has a tremendous effect on all his subordinates and can respond quickly to what is needed and needed by his subordinates with high commitment. (Rothwell et al., 2015) state that transformational leadership is "a style of leadership that transforms followers to rise above their self-interest and challenges them to collective goals". (Leadership style that changes followers to rise above their interests and challenges them to achieve common goals). According to (Yukl, 2014), a transformational leader's behavior is (1) influencing idealism, (2) paying attention to individuals, (3) motivating by inspiring, and (4) encouraging intellectual potential.

From the definitions above, it can be concluded that transformational leadership is a leadership behavior that has an impact on changes in the organization and individuals involved where a leader motivates his followers to work optimally so that organizational performance results increase sharply. The main function of leadership is not to control change but to act as a catalyst for change. Have a clear vision, think holistically so that the organization in the future when all its goals and objectives have been achieved is a transformational leader. (Walter & Bruch, 2010) states that the transformational leadership factors are as follows:

1) Charisma: Charisma has the power of vision and understanding of the mission, increasing optimism, generating respect, emphasizing the importance of goals, and making subordinates have strong self-confidence;
2) Inspirational: The inspirational capacity of a leader must be a role model for his subordinates. A leader must convey clear goals and be the best example for his subordinates;
3) Individual Attention: Attention can be in the form of guidance and mentoring to subordinates. Personal attention to subordinates and special attention from the leadership so that subordinates can develop their abilities optimally; and
4) Intellectual Stimulus: Intellectual stimulus is the ability to be able to eliminate the reluctance of subordinates in finding ideas, encouraging subordinates to be more active, creative, and thinking subordinates in solving problems that occur.

Work Motivation

Influential motivation is generating conditions in directing and maintaining behavior that is directly related to the work environment (A. P. Mangkunegara, 2015). Meanwhile, according to Siagian & Khuzaini (2015), work motivation is a driving force for someone to make a large contribution to the achievement of the success of an organization's goals. A process that begins with a desire or drive that moves a person either physiologically or psychologically, or a need that

drives a person's behavior, or a desire to achieve a goal, or in the form of certain rewards is a motivation.

From the understanding of the experts above, it can be concluded that work motivation is a process that takes into account the intensity, direction, and persistence of individual efforts to direct all high-level efforts by providing encouragement and enthusiasm for oneself both consciously and unconsciously to achieve organizational goals.

The indicators of work motivation according to A. King Mangkunegara (2017) are as follows:

1) Physiological needs, namely the need to eat, drink, breathe, sexual, and self-protection;
2) The need for a sense of security in terms of the need for self-safety protection from threats, dangers, and the environment;
3) The need to feel belonging is a person's need to be accepted by the group in interacting, affiliation, and love;
4) The need for self-esteem is the need for respect and esteem by others; and
5) The need for self-actualization includes the need to use potential, abilities, and skills.

Job Satisfaction

It is stated that job satisfaction is a general attitude towards one's work as the difference between the amount of compensation received by workers and the number of rewards that are believed to be received by workers according to Robbins & Judge (2015). Job satisfaction is the result of the employees' view about how well their work is in terms of assessment (Harms & Luthans, 2012). The most important and often studied attitude in the general view in the field of organizational behavior is the notion of job satisfaction.

Job satisfaction includes various things such as the conditions and tendencies of a person's behavior at work. From these understandings, it can be concluded that job satisfaction is a feeling that indicates the level of excitement or emotion felt by employees or their point of view in activities related to doing work in work situations and conditions, between employees working together, in rewarding work will be accepted, and other matters concerning the physical and psychological factors of employees. This creates an individual's attitude towards the work he or she faces in the company they work for.

The indicators that determine job satisfaction according to Robbins & Judge (2015) are as follows:

1) Mental jobs that challenge employees tend to be more attractive to companies in using their competency skills and abilities in offering a variety of tasks, responsibilities, and feedback that will be received by employees and the company;
2) Working conditions that support employees' concern for a good environment for work comfort to make it easier to do better tasks. It has been proven in previous studies that workers prefer or choose environmental conditions that are safe, harmless, and not troublesome at work;

3) Salaries or wages are decent and follow the wishes of workers in the wage system and promotion policies which they perceive as fair and in line with the expectations of workers. Viewed from the point of view of fair wages based on job demands, individual competency levels, and wage standards, it is possible to produce their satisfaction;
4) Personality compatibility with work is highly interrelated between employee personality and occupation which can make individuals feel more satisfied at work; and
5) Supportive co-workers. Most employees, work to fill the needs of social interaction in the environment. Thus, it is not surprising that they have supportive and friendly co-workers which lead to increased job satisfaction. The behavior of superiors is the main determinant of satisfaction.

Employee Performance

According to A. King Mangkunegara (2017) performance is the result of work in quality and quantity achieved by an individual employee in completing his duties by the responsibilities given to him. Performance is the result of work that has been achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics (Afandi, 2018).

Employee performance is the result of work achieved or produced by an employee, both in quantity and quality, by their duties and responsibilities as well as their role in the company in achieving company goals which the authors conclude according to several experts.

The performance indicator tools to measure where the achievement of employee performance according to DeCenzo et al. (2016) are:

1) Work quality: It can be described the quality of work from the level of good and bad work results of employees in completing the work as well as the skills and abilities of employees in completing the tasks assigned to them;
2) Quantity: Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles). For example, the time limit determined by the company is that employees can complete their work quickly;
3) Punctuality: An employee's performance measure is the timeliness of the work assigned to him. So that it does not interfere with other work that is part of the employee's duties;
4) Effectiveness: Effectiveness here is how much the level of use of organizational resources (Manpower, money, technology, and raw materials) is maximized to increase the results of each unit in the use of these resources;
5) Independence: Employee performance that increases or decreases can be seen from the quality of employee performance, quantity of employee work, timeliness in work in all aspects, effectiveness, and independent employees at work. It can be interpreted that an independent employee is an employee who when carrying out his work does not require supervision and can carry out his work functions without asking for help, guidance from other people or supervisors.

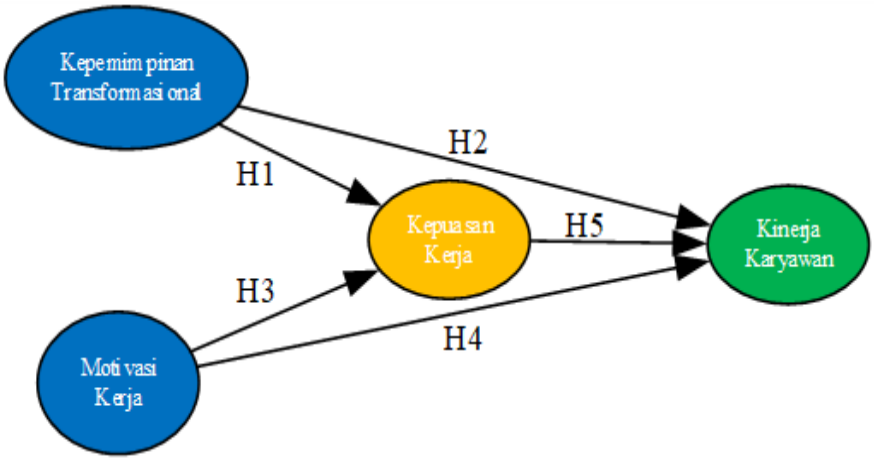

Figure 1. Conceptual Framework

H1: Transformational leadership has a significant effect on employee job satisfaction at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya.
H2: Transformational leadership has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institution in Surabaya.
H3: Work motivation has a significant effect on employee job satisfaction at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya.
H4: Work motivation has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya.
H5: Job satisfaction has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya.

METHOD

This study uses a quantitative method with a correlational approach because it is to determine the cause and effect of the relationship between exogenous variables and endogenous variables. The population in this study were employees at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya, amounting to 170 employees. Determination of the number of samples in this study using Purposive Judgment Sampling, which is selected based on considerations or criteria based on a working period of more than 1 year. Employees with more than 1 year of service were given a questionnaire and interviewed about the variables used. Based on the suitability of the criteria, there are 140 employees as the sample.

Sources of data from the distribution of questionnaires using question items on a Likert scale of 1-5 to all employees at the head office of the Amil Zakat Yatim Mandiri Surabaya. Data analysis method using Structural Equation Model (SEM) using AMOS 26 and SPSS 26 software.

RESULT AND DISCUSSION

Analysis of respondents' descriptions by gender:

Table 1
Respondents' Perceptions Based on Gender

No	Gender	Number (people)	Percentage (%)
1	Man	71	58,68
2	Woman	69	41,32
Number of respondents		140	100

Analysis of respondents' descriptions based on years of service:

Table 2
Description of Respondents Based on Working Period

No	Working Time	Number (people)	Percentage (%)
1	1 – 5 year	78	55,71
2	6 – 10 year	39	27,86
3	11 – 15 year	21	15,00
4	16 years up	2	1,43
Total respondents		140	100

Variable Descriptive Analysis

Table 3. Variable Descriptive Statistics

Indikator	Items	Frequency of Answers					*Mean Items*	*Mean Indicator*
		STS	TS	N	S	SS		
Transformational Leadership (X1)	X1.2.1	0	9	13	65	53	4,16	3,95
	X1.3.2	2	13	33	63	29	3,74	
Work Motivation (X2)	X2.4.1	0	0	15	68	57	4,30	3,90
	X2.1.1	1	17	56	57	9	3,40	
Job Satisfaction (Z)	Z5.5.2	0	0	9	79	52	4,31	3,80
	Z2.2.2	3	12	53	63	9	3,45	
Employee Performance (Y)	Y1.1.2	0	3	9	68	60	4,32	4,08
	Y5.5.1	2	12	49	63	14	3,54	

The results of the descriptive analysis of the variables in table 3 show that:

1) The transformational leadership variable with the highest mean item value is the leader can provide motivation, while the lowest item value is the leader can stimulate his employees to come up with new ideas;
2) The variable of work motivation with the highest mean items value is social needs while the lowest mean items value is physical needs;

3) The variable of job satisfaction with the highest mean items value is co-workers while the lowest mean items value is the salary received; and
4) The employee performance variable with the highest mean item value is quantity while the lowest mean item value is independence.

Validity Test

Validity Test as a basis for making decisions in the validity test is as follows:

1) If the value of Sig. (2-tailed) < 0.05 and the value of the Pearson Correlation is positive, the questionnaire item is declared valid; and
2) If the value of Sig. (2-tailed) < 0.05 and the Pearson Correlation value is negative, the questionnaire item is declared invalid. And 3. If the value of Sig. (2-tailed) > 0,0,5 then the item on the questionnaire is declared invalid.

Reliability Test

This reliability test technique uses the Cronbach's alpha technique, namely if the Cronbach's alpha value is> 0.06 then it is declared reliable, and if the Cronbach's alpha value is < 0.06 then it is declared unreliable.

The results of the reliability test of this study are as follows:

Table 4
Research Variable Reliability Test

Variable	Item	*Cronbach's alpha*	Info.
Transformational Leadership (X1)	8	0,911	*Reliable*
Motivation for work (X2)	10	0,748	*Reliable*
Job Satisfaction (Z)	10	0,808	*Reliable*
Employee Performance (Y)	10	0,839	*Reliable*

Based on the table, the value of Cronbach's alpha for all research variables has a value greater than 0.60. So it can be stated that the preparation of the questionnaire statement items on the variables of transformational leadership, work motivation, job satisfaction, and performance is declared reliable.

Structural Equation Modeling (SEM) Analysis

Table 5
Goodness of Fit Value and Cut-off Value Model Modified Model

Criterion	Model Test Results	Critical Value	Information
Probability X^2 Chi Square	0,000	≥0,05	Tidak fit
Cmin/DF	1,536	≤2.00	Fit
RMSEA	0,062	≤0,08	Fit
GFI	0,900	≥0,90	Fit
AGFI	0,818	≥0,90	Marginal fit
TLI	0,946	≥0,90	Fit
CFI	0,967	>0,90	Fit

The results of the calculations in the table show that most of the criteria for model suitability (Goodness of fit) have provided a better index because they are fit, where after modification of the model, the values of GFI, Cmin/df, and RMSEA have met the criteria. Therefore, it will be continued by testing the reliability of the SEM model and testing the hypothesis.

Large Influence between Variables

The results of the SEM test with the SEM coefficient values for each variable are shown in the following table:

Table 6
Coefficient Value SEM Influences Between Variables

Influence Between Variables	*Direct Effect*	*Indirect Effect (Melalui Z)*	*Total Efeect*
Transformasional Leadership (X1) →Job Satisfaction (Z)	0,680	0,000	0,680
Transformational Leader (X1) → Employee Performance(Y)	1,668	0,535	2,203
Motivation for work (X2) → Job Satisfaction (Z)	1,479	0,000	1,479
Motivation for work (X2) → Employee Performance (Y)	0,911	1,163	2,074
Job Satisfaction (Z) → Employee Performance (Y)	0,787	0,000	0,787

The results from table 8 show that transformational leadership affects job satisfaction with a value of 0.680, transformational leadership affects employee performance with a value of 2.203, work motivation affects job satisfaction with a value of 1.479, work motivation affects employee performance with a value of 2.074, and job satisfaction affects employee performance with a value of 0.787.

Hypothesis Test

In this study, in testing the hypothesis using the CR (Critical Ratio) value and the probability of the parameter having an effect, it is shown in the following table:

Table 7
Hypothesis Testing through Regression Weight Test

Causality Relationship	*Std. Estimate*	CR	P *Value*	Info.
Transformasional Leadership (X1) →Job Satisfaction (Z)	0,680	2,766	0,006	Significant
Transformasional Leadership (X1) → Employee Performance (Y)	1.668	3,830	0.000	Significant
Motivation for work (X2) → Job Satisfaction (Z)	1.479	4,328	0.000	Significant
Motivation for work (X2) → Employee Performance (Y)	0,911	2,169	0,030	Significant
Job Satisfaction (Z) → Employee Performance (Y)	0,787	3,839	0,000	Significant

Based on the table above, it can be explained that the results of hypothesis testing through the Regression Weight Test, the relationship between variables is declared significant.

Discussion

The results of the analysis are further interpreted by connecting the theory and the results of empirical studies to prove the hypothesis that has been formulated in this study. Thus, it is done so that it can be the basis for future researchers who wish to carry out further development of problems related to the results of this study. Characteristics of respondents based on age showed that the majority were aged 20 - 30 years with a percentage of 63.57%. Other age categories have the percentage of employees aged 31-40 with a percentage of 23.57 %, while those aged 41 years > and above are 12.86%. Each variable that is the subject or theme of this research is discussed and described below.

Transformational Leadership

Transformational leadership in this study is a variable used by employees at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya to guide, direct, set an innovative example, be proactive, and influence employees at work. This can be interpreted that the magnitude of the transformational leadership variable at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya can strengthen the work process, which is based on an attitude of innovation, risk-taking, and proactive.

The indicator rated the lowest by respondents was the leader being able to stimulate his employees to come up with new ideas with an average score of 3.74, included in the «high» category, in the range 1 to 5, which is the score for each alternative answer.

Work Motivation

The results of the descriptive analysis of the work motivation variable show that the work motivation of employees as a provision for work is included in the «high» category, with a variable mean value of 3.897 in a scale range of 1 to 5, which is the score for each alternative answer. This means that employee work motivation is needed in the process of completing work at the head office of the Yatim Mandiri National Amil Zakat Institute Surabaya.

Therefore, work motivation is needed by employees in carrying out a series of work tasks. The indicator on the work motivation variable that is rated the lowest is physical need with an average value of 3.57, included in the «high» category, in the range 1 to 5, which is the score for each alternative answer. This means that the implementation of indicators of physical needs is less able to strengthen employee motivation at the head office of the National Amil Zakat Institute for Yatim Mandiri Surabaya.

Job Satisfaction

For this research, job satisfaction is measured based on the respondent's perception. This is in line with the statement that satisfaction is an attitude that employees develop over time that is associated with various aspects of their work such as wages, supervisory style, and co-workers.

The indicator on the job satisfaction variable that is rated the highest by the respondents is co-workers with an average score of 4.185, including the «high» category in the scale range of 1 to 5, which is the score for each alternative answer. The indicator that is rated the lowest by the respondents is the salary received with an average value of 3.52, included in the «high» category on a scale range of 1 to 5, which is the score for each alternative answer.

Employee Performance

Employee performance is an achievement obtained by employees based on the overall work process. The results of the descriptive analysis show that the performance of employees at the Yatim Mandiri National Amil Zakat Institution in Surabaya is included in the "high" category with a variable mean value of 4.08 on a scale range of 1 to 5, which is the score for each alternative answer. The quantity indicator on the employee performance variable has the highest value of 4.275, which is included in the "Very high" category in the value scale range of 1 to 5, which is the score for each alternative answer. This means that according to respondents, in this case, employees at The head office of the Surabaya National Amil Zakat Institution through quantity indicators have been able to strengthen employee performance.

Influence between Variables

The findings of this study can be used as an alternative to improve employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya.

The Effect of Transformational Leadership has a significant effect on Job Satisfaction at the Head Office of the Yatim Mandiri National Amil Zakat Institute Surabaya.

The influence of the transformational leadership variable on job satisfaction shows significant results with a Critical Ratio value of 2.766. Then the significance level of 0.006. The resulting coefficient of influence is 0.680, meaning that the higher the transformational leadership, the higher the job satisfaction. This means that the hypothesis which states that transformational leadership has a significant effect on job satisfaction at the head office of the Yatim Mandiri National Amil Zakat Institution is the first hypothesis stated that H1 is accepted.

Transformational leadership has indicators that the leader must be a good example, the leader can provide motivation, the leader can stimulate his employees to come up with new ideas, and the leader pays special attention to employees. Among the four indicators, the leader being able to stimulate his employees to come up with new ideas is one indicator that has the lowest loading factor of 0.789. This can be interpreted that the identification of leaders can stimulate employees to come up with new ideas. Data is one of the activities in improving transformational leadership that does not get much attention from respondents.

The Influence of Transformational Leadership Has a Significant Effect on Employee Performance at the Head Office of the Yatim Mandiri National Amil Zakat Institution

Transformational leadership has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institution. The resulting coefficient of influence is 0.219, meaning that the higher the transformational leadership, the higher the employee's performance. The results of this study are in line with the research of Ririet Saputra Pakaja, Asna Aneta, Abd.

Work Motivation has a Significant Effect on Employee Job Satisfaction at the Head Office of the Yatim Mandiri National Amil Zakat Institute Surabaya

The effect of the work motivation variable on job satisfaction shows significant results with a Critical Ratio value of 4.328, then a significance level of 0.000. Work motivation has indicators of physical needs, security and safety needs, socialization needs, esteem needs, and self-realization needs. Among the five indicators, the physical need is the indicator that has the lowest loading factor, which is 0.386 each. This can be interpreted that the need for self-realization is an activity in increasing work motivation that gets the most attention of respondents.

The results of this study are in line with the results of Andre Kurniawan's research which shows that work motivation has a significant effect on job satisfaction, the results of Putri Wijiasih, et al's research that work motivation affects job satisfaction, the research results of M. Al-jihad, Jaenab prove that work motivation has an effect significant effect on job satisfaction and research results from (Sasongko et al., 2022) edition stated that the better work motivation, the higher job satisfaction. In contrast to the results of research conducted by (Qarismail & Prayekti, 2020) which stated that work motivation does not affect employee job satisfaction.

Work Motivation Has a Significant Effect on Employee Performance at the Head Office of the Yatim Mandiri National Amil Zakat Institution

The effect of the work motivation variable on employee performance shows significant results with a Critical Ratio value of 2.169, then a significance level of 0.030. The resulting coefficient of influence is 0.911, meaning that the higher the work motivation, the higher the employee's performance.

Job Satisfaction on Employee Performance at the Head Office of the Yatim Mandiri National Amil Zakat Institute Surabaya

The resulting coefficient of influence is 0.787, meaning that the higher the job satisfaction, the higher the employee's performance. Job satisfaction has indicators of type of work, promotion opportunities, supervisor, salary received, and co-workers. Among the five indicators, independence is the indicator that has the lowest loading factor of 0.464. This can be interpreted that the identification of co-workers data is one of the activities in improving the performance of employees who receive less or even not much attention from respondents. Meanwhile, the Promotion Opportunity indicator has the highest loading factor, which is 0.831. This can be interpreted that promotion opportunities are activities in improving employee performance that get the most attention from respondents.

CONCLUSION

The variables in this study consisted of transformational leadership, work motivation, job satisfaction, and employee performance. Based on the analysis of research results and discussions that have been described, it can be concluded as follows:

1) The results of testing the first hypothesis show that transformational leadership has a significant effect on job satisfaction at the head office of the Yatim Mandiri National Amil Zakat Institution, Surabaya;
2) Testing the second hypothesis shows that transformational leadership has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya;
3) The results of testing the third hypothesis that work motivation has a significant effect on job satisfaction at the head office of the Yatim Mandiri National Amil Zakat Institution in Surabaya;
4) The results of testing the fourth hypothesis indicate that work motivation has a significant effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institute in Surabaya; and
5) Testing the fifth hypothesis shows that job satisfaction has an effect on employee performance at the head office of the Yatim Mandiri National Amil Zakat Institution in Surabaya.

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