

# **The Influence of Transformational Leadership and Training Transfer and Employee Involvement on Job Satisfaction and Employee Performance at the Port Authority and Port Authority of Class II Bontang**

Yuliati, Eny Rochaida, Dirga Lestari  
*Corresponding Author: Yuliati*  
*Mulawarman University, Samarinda - Indonesia*

---

**ABSTRACT:** *In this study involving the Office of the Harbormaster and Authority of the Class II Bontang Port Authority. In this study, to see the performance of employees used a sample of 33 respondents. The objectives to be achieved in this study are the effect of transformational leadership and training transfer and employee involvement on job satisfaction and employee performance. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is carried out by multivariate analysis which is run through the SmartPLS program. The results showed that transformational leadership has a positive effect on job satisfaction, it can also be seen that transformational leadership has a significant effect on employee job satisfaction, training transfer has a positive effect on job satisfaction, it can also be seen that training transfer has a significant effect on employee job satisfaction. Employee involvement has a positive influence on job satisfaction, it can also be seen that employee involvement has no significant effect on employee job satisfaction, transformational leadership has a positive effect on employee performance, it can also be seen that transformational leadership has no significant effect on employee performance, transfer training provides positive influence on employee performance, it can also be seen that the transfer of training has a significant effect on employee performance, expertise Employee debts have a negative effect on employee performance, it can also be seen that employee involvement has no significant effect on employee performance, job satisfaction has a positive effect on employee performance, it can also be seen that job satisfaction has no significant effect on employee performance at the Harbor Authority and Port Authority Class II Bontang.*

**KEY WORD:** *Transformational Leadership, Transfer Training, Employee Involvement, Job Satisfaction, Employee Performance*

---

Date of Submission: 17-04-2021

Date of Acceptance: 01-05-2021

---

## **I. INTRODUCTION**

The Class II Bontang Port Authority and Port Authority Office has a very significant role in the implementation of Governance from a management perspective making the Class II Bontang Port Authority and Port Authority Office need employees who are able to work optimally so that employees who have good job satisfaction and appropriate employee performance are needed. with organizational expectations. Several factors that can affect employee satisfaction and performance based on observations made in the field include transformational leadership and training as well as employee involvement in carrying out their duties.

Transformational leadership is an individual process of influencing other individuals from planning to supervision. Employee performance increases due to effective transformational leadership in organizational change. Employee performance is influenced by the transformational leadership applied in the organization. Empirical studies related to transformational leadership in their effect on employee satisfaction and performance can be described through several previous studies, research conducted by Andreani & Petrik (2016), Malik et al. (2017) stated that transformational leadership has a positive and significant effect on employee job satisfaction. Research conducted by Pratama (2016), Qabool & Jalees (2017) states that transformational leadership has a positive and significant effect on employee performance. Transfer training is the application of knowledge, skills, and behaviors learned in training to work situations and then maintaining them for a certain period of time. Changes in behavior and increasing knowledge and skills will not mean much if application in work situations does not have an impact on increasing performance. Empirical studies related to training transfer in its effect on employee satisfaction and performance can be described through several previous studies, research conducted by Zumrah et al. (2013), Vasudevan (2014) states that training transfer has a positive and significant effect on employee job satisfaction. The relationship between training transfer and performance can be

illustrated through research conducted by Vasudevan (2014), Al-Mzary et al. (2015), stated that training transfer has a positive and significant effect on employee performance.

Employees have a high sense of engagement with the organization, will increase general behavior, one of which is stay, in other words, employees will continue to work in the organization even though there are opportunities to work in other places. This will affect the psychological character of employees, such as self-confidence and optimism, will further encourage employees and this will encourage satisfaction and result in increased employee performance. Research conducted by Markos & Sridevi (2010), Arifin et al. (2019), states that employee involvement has a positive and significant effect on employee job satisfaction the effect of employee involvement on employee performance can be stated in previous research conducted by Osborne & Hammoud (2017), Motyka (2018), which states that employee involvement has a significant effect on performance. employees. Gaps also exist in the relationship between employee satisfaction and performance, a study conducted by Mazed et al. (2019), Pongton & Suntrayuth (2019), state that satisfaction has a significant effect on employee performance.

## **II. LITERATURE REVIEW**

### **Transformational leadership and job satisfaction**

Leadership displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results. This leadership is one of the leadership whose uses are starting to be calculated in the face of changes in an organization. Transformational leadership is about how to encourage others to develop and produce performance beyond the expected standards (Bass, 2016). Leaders who have a transformational style are able to inspire others to see the future optimistically, project an ideal vision, and are able to communicate that this vision can be achieved (Robbins, 2017). Research conducted by Andreani & Petrik (2016), Malik et al. (2017), Pratama (2016), Mangkunegara & Miftahuddin (2016), Mohammad et al. (2011), Qabool & Jalees (2017), Muslichah & Asrori (2018) state that transformational leadership has a positive and significant impact on employee job satisfaction.

Hypothesis 1: Transformational leadership has a positive and significant effect on job satisfaction.

### **Transfer training and job satisfaction**

he implementation of training has a close relationship and has the same direction, namely increasing the skills, knowledge and attitude of employees. Because the factor that affects job achievement is employee satisfaction (satisfaction). Increasing training in an organization will be able to increase job satisfaction directly and significantly (Bernardin & Russel, 2010). Research conducted by Zumrah et al. (2013), Diliantari & Dewi (2019), Vasudevan (2014) state that training transfer has a positive and significant effect on employee job satisfaction.

Hypothesis 2: Transfer training have a positive and significant effect on job satisfaction.

### **Employee involvement and job satisfaction**

Robbins & Judge (2015) job involvement is defined as a measure to which individuals psychologically side with their work and consider the level of performance achieved as self-respect. Work involvement has consequences in the form of work results, including performance. Therefore, by getting more involved in their work, employees are expected to produce better performance because individuals with a high level of involvement in their work will perceive their work as an important part of employees' lives. Research conducted by Markos & Sridevi (2010), Arifin et al. (2019), Perangin-Angin et al. (2020) stated that employee involvement has a positive and significant effect on employee job satisfaction, in contrast to research conducted by Bellani et al. (2018), Sumarni et al. (2019), Sulistiono et al. (2019) stated that employee involvement has no significant effect on employee job satisfaction.

Hypothesis 3: Employee involvement has a positive and significant effect on job satisfaction.

### **Transformational Leadership and Performance**

Transformational leadership is one of the factors related to the activities and processes of directing and delegating others in achieving certain goals (Robbins & Judge, 2015). Bass (2016) says that transformational leadership differs from transactional leadership in two ways. First, transformational leaders act effectively, because they recognize the needs of their subordinates. In contrast to transactional leadership that acts actively. Second, effective transformational leaders try to increase the needs of their subordinates so that they can increase work and encourage subordinates to be more advanced in achieving performance. Research conducted by Pratama (2016), Mangkunegara & Miftahuddin (2016), Qabool & Jalees (2017) stated that transformational

leadership has a positive and significant effect on employee performance. In contrast to research conducted by Marnis (2012) states that transformational leadership has an insignificant effect on employee performance.

Hypothesis 4: Transformational Leadership has a positive and significant effect on performance.

### **Transfer training and Performance**

Qualified employees who are able to produce employee performance are those who understand and understand something that will be done, employees who have abilities that are in line with the needs of their duties and functions are a prerequisite for the creation of professional employees. Optimizing training will improve employee performance in achieving organizational goals in line with the wants and needs of the company (Gibson & Ivancevich, 2011). The relationship between training transfer and performance can be illustrated through research conducted by Vasudevan (2014), Al-Mzary et al. (2015), Pudjiarti et al. (2019), Diliantari & Dewi (2019) state that training transfer has a positive and significant effect on employee performance.

Hypothesis 5: Transfer training has a positive and significant on performance

### **Employee Engagement and Performance**

Employee engagement is one of the human capital factors that will lead to success if it can be managed consistently well. Schiemann (2011) defines engagement as the energy of employees to help the organization achieve its goals. Attachment is considered an essential element inherent in a healthy workforce. Employee engagement can include advocacy (defense) of the organization where they work. Schiemann (2011) says that in general, employee engagement can improve employee performance. When an employee feels attached to the organization, the employee will make extra efforts for the progress of the organization, in the form of performance optimization. The effect of employee involvement on employee performance can be stated in previous research conducted by Perangin-Angin et al. (2020), Dajani (2015), Kertiriasih et al. (2018), Pongton & Suntrayuth (2019), Sumarni et al. (2019), Osborne & Hammoud (2017), Tanwar (2017), Tampubolon (2016), Motyka (2018), Shahid (2019) stated that employee involvement has a significant effect on employee performance.

Hypothesis 6: Employee Engagement has a positive and significant on performance

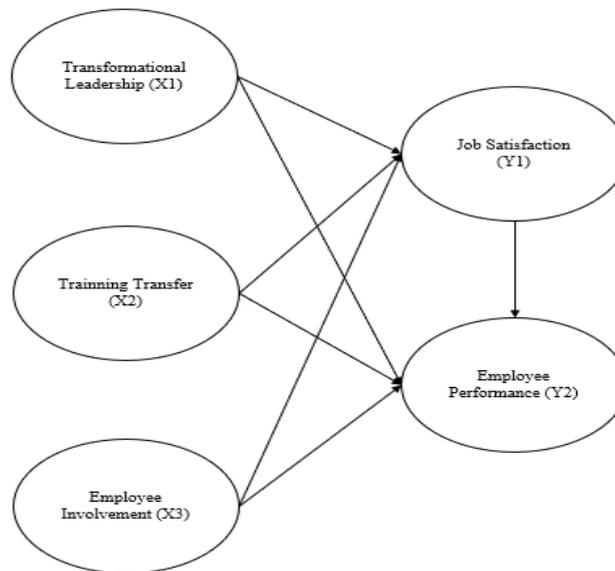
### **Job satisfaction and performance**

Davis & Newstrom, (2013), provides an understanding that employee performance shows the conformity between the work results of employees that arise and the targets that have been set to complete the work, so employee performance is also closely related to the theory of justice, psychological agreement, and motivation, besides , the relationship between employee performance and job satisfaction is also explored by showing the relationship between employee performance and job satisfaction, this gives the understanding that employee job satisfaction has an impact or influence in improving employee performance. Gaps also exist in the relationship between employee satisfaction and performance, a study conducted by Mazeed et al. (2019), Pongton & Suntrayuth (2019), Perangin-Angin et al. (2020), Sumarni et al. (2019), Tampubolon (2016), Tho'in & Muliastari (2020), Arifin et al. (2019), Diliantari & Dewi (2019), Mangkunegara & Miftahuddin (2016) state that satisfaction has a significant effect on employee performance, in contrast to research conducted by Sulistiono et al. (2019), Andreani & Petrik (2016) state that satisfaction has no significant effect on employee performance.

Hypothesis 7: Job satisfaction has a positive and significant on performance

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2021

### III. RESEARCH METHODOLOGY

Data in this study were obtained through a questionnaire filled out by 33 Bontang Class II Port Authority and Harbormaster Office employees. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analysed using the Partial Least Square Structural Equation Modelling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

### IV. RESULT AND DISCUSSION

#### Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Transformational leadership • Ideal influence • Inspiring motivation • Intellectual stimulation • Adapted considerations	0,854 0,725 0,915 0,914	0,915	0,732	Yes
Training transfer • Subsequent use • Frequency of use • Faster	0,879 0,761 0,833 0,872	0,904	0,701	Yes

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
• Fewer mistakes				
Employee involvement				
• Vigor	0,927	0,971	0,917	Yes
• Dedication	0,981			
• Absorption	0,964			
Job satisfaction				
• Satisfied with the work itself.	0,875	0,885	0,719	Yes
• Satisfied with promotion.	0,832			
• Satisfied with the relationship with superiors	0,836			
Employee performance				
• Quantity	0,892	0,957	0,818	Yes
• Quality	0,956			
• Time	0,936			
• Service orientation	0,878			
• Integrity	0,858			

Source: Calculated using SmartPLS, 2021

### Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. The effect of transformational leadership on job satisfaction; Transformational leadership has a positive effect on job satisfaction with a coefficient value of 0.561. It can also be seen that transformational leadership has a significant effect on employee job satisfaction at the Office of the Harbormaster and Port Authority of Class II Bontang, this can be proven through the t statistic value ( $1.96 < 4,938$ ) and p values ( $0.05 > 0.000$ ).
2. The effect of training transfer on job satisfaction; Transfer training has a positive effect on job satisfaction with a coefficient value of 0.417, it can also be seen that training transfer has a significant effect on employee job satisfaction at the Bontang Class II Port Authority and Harbormaster Office, this can be proven by the t statistic value ( $1.96 < 3,345$ ) and p values ( $0.05 > 0.001$ ).
3. The effect of employee involvement on job satisfaction; Employee involvement has a positive effect on job satisfaction with a coefficient value of 0.170. It can also be seen that employee involvement has no significant effect on employee job satisfaction at the Office of the Harbormaster and Port Authority of Class II Bontang, this can be proven through the t statistic value ( $1.96 > 1.578$ ) and p values ( $0.05 < 0.115$ ).
4. The effect of transformational leadership on performance; Transformational leadership has a positive influence on employee performance with a coefficient value of 0.138. It can also be seen that transformational leadership has an insignificant effect on the performance of the Class II Bontang Port Authority and Harbormaster Office Employees, this can be proven by the t statistical value ( $1.96 > 0.647$ ) and p values ( $0.05 < 0.518$ ).
5. Effect of training transfer on performance; training transfer has a positive effect on employee performance with a coefficient value of 0.447, it can also be seen that training transfer has a significant effect on the performance of the Class II Port Authority and Port Authority of Bontang, this can be proven by the t statistic value ( $1.96 < 2.230$ ) and p values ( $0.05 > 0.026$ ).
6. The effect of employee involvement on performance; Employee involvement has a negative effect on employee performance with a coefficient value of -0.018, it can also be seen that employee involvement has no significant effect on the performance of the Class II Bontang Port Authority and Harbormaster Office Employees, this can be proven through the t statistical value ( $1.96 > 0.266$ ) and p values ( $0.05 < 0.790$ ).
7. The effect of job satisfaction on performance; Job satisfaction has a positive influence on employee performance with a coefficient value of 0.344. It can also be seen that job satisfaction has no significant

effect on the performance of the Class II Bontang Port Authority and Harbormaster Office Employees, this can be proven by the t statistical value ( $1.96 > 1.455$ ) and p values ( $0.05 < 0.146$ )

**Table 2. Bootstrapping Results**

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Transformational leadership → satisfaction	0,561	4,938	0,000	Significant
Training transfer → satisfaction	0,417	3,345	0,001	Significant
Employee involvement → satisfaction	0,170	1,578	0,115	Not Significant
Transformational leadership → performance	0,138	0,647	0,518	Not Significant
Training transfer → performance	0,447	2,230	0,026	Significant
Employee involvement → performance	-0,018	0,266	0,790	Not Significant
Satisfaction → performance	0,344	1,455	0,146	Not Significant

Source: Calculated using SmartPLS, 2021

## V. DISCUSSION

Transformational leadership has a positive and significant impact on employee job satisfaction at the Bontang Class II Port Authority and Port Authority Office, this means that if transformational leadership has increased, job satisfaction will also increase, every increase in transformational leadership will be able to significantly increase job satisfaction. or significant. This research is in line with the results of research conducted by Andreani & Petrik (2016), Malik et al. (2017), Pratama (2016), Mangkunegara & Miftahuddin (2016), Mohammad et al. (2011), Qabool & Jalees (2017), Muslichah & Asrori (2018) state that transformational leadership has a positive and significant effect on employee job satisfaction.

Transfer of training has a positive and significant impact on employee job satisfaction at the Bontang Class II Port Authority and Harbormaster Office, this means that if the transfer of training has increased, job satisfaction will also increase, each increase in training transfer will be able to significantly increase job satisfaction. or significant. The results of this study are in line with the results of research conducted by Zumrah et al. (2013), Diliantari & Dewi (2019), Vasudevan (2014) state that training transfer has a positive and significant effect on employee job satisfaction.

Employee involvement has an insignificant positive effect on employee job satisfaction at the Bontang Class II Port Authority and Harbormaster Office, this means that if employee involvement increases, job satisfaction will also increase, each increase in employee involvement has not been able to increase job satisfaction significantly. or significant. The results of this study are not in line with research conducted by Markos & Sridevi (2010), Arifin et al. (2019), Perangin-Angin et al. (2020) stated that employee involvement has a positive and significant effect on employee job satisfaction, and the results of this study are in line with research conducted by Bellani et al. (2018), Sumarni et al. (2019), Sulistiono et al. (2019) stated that employee involvement has no significant effect on employee job satisfaction.

Transformational leadership has a positive and insignificant effect on the performance of the employees of the Bontang Class II Port Authority and Harbormaster Office, this means that if transformational leadership has increased, employee performance will also increase, every increase in transformational leadership has not been able to improve employee performance significantly or significantly. The results of this study are not in line with research conducted by Pratama (2016), Mangkunegara & Miftahuddin (2016), Qabool & Jalees (2017) which states that transformational leadership has a positive and significant effect on employee performance. The results of this study are in line with the results of research conducted by Marnis (2012) which states that transformational leadership has no significant effect on employee performance.

Transfer of training has a positive and significant impact on the performance of the employees of the Bontang Class II Port Authority and Harbormaster Office, this means that if the transfer of training has increased, employee performance will also increase, each increase in training transfer can significantly or significantly improve employee performance. The results of this study are in line with research conducted by Vasudevan (2014), Al-Mzary et al. (2015), Pudjiarti et al. (2019), Diliantari & Dewi (2019) state that training transfer has a positive and significant effect on employee performance.

Employee involvement has a negative and insignificant effect on the performance of the employees of the Bontang Class II Port Authority and Harbormaster Office, this means that if employee involvement increases, employee performance will decrease, each increase in employee involvement has not been able to improve employee performance significantly or significantly. The results of this study are not in line with the results of research conducted by Perangin-Angin et al. (2020), Dajani (2015), Kertiriasih et al. (2018), Pongton & Suntrayuth (2019), Sumarni et al. (2019), Osborne & Hammoud (2017), Tanwar (2017), Tampubolon (2016), Motyka (2018), Shahid (2019) stated that employee involvement has a significant effect on employee performance.

Job satisfaction has a positive and insignificant effect on the performance of the employees of the Bontang Class II Port Authority and Port Authority, this means that if job satisfaction increases, employee performance will also increase because it has a positive value, but any increase in job satisfaction has not been able to increase. real or significant employee performance. The results of this study are not in line with research conducted by Mazeed et al. (2019), Pongton & Suntrayuth (2019), Warin-Angin et al. (2020), Sumarni et al. (2019), Tampubolon (2016), Tho'in & Muliastari (2020), Arifin et al. (2019), Diliantari & Dewi (2019), Mangkunegara & Miftahuddin (2016) state that satisfaction has a significant effect on employee performance, this research is in line with research conducted by Sulistiono et al. (2019), Andreani & Petrik (2016) state that satisfaction has no significant effect on employee performance.

## **VI. CONCLUSION, LIMITATION AND FUTURE RESEARCH**

Transformational leadership has a positive and significant impact on employee job satisfaction, transfer training has a positive and significant effect on employee job satisfaction, employee involvement has a positive and insignificant effect on employee job satisfaction, transformational leadership has a positive and insignificant effect on employee performance, transfer training provides positive and significant influence on employee performance, employee involvement has a negative and insignificant effect on employee performance, job satisfaction has a positive and insignificant effect on the performance of the employees of the Office of Harbormaster and Port Authority of Class II Bontang.

Transformational leadership must continue to improve the role of leaders in organizational activities, especially the ability to lead in their ability to transfer two-way training with subordinates. Leaders try to start involving subordinates in compiling unit work programs, receiving input and suggestions from subordinates to improve work unit performance so that the relationship between leaders and subordinates is well established. The Class II Port Authority and Port Authority Office of Bontang should maximize the implementation of training transfer principles that have not been achieved, and evaluate training transfers by the organization after making decisions and evaluating jobs. It is also recommended that the Class II Port Authority and Harbormaster Office of Bontang be able to maintain and improve the well-created training transfer patterns that have been carried out by employees and superiors. The involvement of existing employees continues to be developed towards maximizing the performance of human resources, especially those related to the current system. To maintain good organizational performance, it is recommended that organizations think about organizational forms with a more horizontal structure with not too many hierarchies so that they can quickly make decisions, convey information and so on. In the end, the organization can move quickly in service implementation. Strengthening job satisfaction of the Class II Port Authority and Port Authority of Bontang can be carried out through socialization activities about job satisfaction and training that can increase awareness of how to think and behave that are beneficial to employees and the Class II Bontang Port Authority and Port Authority Office. Suggestions for further research are to analyze the effect of transformational leadership on training transfer and employee involvement on job satisfaction and performance at several Bontang Class II Port Authority and Port Authority Offices in other areas with the number of respondents according to the local Harbormaster Office and Port Authority..

## **BIBLIOGRAPHY**

- [1] Al-Mzary, Maaly Mefleh Mohammed. Abedallah (Mohammad Hani) D.A Al-rifai Mohammed Omer Eid Al-Momany. (2015). Training and its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. *Journal of Education and Practice* www.iiste.org ISSN 2222-1735 (Paper) ISSN 2222-288X (Online) Vol.6, No.32, 2015.
- [2] Andreani, Fransisca. Petrik, Abelio. (2016). Employee Performance as The Impact Of Transformational Leadership And Job Satisfaction In Pt Anugerah Baru Denpasar. *Jurnal Manajemen Dan Kewirausahaan*, VOL.18, NO. 1, MARET 2016: 25–32.
- [3] Arifin, Zainal. Nazief Nirwanto. Abdul Manan. (2019). Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement. Vol. 2 No. 1 (2019) e-ISSN: 2615-1707. Page: 1-9 *International Journal of Multi Discipline Science (IJ-MDS)* is licensed under.
- [4] Bass, B.M. (2016). *Leadership and performance beyond expectations*. Free Press, New York, NY.
- [5] Bellani, Elvita. Sri Rezky Ramadhani. Muhammad Tamar. (2018). Job Satisfaction as Predictor of Employee Engagement. *Advances in Social Science, Education and Humanities Research (ASSEHR)*, volume 127 8th International Conference of Asian Association of Indigenous and Cultural Psychology.
- [6] Bernardin, H. J. and Russel (2010) *Human Resource Management*. New York: McGraw-Hill.
- [7] Dajani, Maha Ahmed Zaki. (2015). The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, 2015, Vol. 3, No. 5, 138-147 Available online at <http://pubs.sciepub.com/jbms/3/5/1> © Science and Education Publishing DOI:10.12691/jbms-3-5-1.
- [8] Davis and Newstrom (2013) *Human Resources Management*. 7th edn. New Jersey: Prentice Hall, Inc.
- [9] Diliantari, Komang Richa Diah. Dewi, I Gst. A. Manuati. (2019). Effect of Training and Compensation of Employee Performance Medicated by Job Satisfaction. *International Research Journal of Management, IT & Social Sciences* Vol. 6 No. 6, November 2019, pages: 95~103.
- [10] Gibson, James, Donnelly Jr H. James and Ivansevich M, John, (2011), *Fundamental of Management*, Eight, Richard D, Irwin Inc., New York.

- [11] Kertirasih, Ni Nengah Rupadi. I Wayan Sujana, I Nengah Suardika. (2018). The Effect of Leadership Style to Job Satisfaction, Employee Engagement and Employee Performance Study at PT. Interbat, Bali, Nusra, and Ambon. Available Online at [www.ijcrr.in](http://www.ijcrr.in) International Journal of Contemporary Research and Review ISSN 0976 – 4852 Research CrossRef DOI: <https://doi.org/10.15520/ijcrr/2018/9/03/468> March, 2018|Volume 09|Issue 03].
- [12] Malik, Waqas Umer; Javed, Muqaddas; Hassan, Syed Taimoor (2017). Influence of transformational leadership components on job satisfaction and organizational commitment, Pakistan Journal of Commerce and Social Sciences (PJCSS), ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 11, Iss. 1, pp. 147-166.
- [13] Mangkunegara, A.A. Anwar Prabu. Miftahuddin. (2016). The Effect of Transformational Leadership and Job Satisfaction on Employee Performance. Universal Journal of Management 4(4): 189-195, 2016 <http://www.hrpub.org> DOI: 10.13189/ujm.2016.040404.
- [14] Markos, Solomon. Sridevi, M. Sandya. (2010). Employee Engagement: The Key to Improving Performance. [www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm) International Journal of Business and Management Vol. 5, No. 12; December 2010.
- [15] Marnis. (2012). Transformational Leadership in The Efforts Of Increasing Motivation, Performance, And Job Satisfactions At Pt Bank Mandiri Tbk. Journal of Economics, Business, and Accountancy Ventura Volume 15, No. 2, August 2012, pages 273 – 288 Accreditation No. 110/DIKTI/Kep/2009.
- [16] Mazeed, Shaik Abdul. Pabbati Saritha. Naiyunnisa Begum. Chitti Babu Illangi. G. Manjula. (2019). Job Satisfaction and Employee Engagement Contemporary Tools to Eliminate Stress among Work Force in an Organization. International Journal of Innovative Technology and Exploring Engineering (IJITEE) ISSN: 2278-3075, Volume-8 Issue-11, September 2019.
- [17] Mohammad, Sulieaman Ibraheem Shelash. Hussein Ali AL-Zeaud. Ayat Mohammad Essam Batayneh. (2011). The relationship between transformational leadership and employees' satisfaction at Jordanian private hospitals. BEH, April 2011 35 Business and Economic Horizons © 2011 Prague Development Center Peer-reviewed and Open access journal ISSN: 1804-1205 | [www.academicpublishingplatforms.com](http://www.academicpublishingplatforms.com) BEH Business and Economic Horizons Volume 5 | Issue 2 | April 2011 |pp. 35-46.
- [18] Motyka, Blazej. (2018). Employee engagement and performance: a systematic literature review. International Journal of Management and Economics 2018; 54(3): 227–244.
- [19] Muslichah. Asrori, Sobikhul. (2018). The Effect of Transformational Leadership Style on Job Satisfaction with Trust-In-Leader as Intervening Variable. Journal of Innovation in Business and Economics <http://ejournal.umm.ac.id/index.php/jibe> Vol. 02 No. 02 December 2018 Page 61-70 P-ISSN: 2580-9431 E-ISSN: 2581-2025 61 Received: 09-09-2018. Accepted: 26-12-2018. Published: 31-12-2018.
- [20] Osborne, Schrita. Hammoud, Mohamad S. (2017). Effective Employee Engagement in the Workplace. International Journal of Applied Management and Technology 2017, Volume 16, Issue 1, Pages 50–67.
- [21] Perangin-Angin, Mutiara Rita. Lumbanraja, Prihatin. Absah, Yeni. (2020). The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan. International Journal of Research and Review Vol.7; Issue: 2; February 2020 Website: [www.ijrrjournal.com](http://www.ijrrjournal.com) Research Paper E-ISSN: 2349-9788; P-ISSN: 2454-2237.
- [22] Pongton, Pongpipat. Suntrayuth, Sid. (2019). Communication Satisfaction, Employee Engagement, Job Satisfaction, And Job Performance in Higher Education Institutions. ABAC Journal Vol.39 No.3 (July-September 2019 pp 90-110).
- [23] Pratama, Gilang. (2016). Effect of Transformational Leadership Towards Employee's Performance Through Satisfaction and Moderated by Culture. Effect of Transformational Leadership Towards Employee's Performance Through Satisfaction and Moderated by Culture. Jurnal Ekonomi Volume 7 Nomor 2, November 2016.
- [24] Pudjiarti, Emiliana Sri. Honorata Ratnawati Dwi Putranti, Nurchayati. (2019). Motivation to Transfer Training and Individual Performance: The Influence of Transformative Learning and Supervisor Support. Jurnal Dinamika Manajemen, 10 (2) 2019, 148-161 <http://jdm.unnes.ac.id>Nationally Accredited based on the Decree of the Minister of Research, Technology and Higher Education, Number 36a/E/KPT/2016.
- [25] Qabool, Sahar. Jalees, Tariq. (2017). Transformational Leadership and Employee Attributes. Market Forces College of Management Sciences Vol. XII, No. 2 December 2017.
- [26] Robbins, S. P., and Judge T. A. M. (2015). Perilaku Organisasi (Organizational Behavior). Penerjemah: Ratna Saraswati & Febriella Sirait. Pearson Education, Inc New Jersey Authrozed Translation Salemba Empat. Jakarta.
- [27] Robbins, Stephen P, (2017), Organizational Behavior, Tenth Edition, Prentice Hall, Upper Saddle River, New Jersey.
- [28] Schiemann A. W. (2011). Alignment capability engagement. PPM Management. Jakarta.
- [29] Shahid, Amena. (2019). The Employee Engagement Framework: High Impact Drivers and Outcomes. Journal of Management Research ISSN 1941-899X 2019, Vol. 11, No. 2.
- [30] Sulistiono, Dedi. Aji Hermawan. and Anggraini Sukmawati. (2019). The Effect of Empowerment And Employee Engagement On Job Satisfaction, Organizational Commitment And Its Impact On Performance Of Ptpn V. Jurnal Manajemen & Agribisnis, Vol. 16 No. 3, November 2019 Accredited SINTA 2 by Directorate General of Higher Education (DGHE), Republic of Indonesia No 30/E/KPT/2018.
- [31] Sumarni. Sry Rosita. Fitri Widiastuti. (2019). Employee's Engagement, Work Discipline Toward Work Satisfaction and Its Impact on Human Resource Performance (Study In Jambi Of Transportartion Agency, Indonesia). Journal of Business Studies and Management Review (JBSMR) Vol.3 No.1 December 2019 P-ISSN: 2597-369X E-ISSN: 2597-6265.
- [32] Tampubolon, Hotner (2016). The Relationship Between Employee Engagement, Job Motivation, And Job Satisfaction Towards the Employee Performance. Corporate Ownership & Control / Volume 13, Issue 2, Winter 2016, Continued – 2.
- [33] Tanwar, Anjum (2017). Impact of Employee Engagement on Performance. International Journal of Advanced Engineering, Management and Science (IJAEMS) [Vol-3, Issue-5, May- 2017] <https://dx.doi.org/10.24001/ijaems.3.5.16> ISSN: 2454-1311.
- [34] Vasudevan, H. (2014). Examining the Relationship of Training on Job Satisfaction and Organizational Effectiveness. Int. J. Manag. Bus. Res., 4 (3), 185-202, Summer 2014. International Business School (IBS), University Technology Malaysia (UTM), Kuala Lumpur, Malaysia.
- [35] Zumrah, Abdul Rahim. Stephen Boyle and Erich C. Fein. (2013). The consequences of transfer of training for service quality and job satisfaction: an empirical study in the Malaysian public sector. International Journal of Training and Development 17:4 ISSN 1360-3736 doi: 10.1111/ijtd.12017.

Yuliati, et. al. "The Influence of Transformational Leadership and Training Transfer and Employee Involvement on Job Satisfaction and Employee Performance at the Port Authority and Port Authority of Class II Bontang." *International Journal of Business and Management Invention (IJBMI)*, vol. 10(04), 2021, pp. 11-18. Journal DOI- 10.35629/8028