

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES
AND JOB SATISFACTION ON LECTURER PERFORMANCE**

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DECLARATION

“I acknowledge that this report is my work except for the summaries and excerpts in which I have outlined each source”

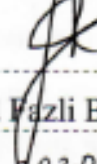
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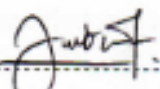
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DEDICATION

I would like to dedicate the appreciation to my family especially my parents Mr. Andi Zarni and Mrs. Nita Haryani.. I am very grateful to Institute Informatics and Business Darmajaya for allowing me to complete my final year project in Universiti Technical Malaysia Melaka. Second I would like to express my sincere gratitude to my supervisor, Mr. Rumangkit, S.E., M.M, and Dr. Mohd Fazli bin Mohd Sam who has guided and supported me throughout my project for the final year.

This project paper would not be completed without his advice and motivation.

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ABSTRACT

The term transformation comes from the word "to transform", which means transforming or changing something into another different form, Transformational leadership involves developing a closer relationship between leaders and employees, not just an employment agreement, but more than that it is based on mutual trust and commitment for the benefit of the organization. Job satisfaction is very closely related to performance. In other words, the higher job satisfaction, the better the performance. Conversely, the lower the level of job satisfaction, the lower the performance. Based on previous researchers there are some differences in the results of job satisfaction that affect transformational leadership on employee performance. This study clearly shows a gap between what employers think and what employees are thinking. The main purpose of this research is to see whether or not there is an influence of transformational leadership style and job satisfaction on lecturer performance. To conduct this study, the quantitative method was used. Relevant data were collected from a stratified randomly-selected sample of 80 respondents. All the data tested by regression analysis and Pearson correlation and the results are using IBM SPSS Statistics 20. All of hypothesis was accepted and supported. Transformational leadership Style and Job Satisfaction has a positive moderate significant effect on lecturer performance.

Keywords: Transformational Leadership, Job Satisfaction, Lecturer Performance.

ABSTRAK

Perkataan transformasi berasal daripada perkataan "to transform", yang bermaksud mengubah atau menukar sesuatu ke dalam bentuk yang lain, kepemimpinan Transformational melibatkan membangun hubungan yang lebih erat antara pemimpin dan pekerja, bukan hanya perjanjian kerja, tetapi lebih daripada itu, kepercayaan dan komitmen untuk kepentingan organisasi. Kepuasan kerja sangat berkaitan dengan prestasi. Dengan kata lain, kepuasan kerja yang lebih tinggi, semakin baik prestasi. Sebaliknya, semakin rendah tahap kepuasan kerja, semakin rendah prestasi. Berdasarkan penyelidikan terdahulu terdapat beberapa perbezaan dalam hasil kepuasan kerja yang mempengaruhi kepemimpinan transformasional terhadap prestasi pekerja. Kajian ini jelas menunjukkan jurang antara apa yang difikirkan oleh majikan dan apa yang difikirkan oleh para pekerja. Tujuan utama kajian ini adalah untuk melihat sama ada terdapat pengaruh gaya kepemimpinan transformasi dan kepuasan kerja terhadap prestasi pensyarah. Untuk membendung kajian ini, kaedah kuantitatif digunakan. Data yang berkaitan dikumpulkan dari sampel terpilih yang dipilih secara rawak sebanyak 80 responden. Semua data yang diuji dengan analisis regresi dan korelasi Pearson dan hasilnya menggunakan Statistik SPSS IBM 20. Semua hipotesis diterima dan disokong. Gaya Kepimpinan Transformasi dan Kepuasan Kerja mempunyai kesan signifikan yang sederhana kepada prestasi pensyarah.

Kata kunci: Kepimpinan Transformasi, Kepuasan Kerja, Prestasi Pensyarah.

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LIST OF ABBREVIATIONS

Statistics Packages for the Social Science	SPSS
Percent	%
Analysis of Variance	ANOVA

CHAPTER I

INTRODUCTION

1.0 Introduction

The first chapter explains this research included. Besides, this chapter consists of several discussions, namely the title of the study, the background of the study, problemstatement, research questions, and research objectives. Leadership is very influential in the activities and sustainability of the organization so that leadership is one of the keys to organizational success. Leaders who are incompetent in anticipating and responding quickly to changes will cause organizations to slow to adopt changes so that organizational performance will not increase optimally. Based on previous researchers there found some differences in the results of the influence of leadership and job satisfaction on the lecturer's performance.

1.1 Background of The Study

Lecturer performance is a profession that is individual under the level of ability possessed by each lecturer, This can measure every ability possessed by each lecturer. Performance is an action or action itself consists of various components, namely capabilities, efforts, and opportunities that are obtained. Lecturer performance can be seen in terms of the quantity of work. The point is how many students can understand the material provided so the teaching and learning process becomes effective and efficient.

Also, by knowing how much students can understand the material provided, student potential can be used as a reference in measuring the productivity of human resources. Often the productivity of the lecturer stagnates because he feels bored or bored with his work. Leaders can convince lecturers about the contributions they have made to the company so that their motivation increases again. Also, placing lecturers on the right work team, or entrusting special projects, will present their interest and attention. Therefore, companies must be able to find indications of a decline in employee performance so that the company will be able to take precautions or solving as early as possible. To be able to find an indication of declining employee performance is not easy. The company must examine the truth before making a decision. However, before making a decision, research should be carried out in advance of these indications.

The point is to realize that the existence of every employee is valuable and each has a role in the success of the company. When employees face problems, they find that employees expect supportive leaders, who are of understanding, flexible, and trustworthy. This will affect how employees interact and communicate in their work. This is important to measure the development achieved from the relevant human resources. And be a leader data in evaluating individual work, as well as education and other systems in a company.

Some previous studies, according to (Al-Amin, 2017, Ali et al., 2014, Mangkunegara and Miftahuddin, 2016) found that transformational leadership significantly affected employee performance. In another study, Almutairi (2016) showed that there was an effective mediation of transformational leadership styles between and employee work performance. Besides, according to Sudiantha David, 2017, the researchers claim that transformational leadership has no significant effect on employee performance. Anis Eliyana, et al (2019). Transformational leadership there is a direct significant influence on organizational commitment and job satisfaction, which is the result found in his studies. However, when intervened by organizational commitment can not have a direct impact on work performance, but the transformational leadership can not apply to work performance with a significant impact. The present study attempts to address this gap. Ratnasari Sri Langgeng, et al (2019), The results showed there is the significant effect between leadership style and job satisfaction on performance and job satisfaction of organizational culture, leadership style between performance has an indirectly through significant influence.

Based on research Hughes et al., (2012) states that transformational leadership, has goals, skills, organizes good impressions, and can develop strong emotional ties with employees. According to him, the variable that is successful in driving organizational change is transformational leadership. because of the emotional employees and their willingness to work towards realizing company goals. Whereas at present, organizations need to be developed by giving adequate attention to flexibility, the formation of reliable work teams, attitudes and behaviors of mutual trust, and adequate dissemination of information. Leadership is a behavior that is in a person to plan, discuss, and invite others to achieve existing goals.

The word transformation comes from the word "transform", which is something that changes or changes something into something else, for example changing goals into reality, or changing something that has the potential to change into reality. A transformational leader is someone who brings change because transformational leadership is related to the transformation that occurs in organizations, institutions or companies. Based on this description, transformational leadership is leadership that concerns changes in the organization. Transformational leadership involves growth an intents relationship between leaders and employees, not just an employment

agreement, but more than that it is based on mutual trust and commitment for the benefit of the organization. Everyone who works expects satisfaction from the workplace.

Job satisfaction is related to fulfilling one's needs. Job satisfaction is very closely related to performance. Besides, most of the job satisfaction each employee has, the better the performance. Conversely, the lower the level of job satisfaction possessed by each employee, the lower the performance. Job satisfaction can be interpreted if the higher the level of satisfaction felt, the more aspects of the job desired by the individual. Because every employee has a different sense of satisfaction and tasks following the value that applies to each individual. Someone's satisfaction and dissatisfaction with work is a subjective condition, which is the result of the conclusion of a comparison of things received from work with things that are expected to be entitled to him.

A study by Awan & Asghar (2014), Jumira Warlizasusi, et.al (2018) the results of the study explain that there is a positive influence on transformational leadership toward the lecturer's job performance with the value of 0.2390 shows that there is a significant direct effect between job satisfaction on lecturer performance. According to Linda Theresa, 2018 This study aims to determine the effect of Teacher Certification, Job Satisfaction, and Motivation on Teacher Performance at Central Jakarta State Elementary School. Meanwhile, according to the results of research job satisfaction has no significant positive effect on teachers' performance. Understanding the relationship between teacher certification, job satisfaction, motivation toward performance could help the leader improve the educational system because the leader knows the factors that become the leverages of the performance of the teacher.

From some of the above views, this states that in theory, the notion of job satisfaction is a positive attitude from workers work which includes in achieving one important value of work through the assessment of one of the jobs as respect for the feelings and behavior of the work, (Source:iedunote.com). According to Ratnasari Sri Langgeng, et al (2019). To find the relationship between employee performance, this study was conducted, organizational style and leadership style through job satisfaction. In this study data collection has been obtained from the distribution of

questionnaires to respondents, and analysis of the hypothesis testing path. Also, the results of this study are, to improve the performance of a more meaningful variable is job satisfaction than leadership style variables.

1.2. Problem Statment

According to (Northouse, 2015) The role of leadership is one of the main factors affecting the quality of good performance. The leader motivates every employee to achieve the company's targeted vision. However, according to (Lord & Dinh, 2014) some prominent academics and several studies disagree on which leadership style can be successful in certain situations. Meanwhile according to Syed et al. (2012) explained that in developing countries the concept of leadership is not very well understood. Then the development of the physical environment of an educational institution is the development of educational facilities. And the most important thing is leadership, effective leaders are those who have certain desired qualities or qualities such as charisma, forward-looking, intensity, and self-confidence. Leadership can be categorized as effective if it can guide the efforts of all employees in achieving common goals within an organization itself.

According to Breevaart et al. (2014), he said that leaders activate employee intrinsic motivation based on transformational leadership theory. Starting with the importance of job satisfaction concerning, Besides this study aims to determine the relationship between transformational leadership style and job satisfaction. Based on previous researchers there are some differences in the results of transformational leadership and job satisfaction on employee performance.

This study clearly shows a gap from the various research results that have been mentioned. Some researchers state a very skewed tendency about what employees face at work every day. Besides, several studies found that the factors associated with leadership affect employee performance, namely the main factors that encourage employee attitudes, behavior, and welfare. This is what the company must do to

build a workplace that is more fun, productive, and attractive. The institution needs to keep pace and ensure that they are doing enough to meet employees' expectations on salary and benefits as well as career development and progression opportunities. When employees are having a positive experience, they will not only be more engaged and productive, they are also less likely to look for a new company.

1.3 Research Questions

From this gap research, the implementation of the study will look at the influence of transformational leadership and job satisfaction on lecturer performance with work quality in the context of the organization as an educational institution. Based on the background and problems in the description above, the authors are interested in researching by taking the title "The Influence of Transformational Leadership Styles and Job Satisfaction on Lecturer Performance."

Based on the background of the problem, the formulation of the problem in this study is as follows:

1. Does the transformational leadership style affect the performance of lecturers?
2. Does job satisfaction affect the performance of lecturers?

1.4 Research Objectives

Based on the formulation of the research problem above, the purpose of this study is as follows:

1. To determine the effect of transformational leadership styles on lecturer performance.
2. To identify the effect of job satisfaction on lecturer performance.

1.5 Scope and Limitation of Study

The scope of the subjects in this study was all of the lecturers Institute Informatics and Business Darmajaya. The scope of the object in this study is the transformational leadership style and job satisfaction of lecturer performance. The time determined to carry out this research is from September 2019 to January 2020. The scope of research is the science of human resource management which includes transformational leadership styles, job satisfaction, and lecturer performance. There are some unavoidable limitations to conduct this study. The cost and time are a big challenge for researchers when need to used their own money to conduct this study. The difference academic period between Indonesia and Malaysia also big challenge which requires researchers to complete research faster by the academic period in Malaysia.

1.6 Significance of the Study

This research is expected to provide the following benefits for Researchers an additional insight into the effort to develop knowledge gained during the academic learning process or the field research process. The company is to provide tools, thoughts and input and useful information relating to strategic planning in improving the lecturer's job performance at Institute Informatics and Business Darmajaya.

The results of the study are expected to provide information and study material as additional references for readers and other researchers who wish to research with the same type of discussion.

1.7 Summary

In conclusion, overall of this chapter is covering all aspects of an introduction for the start of the study. This chapter states clearly the problem that is faced by the gap research about the influence of transformational leadership and job satisfaction on lecturer performance at the problem statement. Then, several objectives are identified from the problem statement. The scope of research is the science of human resource management which includes transformational leadership styles, job satisfaction, and lecturer performance. This research is expected to provide the following benefits for Researchers an additional insight into the effort to develop knowledge gained during the academic learning process or the field research process.

1.8 Synopsis

In Chapter 1, there are several subtitles discussed in this chapter, namely an introduction that discusses the introduction before the start of chapter 1, then research of study discusses the background of the research problem, the third is the problem statement is point of the research problem that is presented with concrete evidence, then is composed research question and research objective. This chapter also lists the scope and limitation of the study, also the significance of the study, and is summarized in the summary.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The second chapter discusses a lot in the research from the experts, some of which point to consist of transformational leadership, job satisfaction, and lecturer performance. Besides, this chapter also includes a conceptual framework and hypotheses that have been described based on a literature review including a conceptual framework.

2.1 Leadership

2.1.1 Definition of Leadership

Quoted from www.projectmanager.com, it says that James MacGregor Burns said there are two types of leadership qualities. Transactional leaders are those who influence employees with what they offer in return for what they have done. While transformational leaders are related between leaders and their followers to increase the level of motivation and morality, committed to work to achieve common goals. There are several factors at play in transformational leadership, 4 of which are: ideal influence, inspirational motivation, intellectual stimulation, and individual attention. According to Simon Western (2019), Leadership can be defined with many diverse meanings. This chapter offers a brief overview, initially exploring 'the idea of leadership', and then explores the meanings we attribute to leadership, briefly scoping the main themes in leadership studies.

2.1.2 Leadership Theories

Leadership theory discusses how a person becomes a leader, or how a leader emerges. Some leadership theories include the following:

1. Theory of Nature

According to CE Uzohue - 2016, This theory emphasizes more on the general characteristics possessed by the leader, namely the traits which are carried from birth.

2. Behavioral Theory

This theory explains that leadership is a person's behavior when carrying out group-directed activities. Therefore an action taken by the leader will have an important impact on the performance of every employee, quoted from www.corporatefinanceinstitute.com.

3. Situational Theory

This theory explains that the characteristics that must be possessed by a leader differ according to the situation faced at each particular company organization. Focused on the characteristics of the maturity of subordinates as a key situation that determines the effectiveness of the behavior of a leader.

4. Theory of the Road – Purpose

According to this theory, the strategic value and effectiveness of a leader are based on his ability to generate the satisfaction and motivation of his members by applying gifts.

5. Strength Theory

This theory assumes that a person will become a leader if he has an advantage over his followers.

6. Charismatic Theory

Stating that a person becomes a leader because it has a very big influence (charisma). Charisma is obtained from extraordinary powers. Charismatic-type leaders usually have a very big attraction, authority, and influence.

2.1.3 Transformational Leadership Styles

Burns (1978) and Bass (1985) begin the first concept of transformational leadership theory. According to Bass, transformational leaders encourage each follower or employee to follow leadership perceptions with new perspectives that suit intellectual stimulation. Through motivation and inspirational charisma, leaders can create perceptions as individuals who can support and pay attention to subordinates with individual considerations.

Quoted from www.davidburkus.com, supported by nearly 30 years of research, transformational leadership theory that links transformational leadership with positive performance results. Transformational leadership is a direct relationship of leaders by approaching employees who focus on creating positive change in the company or organization. Followers led by transformational leadership respond with trust, admiration, loyalty, and respect for leaders and are more willing to work harder.

According to Bass and Avolio in *Organizational Behavior* by Sentot Imam Wahjono (2010: 294), authentic transformational leadership contains four components, namely: (1) Idealized Influence from leaders is to dream, believe and form high standards of equalization efforts (2) Inspirational Motivation will become a provision for followers in facing challenges to achieve objectives (3) Intellectual stimulation of transformational leadership helps followers or employees to answer every assumption and to produce more creative solutions to problems faced by the organization or company (4) Individualized Considerations of transformational leadership treat each subordinate as an individual and accompany, monitor and grow opportunities.

2.1.4 Indicators of the Transformational Leadership Style

There are several indicators of transformational leadership style according to Robbins (2010: 263):

1) Charisma

Charisma is a means of personal charm or attraction which is a measure of one's ability to invite others with the same vision and promote something with enthusiasm. Charismatic leaders are leaders who always provide an atmosphere of motivation based on commitment or emotional identity as their goals, philosophies, and ways for each employee. One type of charisma is fair, leaders do not differentiate between one employee and another in assigning tasks.

2) Inspirational Motivation

Inspirational motivation comes from the word inspiration where the idealistic goals or future of the organization becomes an important part to encourage leaders to communicate it. using verbal communication or the use of certain tricks that are intended to trigger the enthusiasm of each employee can be a choice as a way for leaders to provide inspirational motivation. The leader motivates every employee about the importance of the organization's vision

and mission so that all employees are driven to have the same vision. This shared vision encourages employees to work together to achieve both short-term and long-term goals with optimism. The leader sets a good example and shares his work experience and gives advice, besides that the leader also gives enthusiasm to employees as a source of inspiration (www.researchgate.net).

3) Intellectual Stimulation

Intellectual stimulation is the attitude of a leader as someone who can encourage employees to solve old problems in new ways. The leader tries to encourage subordinates' attention and awareness of the problem at hand. The leader then tries to develop the ability of his subordinates to solve the problem with a new approach or perspective. Supporting the achievement of goals, leaders have high initiative in providing ideas to improve work results.

4) Individual attention

Individual attention in question is that the leader always pays attention, supervises, treats employees individually, trains also gives advice. The leader encourages employees to be more careful in seeing the abilities of colleagues. The leader aims for each employee to develop their strengths. Indicator of transformational leadership style according to Yukl (2009: 305). Creating a sense of security, leaders make rules that can control the safety and comfort of employees.

According to Robbins (2010: 263) which includes: charisma, inspirational motivation, intellectual stimulation, and individual attention. The right application of a transformational leadership style can produce high employee performance, work motivation for employees, greater work results, and internal rewards. According to Modiani (2012: 47) To work towards achieving higher goals in the future, the transformational leadership style can help employees become more confident in achieving goals. Therefore employee performance is determined by the success of the leader in each transformation process.

2.2 Job Satisfaction

2.2.1 Definition of Job Satisfaction

Robbins (2006) states that job satisfaction is a general behavior for one's performance as well as rewards in the form of work performance. Besides, according to several theories of job satisfaction and work performance have a relationship. According to (Chen, 2006) A more satisfied employee tends to work more effectively and productively. Besides, employees with high levels of satisfaction will have a low turnover. Job Satisfaction is a pleasant psychological condition that is felt by workers/employees because their needs are met well in the place or work environment because of their role in the organization or company.

According to Mila Badriyah (2015) job satisfaction is the attitude or feeling of employees towards pleasant or unpleasant aspects of work following the assessment of each employee. in the corporate and business environment job satisfaction also has a different dimension. The dimensions are the type of work involved, satisfaction on compensation, satisfaction on supervision, satisfaction on aspects of promotion to coworkers. Based on his approach to the factors of individual needs and satisfaction, this satisfaction theory causes it to act and behave in certain ways.

This theory focuses on the factors in people who strengthen, direct, support and stop their behavior. This theory tries to answer the question of what needs to satisfy someone and what drives one's enthusiasm for work. According to Lovering (2017) argues that theories about job satisfaction can also be understood in Herzberg's two-factor theory. This theory explains that there are two kinds of factors, namely: hygiene factors and motivators. Previous researchers said that the presence of hygiene factors is needed for an organization, employees will not be satisfied in the organization and will not be able to work well if without hygiene factors, such as work environment, policies, and fair wages or salaries.

2.2.2 Job Satisfaction Theories

According to (Drago et al., 1992) said that some factors are more conducive to job satisfaction, namely fair salary, supportive working conditions and atmosphere, good coworkers, and includingmentally challenging work. Most employees agree to support and also increase job satisfaction by having work meet the needs for social interaction and hence, friendly employees.

According to Herzberg, (1959-64), after the research carried out is developing the 'The Two Factor Theory' which focuses on identifying two sets of factors that tend to job satisfaction and dissatisfaction. These are (1) cleanliness factors: salary, the relationship between superiors and coworkers, quality of technical supervision, company policy and administration, working conditions, etc. And (2) motivational factors: achievement, recognition, work itself, responsibilities, progress, and the possibility of growth.

According to Wexley and Yukl (2007) in As'ad (2012: 104-106) theories about job satisfaction, three types are commonly known, namely the theory of difference or discrepancy theory, theory balance or equity theory and two-factor theory two factors theory:

1) Discrepancy Theory

This theory was first put forward by Porter in 1974 calculating the difference between what should be and reality to measure one's job satisfaction. that felt (the difference between how much of something there should be and how much there is now). If what is found is greater than what is desired, although there are differences employees will be more satisfied, but it is a positive discrepancy. Conversely, the more distant reality being a negative difference because it is below the minimum standard, then the dissatisfaction of someone with the job is getting bigger.

2) Equity Theory

This theory was developed by Adams. The forerunner of this theory is Zalezenik The principle of this theory is an employee will feel satisfied or dissatisfied if he can feel the presence of equity or not in the situation where he works. If an employee compares themselves to other employees in an

organization, office, company, or other places, he will get a feeling of equality and injustice in a situation.

3) Two Factor Theory

The definition of the theory is that job satisfaction and dissatisfaction are not continuous variables because job satisfaction and job dissatisfaction are two different things. According to Herzberg in 1959, based on the results of his research, the theory he put forward for the first time was divided into situations that affected a person's attitude toward his work into two groups: satisfaction or motivator groups and dissatisfied groups or hygiene factors. Satisfier (motivator) is a factor or situation consisting of achievement, recognition, work itself, responsibility, and progress proven as a source of job satisfaction. Besides that, he said that the presence of this factor will cause satisfaction but the absence of this factor does not always produce dissatisfaction. Dissatisfaction (cleanliness factor) is a factor consisting of company policy and administration, technical supervision, salary, interpersonal relations, working conditions, job security, and status, which have been proven to be a source of dissatisfaction. Improving this condition or situation will reduce or eliminate dissatisfaction, but it will not cause satisfaction because it is not a source of job satisfaction.

4) Expectancy Theory

Hope theory was developed by Vroom. Then expanded by Porter and Lawler. Vroom explained that motivation is a product of how a person wants something, and someone's estimation allows certain actions that will guide him. The above statement relates to the formula below,

$$\text{Valence} \times \text{Hope} = \text{Motivation}$$

Figure 2.1: Expectancy Theory

Namely: Valence prefers an employee's choice for an outcome. If an employee has a strong desire for progress. Valence arises from internal employees who are conditioned by experience. Hope is the strength of belief in a treatment that

is followed by specific results. This illustrates that employee decisions that allow achieving one result can lead to other results.

2.2.3 Benefits of Job Satisfaction

If the company can influence job satisfaction, it will get many benefits. According to Nitisemito (2002: 150) in *FW Sholih, 2015*). the benefits of job satisfaction are as follows:

- 1) Work will be completed faster
- 2) The damage will be reduced
- 3) Attendance can be reduced
- 4) Displacement of employees can be minimized
- 5) Work productivity can be increased
- 6) Cost per unit can be reduced

2.2.4 Factors in Determining Job Satisfaction

According to Moekijat (2006) job satisfaction can be measured through the percentage of employees at work, responsibility for work, work discipline, cooperation with leaders or colleagues in the organization and work productivity levels. To understand the following elements of job satisfaction, an explanation of each element is described:

1) Presence

Presence is the presence of employees regarding their duties and obligations. In general, companies always expect their employees to come and go home on time so that work is not delayed. The absence of an employee will affect work productivity, so the company cannot achieve its objectives optimally. Employee attendance or attendance can be measured through:

- a. The presence of employees at work,
- b. The accuracy of employees coming and going home from work,
- c. The presence of employees if they receive an invitation to participate in activities or the agency.

2) Work Discipline

According to (Sastrohadiwiryono, 2001: 291) The basic principle of work discipline as mutual respect, mutual respect, mutual compliance, as well as compliance with applicable regulations, both written and unwritten and can implement it and not avoid receiving sanctions if it violates the duties and authority given to him. According to (Moekijat, 2006) discipline is aware of the rules, regulations, and values of workers who become the force that develops no adjustment.

Measuring the level of employee discipline according to the I.S. Levine (1980: 72) is when employees arrive regularly and on time, if they dress well and appropriately at their jobs, if they use materials and equipment carefully, if they produce the amount and method of work determined by the office or company, and finished on time. Based on the above understanding, the level of employee work discipline can be measured through:

- a. Employee compliance with rules and regulations in the company,
- b. Compliance of employees with instructions that come from superiors,
- c. Work by established procedures,
- d. Wearing uniform sensitivity by applicable regulations,
- e. Use and maintain equipment properly.

3) Cooperation

Cooperation is a concrete act of someone with another person (Winardi, 2006: 51). Cooperation is also interpreted as an attitude of individuals and groups towards volunteering to work together to be able to devote their

abilities as a whole. The success or failure of an organization depends on the people involved in it. For this reason, it is important to have good cooperation between all parties in the organization, both with superiors, peers, and subordinates. Measuring the level of cooperation can use the following criteria:

- a. Awareness of employees to work with superiors, colleagues, and subordinates.
- b. Willingness to help friends who have difficulty in carrying out work.
- c. Willingness to give and receive criticism and advice from others.
- d. How does someone act if they have difficulty in carrying out their work?

4) Responsibility

Responsibility is a necessity for someone who carries out the activities that are as required by him. Responsibility is also the obligation of someone to carry out everything that is required of him, and if an error occurs due to negligence, then someone can be sued or disputed. A person's level of responsibility can be through:

- a. It can be sued or disputed. Ability to carry out orders and the ability to work.
- b. The ability to complete tasks correctly and correctly.
- c. Carry out the tasks given as well as possible.
- d. Having an awareness that the work gave is not only for the interests of the institution but also for its interests.

According to Hasibuan (2001: 199), an emotional attitude that is fun and loves work is a form of job satisfaction. The attitude of job satisfaction will be seen from the spirit of work, discipline, and performance. Besides, job satisfaction is also enjoyed at work, outside of work or both.

2.3 Performance

2.3.1 Definition Of Performance

Mangkunegara (2013), argued that the word "work performance" or "actual performance" comes from the two words namely the performance or work performance that is achieved by someone in carrying out the tasks and responsibilities given to each employee. The definition of performance is a result of the work achieved by an employee in carrying out their duties by the responsibilities given to him in the form of quality and quantity of work. According to Helfert in Veithzal Rivai Zainal et al (2015, p.447) employee performance is a fairly accurate value about the state of the company for a certain period, this is an achievement made by some of the company's operational activities in using as well as utilizing resources owned.

Wilson Bangun (2012, p.231) states that performance is the result of work achieved by employees based on job requirements. Performance is the result of a process that refers and is measured over a certain period based on conditions or agreements that have been predetermined according to Emron Edison et al (2016, p.190). Optimal and stable performance is not a coincidence. Surely it has been through stages with good performance management and maximum effort to achieve it. Hariandja in Eddy and Ferdian (2014) argues that performance is the result of work produced by employees or actual behavior displayed according to their role in the company. Performance also means the results achieved by someone both quality and quantity under the responsibilities given to him.

According to research conducted by Horisman (2010), job security is defined as the perceptions that individuals have about the belief in the continuity of their current position or position in the company where they work and their confidence in the continuity of their current job, with indicators of security in job and security in the organization. From some of the definitions above, it can be concluded that performance is the result of work over a certain period in terms of quality and quantity based on established work standards.

2.3.2 Assessment Of Lecturer Performance

Assessment is an endorsement of development, skill, progress, and learning achievement as well as determining learning outcomes to be assessed, designing and developing assessment instruments. Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, decision support systems for the Performance Assessment of Lecturer Achievement and art through education, research, and community service. Lecturers have positions as staff professionals at higher education levels who are appointed by statutory regulations. (<https://dera.ioe.ac.uk>)

The definition of a lecturer is an educator or scientist with the main task of transforming, developing, and spreading science, technology, and art through education, research, and community service. Lecturers have a professional position at a higher education level that is appointed following statutory regulations. Performance appraisal is a process used by the leadership to determine whether an employee performs his work per his duties and responsibilities (Mangkunegara, 2011). Employee performance appraisal is a systematic assessment of the work performance of the employee itself and the potential level of employees in their efforts to develop themselves for the benefit of the company/organization (Martoyo, 2000: 92).

2.3.3 Performance Assessment Objectives

According to Simamora (1997: 421) in Muhammad (2010) the purpose of employee performance appraisal consists of: the main purpose of performance appraisal is to produce accurate information about the behavior and work evaluation of members of the organization. While the specific objectives, namely as an evaluation and development tool. Performance appraisal as a tool in decision making by leaders useful both for employees to know the shortcomings, potential, goals,

plans and career development of employees. Whereas for companies use in making identification decisions, the needs of education and training programs, recruitment, selection, employee placement, promotion (career development), and various other aspects of the overall management process effectively.

2.3.4 Factors That Affect Performance

According to A.A. Anwar Prabu Mangkunegara (2011), several factors can influence employees to achieve higher performance, namely:

1. Ability Factor

Psychologically, abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills).

2. Motivation Factors

Motivation is defined as an attitude of the leadership and employees of the work situation (situation) within the organization.

2.3.5 Performance Indicators

The indicator is important because performance appraisal is based on the indicator itself. The measures of employee performance are as follows:

1. Implementation of work on time: Performance can be said to be good when doing work and completing it on time.
2. Producing quality work: With knowledge, high skills, able to work together with others will produce work that has a fairly good quality.
3. Quantity: Work quantity means that employees must make every effort to achieve work results that are by the target. That is, employees must always

prepare a strong and healthy body condition; a condition of feeling and emotion that is full of energy, a state of mind that is clear, calm and creative.

4. Attendance: An important factor in measuring whether or not employee performance is in the present aspect. So that the presence of employees is very influential in a company.
5. Ability to work: Able to work individually or in groups. (www.nap.edu)

2.4 Previous Research

Here are the previous studies that the authors referred to conducting this research:

Table 2.1

Previous Research

No	Researcher	Journal Title	Results	Difference
1	Shaari, Nur Ainasuha (2018)	The Relationship Between Transformational Leadership And Innovative Work Behaviour	Transformational Leadership style and Innovative Work Behaviour not be implemented nicely in Universiti Teknikal Malaysia Melaka (UTeM). But, this study shows a significant result between Transformational Leadership and	Subjects and Objects Research

			Innovative Work Behaviour which value $r^2 = 0.134$.	
2	Jumeira Warlizasusi, et.al (2018)	The Effect of Transformational Leadership, Self Efficacy and Self Learning toward Lecturers Job Performance at STAIN Curup Rejang Lebong Regency of Bengkulu Province.	The results of this study explain that between transformational leadership on the work performance of lecturers there is a positive influence.	Subjects and Objects Research
3	Sadeghi Amir (2012)	Demographic Analysis on Academic Staff's Job Satisfaction in Malaysian Research Universities	Based on the results of this study indicate a moderate level of satisfaction in terms of intrinsic, extrinsic job satisfaction, and overall academic staff.	Subjects and Objects Research
4	HM Thamrin (2012)	The Influence of Transformational Leadership and Organizational Commitment to Job Satisfaction and	In this study, it was found that there was a significant positive effect between Transformational leadership and job	Subjects and Objects Research

		Employee Performance	satisfaction on employee performance.	
5	M.L. Voon, M.C. Lo, K.S. Ngui1, N.B. Ayob (2011)	The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia	The results of this study are the direct relationship between transformational leadership styles with employee job satisfaction.	Subjects and Objects Research
6	Jalal R. M. Hanaysha, Khawaja Khalid, Nik Kamariah Nik Mat, Fosa Sarassina, Muhd Yahya Bin Ab Rahman, Ahmad Sazali Bin Zakaria (2015)	Transformational Leadership and Job Satisfaction	The findings of this study are the negative relationship between transformational leadership and job satisfaction. Besides that, the charisma or inspiration of a leader is found not to affect job satisfaction.	Subjects and Objects Research

7.	Ratnasari Sri Langgeng, et al (2019)	Employees' Performance: Organizational Culture And Leadership Style Through Job Satisfaction	Based on the results of this study explain that there is a significant influence between leadership style on job satisfaction. Therefore, indirectly through job satisfaction and leadership style significantly influences performance.	Subjects and Objects Research
8.	Anis Eliyana, et al (2019)	Job satisfaction and organizational commitment affect in the transformational leadership towards employee performance.	The results of this study explain that the existence of a significant direct effect between transformational leadership has on job satisfaction and organizational commitment.	Subjects and Objects Research

2.5 Framework for Thinking

The framework of thought is the explanation of the picture, meaning that the picture must be the same meaning and related to the problem to be examined. Below is a frame of thinking related to the problem under study:

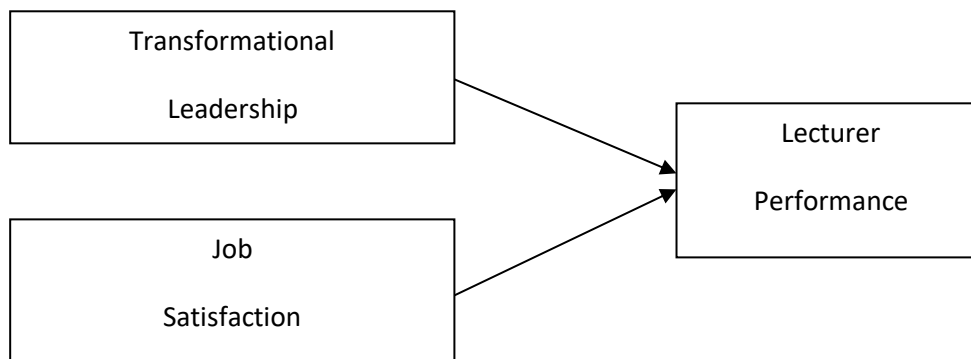


Figure 2.2: Show the theoretical framework

2.5.1 Identification of problems

1. There is a gap or gap between previous researchers.
2. The decline in employee performance when achieving performance.
3. Performance of employees who have decreased.

The figure shows the research framework used in this study. The basic theory of variables in this study is a group of independent variables and dependent variables. This framework is to show the influence of independent variables on the dependent variables. The independent variables in this research are Transformational Leadership Style (X1) Job satisfaction (X2) Lecturer Performance (Y). Formulation of the problem

1. Does the transformational leadership style affect the performance of lecturers?
2. Does job satisfaction affect the performance of lecturers?

2.6 Hypothesis

The hypothesis is a temporary answer to the formulation of the research problem, where the research problem formulation has been stated in the form of sentence questions (Sugiyono, 2016: 64). The rejection and acceptance of the hypothesis depend on the results of the investigation of the facts. Thus, a hypothesis is a formulation of temporary conclusions which will apply if it has been proven true. Based on the theoretical and frame of mind above, the hypotheses in this study are:

H1. There is a significant influence of transformational leadership style on lecturer performance at Institute Informatics and Business Darmajaya.

H2. There is no significant effect of the transformational leadership style on lecturer performance at Institute Informatics and Business Darmajaya.

H3. There is a significant influence of job satisfaction on lecturer performance at Institute Informatics and Business Darmajaya.

H4. There is no significant effect of job satisfaction on lecturer performance at Institute Informatics and Business Darmajaya.

2.7 Summary

The theories from the existing literature have been discussed clearly in this chapter where the researcher found that some study theories were relevant and some were not relevant for this study. Besides, this chapter also clearly discusses defining the scope of study and building a research framework for research topics effectively.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

A research methodology is a systematic way for researchers to solve problems with a variety of methods, techniques, and procedures. Several stages have been divided in which each stage of the methodology of conducting the survey to be investigated is the establishment of research designs, selection of methodology methods, research strategies, data collection methods, trials, research locations, sampling techniques, data analysis, and together with the reliability and validity of the data.

3.1 Research Design

A structure for planning and carrying out specific research can be referred to as a research design. This is an important part of the study because it includes several important consideration points, namely: strategy, conceptual framework, identification of respondents and what will be examined and what tools will be used as well as procedures for collecting and analyzing data.

While descriptive research purpose is to gain an accurate profile of respondents, as information to measure non-finance for company performance, it can use the description. To get a clear phenomenon where researchers want to collect data before data collection, this is one important point.

3.2 Methodology Choices

This type of research is a process of collecting and analyzing data that is carried out systematically and logically to achieve certain goals. The type of research in this thesis is quantitative research, as stated by V. Wiratna Sujarweni (2015, p.12) is a by using statistical procedures or other means of quantification, the type of research that results in findings is easily achieved. Associative research is research that aims to determine the causal relationship between one independent variable (free), the Transformational Leadership Style (X1) and Job Satisfaction (X2) with the dependent variable, namely Lecturer Performance (Y). Including the relationship of activities, views, attitudes, and processes that influence in a phenomenon that occurs.

3.3 Data Sources

The data generated by researchers is the final result of the processing during the study. Data sources are grouped into two in this study, namely:

3.3.1. Primary Data

Primary data is data obtained directly from respondents' answers through a questionnaire. According to Amirullah (2015, p.18), said that primary research requires data or information from the first source, usually referred to as respondents.

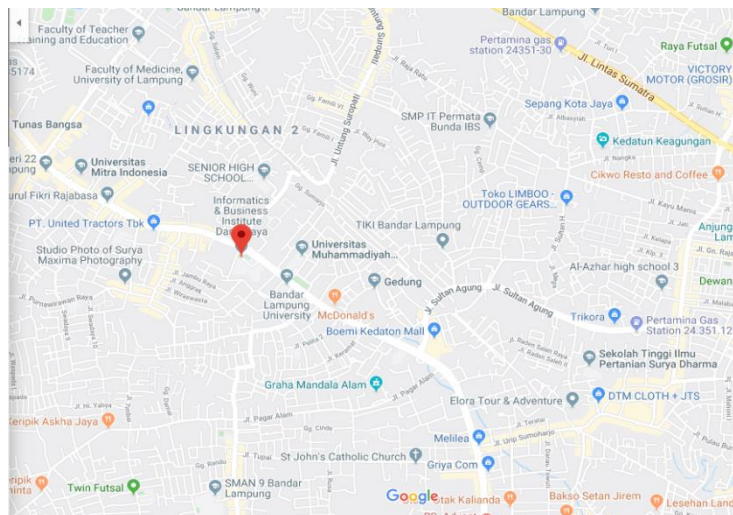
3.3.2. Secondary Data

According to V. Wiratna Sujarweni (2015, p.224), Sources of research data obtained indirectly by researchers through intermediary media or other types can be referred to as secondary data. This research also uses data in the form of publications from related institutions. Secondary data can also be obtained from activities based on an ordinal scale to measure respondents' level of agreement or disapproval of a series of statements.

3.4 Location and target population of the research

According to V. Wiratna Sujarweni (2015, p.80) argues that population is the total of the total number of objects or subjects that have certain criteria under what is needed by researchers to be tested and then conclusions can be drawn. Meanwhile, according to Arikunto (2010: 173), the population is the whole of the research subjects. Based on this understanding, the population in this study are lecturers in

Institute Informatics and Business Darmajaya, Jl. ZA. Pagar Alam No.93, Gedong Meneng, Kec. Rajabasa, Kota Bandar Lampung, Lampung 35141, Indonesia.



Sources: Google map

Figure 3.1: Location to conduct the research

3.5 Research Strategy

In this research, it will be used in data collection with a quantitative approach:

1. Library Research

The technique used in this method is documentation, namely by examining various theories and topics that are relevant to the preparation of this thesis such as data sourced and that has a relationship with the problem discussed.

2. Field Research

There are several techniques used in conducting research methods field as follows:

- a. Questionnaire
- b. Documents

3.5.1. Questionnaires Design

The questionnaire is by collecting data by giving written questions to respondents at Darmajaya Informatics Business Institute and Malaysia Melaka Technical University. The measurement scale of this research is a data collection technique that is done by giving a set of written questions that are systematic or directed to the respondent to be answered. In this study questionnaires on the dependent and independent variables were made based on a Likert scale to measure the level of agreement or disagreement of respondents with a series of statements.

Table 3.1: Weight of Every Question

The answer	Value Weight
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (SD)	1

3.6 Sampling Design

According to V. Wiratna Sujarweni (2015, p.81), the sample is part of several characteristics possessed by the population used for research. Samples will be taken if the population is classified as large and does not allow researchers to study everything in the population. For example, due to limited funds, manpower and time, researchers can use samples drawn from the population. For this reason, samples

drawn from populations must be truly representative. at Institute Informatics and Business Darmajaya, so this researcher uses a saturated sampling technique in which lecturers from the economics and business faculties are sampled. Institute Informatics and Business Darmajaya has 101 lecturers.

Table 3.2: Krejcie & Morgan Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

3.7 Data Analysis Method

3.7.1 Reliability & Validity

Reliability is a measurement or series of measuring devices, it can be a measurement from the same measuring instrument that will give the same results, or for a more subjective measurement, reliability can also be interpreted as the extent to which the stages avoid errors and can produce the right results. In this study, researchers focused more on internal consistency that links the response relationships to the questions in the questionnaire with each other. thus, researchers used Cronbach's alpha to calculate internal consistency. To measure the consistency of responses to several questions that are combined as a scale to measure certain concepts.

Continuous validity between the research design and the method used to achieve the research objectives. The results will show the research questions and research objectives of the data that has been tested. Thus, conducting trials is needed to test the questionnaire before distributing them to actual respondents. Validity is very important for valid tests to apply accurate results.

3.7.2 Multicollinearity Test

According to (Ghozali, 2005) To test whether the regression model finds correlations between independent variables, it can use the multicollinearity test, no correlation between independent variables is a good regression model. According to (Ghozali, 2013) this type of test is used for research by analyzing the value of VIF (Variance Inflation Factor) so that independent variables are seen. If the collation rate is $> 95\%$, tolerance value < 0.10 , and VIF value > 10 , then one regression model shows the presence of multicollinearity.

3.7.3 Linearity Test

The linearity test aims to determine whether the regression values obtained can be used as a benchmark in decision making and means at the conclusions set. Linearity test using SPSS 20.0.

a) Making a Hypothesis:

1. Ha: The linear regression model.
2. Ho: The regression model is not linear.

b) Decision-making criteria:

1. Ha: Rejected if $F_{\text{count}} \leq F_{\text{table}}$, then the regression model is shaped linear
2. Ho: Rejected if $F_{\text{count}} > F_{\text{table}}$, then the regression model is shaped linear

c) The linearity calculation is done through the "ANOVA" table. These variables have linear regression if they meet the following requirements:

1. If $F_{\text{count}} < F_{\text{table}}$, then the regression is stated as having a meaningful relationship.
2. If $F_{\text{count}} > F_{\text{table}}$, the calculation is assumed by taking the real level is 0.05 or the confidence level is 5%.

3.8 Summary

In this chapter, the focus is more on the research methodology that will be carried out in this research which, as explained to achieve what the research objectives are. The method used in this study uses quantitative methods and distributes questionnaires to 80 lecturer respondents at the Darmajaya Institute of Informatics and Business. Data will be analyzed based on data collected from respondents and will be discussed in the next chapter.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

This chapter will focus on analyzing data and results based on questionnaires that have been distributed to respondents. All data collected is used for testing aimed at answering research questions.

4.1 Pilot Test

Before large-scale quantitative research researchers usually will do a pilot test, this is an effort to avoid mistakes in research and minimize the time and money used on projects that are not well designed. Pilot studies are usually conducted on members of the relevant population. Pilot tests can also have the potential to increase the chances of clear results.

Table 4.1 Reliability Statistic of Pilot Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,772	,821	20

4.2 Reliability Test

Reliability affects on a scale that produces results that are fixed or consistent if the measurements are good enough. Reliability analysis is determined by the proportion of systematic variations contained in the scale, this can be done by determining the relationship between scores obtained from various scale administrations. So if the association in the reliability analysis is high, then the scale produces consistent and therefore reliable results.

Tabel 4.2: Case Processing Summary of Reliability Test

Case Processing Summary		
	N	%
Valid	80	100,0
Cases Excluded	0	,0
Total	80	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.3: Reliability Statistics of Transformational Leadership

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.882	6

Table 4.4: Reliability Statistics of Job Satisfaction

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.822	9

Table 4.5: Reliability Statistics of Lecturer Performance

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.882	6

The table above shows the reliability test for the official survey question. The consistency of the item for each item is analyzed using Cronbach's Alpha. The results of the analysis are 0.882 for transformational leadership, 0.822 for job satisfaction, 0.882 for Job Satisfaction which is above 0.6 and can be considered as reliable.

4.3 Analysis of Demographic Information of Respondents

4.3.1 Distribution of Respondents by Gender

From table 4.1 it can be seen that the gender characteristics of the respondents are more dominated by male respondents as many as 43 people or 53,75% and female respondents as many as 37 people or 46,25% of the total respondents as many as 80 people.

Table 4.6: Distribution of Respondent by Gender

Gender	Frequency (f)	Percentage (%)
Male	45	53,75 %
Female	37	46,25 %
Total	80	100

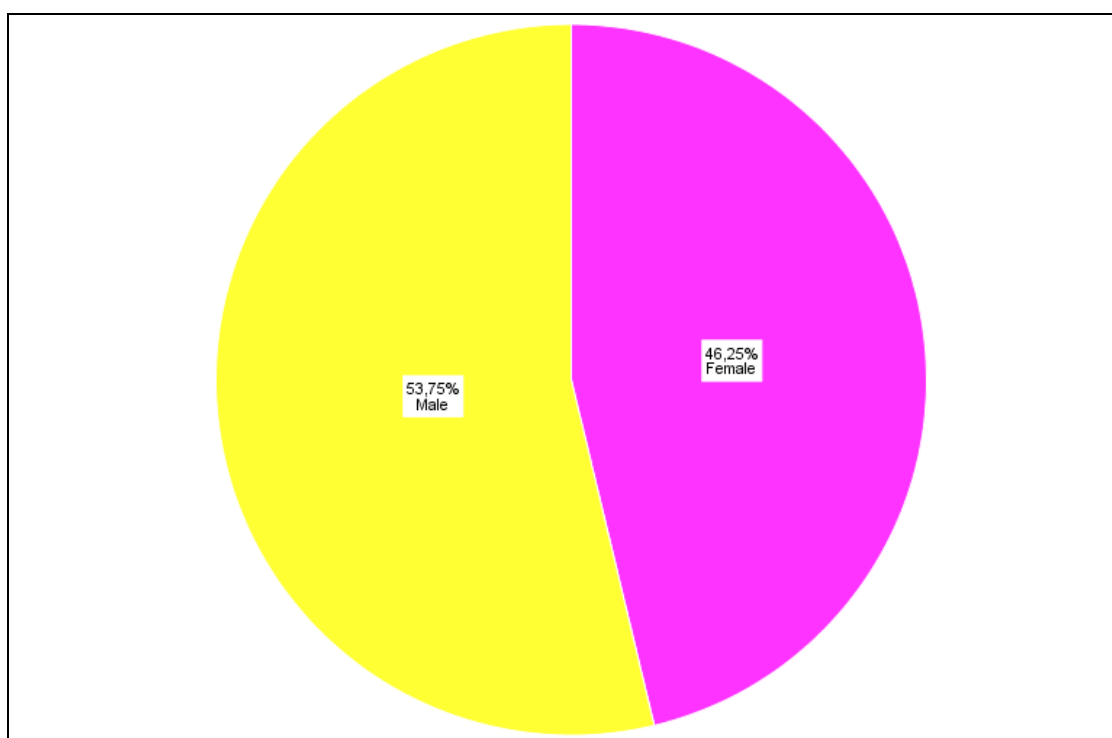


Figure 4.1: Chart of Gender

4.3.2 Distribution of Respondents by Age

From table 4.2 it can be seen that the age characteristics of the respondents are more dominated by respondents with ages 21-30 years as many as 43 people or 53.75%, then respondents aged 31-40 years are 21 people or 26.25%, then respondents with ages 41-50 years are 11 or 13.25% of respondents and respondents aged 51- 60 years were 5 people or 6.25% of the total respondents were 80 people.

Table 4.7: Distribution of Respondent by Age

Age	Frequency (f)	Percentage (%)
21-30	43	53.75%
31-40	21	26.25%
41-50	11	13.25%
51- 60	5	6.25%
Total	80	100

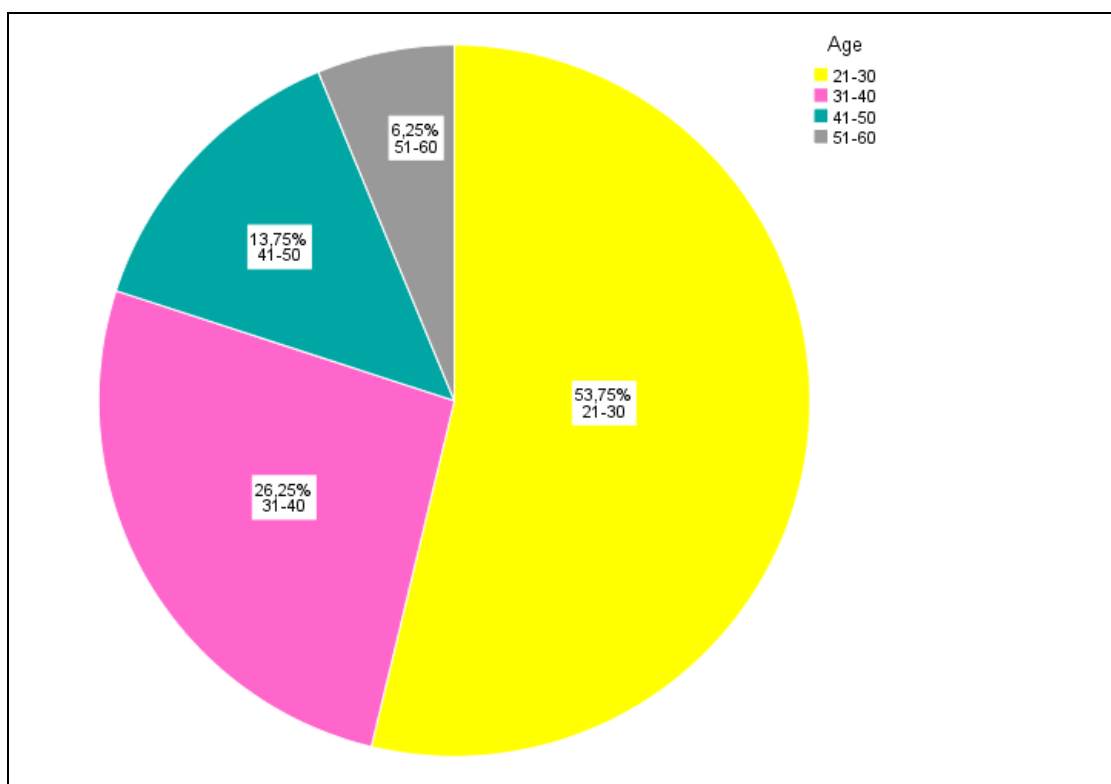


Figure 4.2: Chart of Age

4.4 Descriptive Analysis

To conduct statistical analysis, one of the most important steps is to conduct a descriptive analysis. This also includes the idea of data distribution, as well as making it possible to identify associations between variables, thus preparing to carry out further statistical analysis.

4.4.1 Transformational Leadership

The table is related to the transformational leadership there are five questions which was summited to the respondent, result from the survey is the being extract into the table below.

Table 4.8: Descriptive Analysis for Transformational Leadership

Descriptive Statistics			
Item	Questions	Mean	Std. Deviation
TL1	The leader does not distinguish between employees with one another in giving tasks.	3,75	,921
TL2	The leader sets a good example and shares his work experience.	4,24	,680
TL3	The leader has a high initiative in providing ideas to improve work results.	4,26	,791
TL4	The leader makes regulations that can control the safety and comfort of employees.	4,21	,724
TL5	The leader gives enthusiasm to the employees.	4,28	,795

Based on the table above explains the mean and standard deviation for all questions in Transformational Leadership. The highest mean for transformational leadership is item 5; "The leader gives enthusiasm to the employees" ie 4.28. TL1, TL2, TL3, and TL4 items indicate an average value greater than 3.0. It can be interpreted that for questions TL2, TL3, TL4, and TL5 most respondents agreed with all statements for this variable. Meanwhile, the lowest average is the TL1 question, with a value of 3.75 and it can be assumed that some respondents disagree than agree.

4.4.2 Job Satisfaction

The table is related to the Job Satisfaction there are eight questions which was summited to the respondent, result from the survey is the being extract into the table below.

Table 4.9: Descriptive Analysis for Job Satisfaction

Descriptive Statistics			
Item	Questions	Mean	Std. Deviation
JS1	An employee with a good salary, incentives, bonuses, healthcare options, etc is happier with their job as compared to someone who doesn't have the same.	4,02	,954
JS2	A healthy workplace environment also adds value to an employee.	4,25	,819
JS3	Every individual wants to have a good workplace which allows them time to spend with their family & friends.	4,12	,817
JS4	Job satisfaction for employees is often due to a good work-life balance policy, This improves the employee's quality of work life.	4,20	,683

JS5	Any individual appreciates and feels motivated if they are respected at their workplace	4,29	,697
JS6	Job security is one of the main reasons for job satisfaction for employees.	4,15	,781
JS7	Monotonous work activities can lead to dissatisfied employees.	3,80	,947
JS8	Employees always keep their career growth part as a high priority in their life.	4,01	,755

Based on the table above explains the mean and standard deviation for all questions in Job Satisfaction. Showing the highest mean for job satisfaction is item 5; "Every individual appreciates and feels motivated if they are respected in their workplaces" ie 4.29. Items JS1, JS2, JS3, JS4, JS7, and JS8 average values greater than 3.0. This means that for questions JS1, JS2, JS3, JS4, JS5, and JS8 the majority of respondents agree with all statements for this variable. Besides that, the lowest average is the JS7 question, with a value of 3.80 and it can be assumed that some respondents disagree rather than agree.

4.4.3 Lecturer Performance

The table is related to the Lecturer Performance there are eight questions which was summited to the respondent, result from the survey is the being extract into the table below.

Table 4.10: Descriptive Analysis for Lecturer Performance

Descriptive Statistics			
Item	Questions	Mean	Std. Deviation
LP1	Lecturers can complete a lot of workload by the specified time.	3,90	,880
LP2	Lecturers always prioritize work standards set by the company as a reference for achieving optimal work results.	3,95	,840
LP3	Lecturers can complete the work following the targets set by the company until it is reached.	4,05	,692
LP4	Lecturers enter the office per the specified hours.	3,99	,864
LP5	Lecturers can work individually and in groups.	4,05	,884

Based on the Table above explains the mean and standard deviation for all questions in Lecturer Performance. The highest mean for Lecturer Performance is items 3 and 5; "Lecturers can complete the work under the target set by the company until it is reached." And "Lecturers can work individually and in groups" which is 4.05. Items LP1, LP2, and LP4 show average values greater than 3.0. This means that for questions LP2, LP3, LP4, and LP5 most respondents agreed with all statements for this variable. Besides, the lowest average is LP1 questions, averaging 3.90 and it can be assumed that some respondents disagree rather than agree.

4.5 Relationship between IV (Transformational Leadership and Job Satisfaction) and DV (Lecturer Performance)

In this chapter, the relationship between the independent variable and dependent variable, namely Transformational Leadership, Job Satisfaction, and Lecturer Performance were investigated.

Pearson's Product Moment Correlation (PMCC) is a method used for analysis to determine the existence of a relationship between strength and the relationship between two variables, correlation analysis is performed.

Table 4.11: Strength of Correlation

Range of Correlation Coefficient (r)	Correlation Strength
= 1	Very strong
0.60 to 0.80	Strong
0.40 to 0.60	Moderate
0.20 to 0.40	Weak
<0.20	Very weak

Table 4.9 based on the table above shows the relationship between Range Correlation and Correlation Strength. Correlation strength can be determined after data analysis. If the R-value is below 0.20, there is no correlation and if the R-value is almost or equal to 1 then the correlation is very strong. if the R-value is in the range of 0.60 to 0.80 then the correlation can be considered strong. Meanwhile, if the R-value is from 0.20 to 0.40 then the correlation results are weak and if the R-value is 0.40 to 0.60, the strength of the correlation is moderate.

Table 4.12: Correlation between Transformational Leadership, Job Satisfaction, and Lecturer Performance.

		Correlations		
		TRANSFORM NATIONAL LEADERSHIP	JOB SATISFACTIO N	LECTURER PERFORMANC E CE
TRANSFORMATIONAL LEADERSHIP	Pearson Correlation	1	,421**	,556**
	Sig. (2- tailed)		,000	,000
	N	80	80	80
JOB SATISFACTION	Pearson Correlation	,421**	1	,565**
	Sig. (2- tailed)	,000		,000
	N	80	80	80
LECTURER PERFORMANCE	Pearson Correlation	,556**	,565**	1
	Sig. (2- tailed)	,000	,000	
	N	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

If the significant value (P-value) is lower or equal to 0.05 then the relationship between variables can be considered significant and clear. Meanwhile, if the correlation value (R-value) ranges from 0.40 to 0.50 then the relationship between variables is strong and significant.

Based on the table above shows the correlation and the relationship between transformational leadership as an independent variable and job satisfaction as an independent variable with the performance of lecturers as the dependent variable. As can be seen, the significant value for all variables is 0.00, so there is a clear and significant relationship between all variables.

There was a moderate and positive correlation between transformational leadership and lecturer performance which is statistically significant ($r = 0.556$, $n = 80$, $p < 0.05$). The relationship between job satisfaction and lecturer performance is also moderate and significant with the result ($r = 0.565$, $n = 80$, $p < 0.05$).

4.6 Regression Analysis

4.6.1 Transformational Leadership

Table 4.13: Modal Summary of Transformational Leadership.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,556 ^a	,310	,301	2,602

a. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

Based on the data above shows the coefficient is the result for linear regression that determines R Square. The regression model explains the correlation coefficient (R-value) is 0.556 which is more than 0.40, besides that it shows that there is a moderate relationship between transformational leadership and lecturer performance.

The R-Square value is 0.310 and the results explain that 31.00% of the variance in transformational leadership can improve lecturer performance.

Table 4.14: ANOVA of Transformational Leadership.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	236,816	1	236,816	34,989	,000 ^b
	Residual	527,934	78	6,768		
	Total	764,750	79			

a. Dependent Variable: LECTURER PERFORMANCE

b. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

Based on the ANOVA table above, it can be seen that the p-value is 0,000 which is lower than the alpha value of 0.05, then the statement of the significance of the independent variable on the dependent variable.

Table 4.15: Coefficients of Transformational Leadership.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5,362	2,471		2,170	,033
1 TRANSFORMATIONAL LEADERSHIP	,700	,118	,556	5,915	,000

a. Dependent Variable: LECTURER PERFORMANCE

Based on the table above, the p-value is smaller than the alpha value ($p < 0.05$), transformational leadership has a significant effect on improving lecturer performance because. When there is an increase in transformational leadership, it will lead to an increase in .700 lecturers' performance with the result value is ($t = 5,915$, $p = 0,000$, $B = 0,700$).

4.6.2 Job Satisfaction

Table 4.16: Modal Summary of Job Satisfaction.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,565 ^a	,319	,310	2,584

a. Predictors: (Constant), JOB SATISFACTION

Based on the data explains the coefficient is the result of linear regression that determines R Square. the correlation coefficient (R-value) is 0.565 which is more than 0.40, indicating that there is a moderate relationship between job satisfaction and lecturer performance described by the regression model. R-Square value of 0.319 and the results explain that 31.90% of the variance in job satisfaction can improve lecturer performance.

Table 4.17: ANOVA of Job Satisfaction.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	243,884	1	243,884	36,522	,000 ^b
	Residual	520,866	78	6,678		
	Total	764,750	79			

a. Dependent Variable: LECTURER PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION

Based on the ANOVA table, the p-value is 0,000, which is lower than the alpha value of 0.05, so the statement of the significance of the independent variable on the dependent variable.

Table 4.18: Coefficients of Job Satisfaction.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4,942	2,488		1,986	,050
JOB SATISFACTION	,455	,075	,565	6,043	,000

a. Dependent Variable: LECTURER PERFORMANCE

Job satisfaction focuses on significantly to improve lecturer performance because the p-value is less than the alpha value ($p < 0.05$). there is an increase in job satisfaction, it will cause an increase in lecturer performance of 0.455. the results match what can be seen in the table ($t = 6.0453$, $p = 0.000$, $B = 0.455$).

4.7 Hypothesis Testing

Table 4.19: Coefficients.

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				
1	(Constant)	-.852	2,665		-.320	,750	
	TRANSFORMATIONAL LEADERSHIP	,487	,118		,387	4,131	,000
	JOB SATISFACTION	,323	,076		,402	4,282	,000

a. Dependent Variable: LECTURER PERFORMANCE

Hypothesis 1:

Transformational leaders have a significant impact on lecturer performance.

From the result, transformational leadership has a significant impact on lecturer performance is at 0.000 which is lower than 0.05. Hence, the hypothesis accepted. A study by Nur Ainasuha Shari (2018) in University Technical Malaysia Melaka, because this study show significant result between Transformational Leadership and Innovative Work Behaviour which value $r^2 = 0.134$.

Hypothesis 2:

Job satisfaction has a significant impact on lecturer performance.

From the result, job satisfaction has a significant impact on lecturer performance is at 0.000 which is lower than 0.05. Thus, the hypothesis accepted. This is also supported by Jumira Warlizasusi, et.al (2018) the research showed that there is a positive effect of transformational leadership toward the lecturer's job performance with a value of 0.2390.

CHAPTER 5

CONCLUSION

5.0 Introduction

As by predetermined format, this chapter is a concluding chapter or chapter of conclusions and discussions. Besides, research questions and research objectives are answered and will be presented in this chapter. Researchers have written conclusions, discussions, research limitations and recommendations for future research clearly and thoroughly.

5.1 Respondents Demography

Based on the results of the data collected for the demographic analysis of respondents from the previous chapter, which shows the data collected from this study, that is 80 lecturers as selected respondents who participated in this study. Male respondents dominated the study with 53.75% & female respondents at 45.25%. The highest age frequency of results is from 21-30 years with 53.75%.

5.2 Scale Measurement

5.2.1 Reliability

In this study, the independent variable consists of transformational leadership and job satisfaction as the dependent variable. The researcher used 18 question points in this questionnaire and each question contained a variable. Therefore, the Cronbach's Alpha of this research is 0.882 for transformational leadership, 0.822 for job satisfaction, 0.882 for Job Satisfaction which is above 0.6 and can be considered as reliable.

5.2.2 Validity

Table 5.1 Pearson's Correlation Results

Variable	Significant Level	Pearson's Correlation	Strength or Assosiasiont between variables
Transformational Leadership	0.000	0.556	Moderate
Job Satisfaction	0.000	0.565	Moderate

Based on table 5.1 to determine the relationship between the independent variable and the dependent variable it can be seen from the results of the Pearson correlation used. Thus, the results show that transformational leadership and job satisfaction have a moderate effect on lecturer performance.

5.3 Discussion of Objective

5.3.1 Objective 1: To determine the effect of transformational leadership styles on lecturer performance.

The first research objective is to determine the effect of transformational leadership styles on lecturer performance. In this research, five components of transformational leadership implemented in the fair lecturer performance, give suggestions, support the achievement of objectives, creating a sense of security, and a source of inspiration. The descriptive analysis was used to determine the components of transformational leadership.

Seen from the results of the research described previously in the highest average descriptive analysis for transformational leadership is item 5 (a source of inspiration, most of the respondents agreed that the leader gives enthusiasm to the employees. The second highest mean of transformational leadership is item 3 (support the achievement of objectives), this can help by implementing the leader have a high initiative in providing ideas to improve work results. This result support by previous research of Nur Ainasuha (2018) explained, Transformational Leadership style and Innovative Work Behaviour not be implemented nicely in Universiti Teknikal Malaysia Melaka (UTeM). But, this study shows a significant result between Transformational Leadership and Innovative Work Behaviour.

According to Jumira Warlizasusi, et.al (2018) previous research findings of the research showed that there is a positive effect of transformational leadership toward the lecturer's job performance. The next highest mean of transformational leadership is item 2 (give suggestions), this component focuses on the leader sets a good example and shares his work experience. After doing the descriptive analysis results

in chapter 4 it can be seen that on average item 4 (creates a sense of security). This component focuses on the leader make regulations that can control the safety and comfort of employees. And the lowest one is item 1 (be fair). Most of the respondents disagreed that the leader does not distinguish between employees with one another in giving tasks.

Researchers have performed multiple regression analyses to test the hypothesis between the independent variable and the dependent variable, namely transformational leadership, job satisfaction as Independent Variables and Lecturer Performance as dependent variables in the previous chapter. to identify which transformational leadership can improve lecturer performance using multiple regression models. Therefore the most moderate significant relationship can be seen in the multiple regression coefficient tables. So, it can be concluded that the responsiveness of the transformational leadership style can improve lecturer performance.

According to Almutairi (2016), the results of research that show the relationship between transformational leadership and lecturer performance, this study shows an identification that the results of the analysis of the influence of transformational leadership relationships and lecturers' performance that positive transformational leadership styles have been linked to lecturer performance. According to Mangkunegara and Miftahuddin (2016), transformational leadership influences the performance of lecturers in part or as a whole positively and significantly.

5.3.2 Objective 2: To identify the effect of job satisfaction on lecturer performance.

The second objective is testing the hypothesis that is determined to identify the relationship between job satisfaction and lecturer performance. Based on the previous chapter, to test the hypothesis between job satisfaction and lecturer performance using multiple regression analysis. Hypothesis 2 is accepted, namely job satisfaction has a significant effect on lecturer performance.

This result support by HM Thamrin (2012), According to the results shown in the descriptive analysis the highest average for job satisfaction is item 5 (Respect & Recognition). Thus, job satisfaction has a significant positive effect on employee performance., most of the respondents agreed that any individual appreciates and feels motivated if they are respected in their workplace. The second highest mean of job satisfaction is item 2 (Compensation & Working Conditions), this can help by implementing a healthy workplace environment that also adds value to an employee.

The next highest mean of job satisfaction is item 4 (Work-life balance), this component focuses on job satisfaction for employees is often due to a good work-life balance policy, this improves the employee's quality of work life. The third highest mean of job satisfaction is item 6 (Job security), this component focuses on job security is one of the main reasons for job satisfaction for employees. The next highest mean of job satisfaction is item 3 (Work-life balance), this can help by implementing every individual wants to have a good workplace which allows them time to spend with their family & friends. Sadeghi Amir (2012) in his study explained the results are revealed in terms of intrinsic, extrinsic, and overall job satisfaction, whereby the academic staff was found to be at a moderate satisfaction level.

Based on the result descriptive analysis in chapter 4 it shows that the mean of item `1 (Compensation & Working Conditions), most of the respondent agreed that an employee with a good salary, incentives, bonuses, healthcare options, etc is happier with their job as compared to someone who doesn't have the same. The next highest mean of job satisfaction is item 8 (Career Growth), this can help by implementing employees always keep their career growth part as a high priority in their life. And the lowest one is item 7 (Challenges), most of respondent disagreed monotonous work activities can lead to dissatisfied employees.

Based on chapter 4, to test the hypothesis between the independent variable (job satisfaction) and the dependent variable (lecturer performance) the researcher has conducted multiple regression analyses. To identify job satisfaction which can improve lecturers' performance, they use regression models. The multiple regression coefficient tables explain, that there is the most moderate significant relationship. So, it can be concluded that the response to job satisfaction can improve lecturer performance.

Empirically, the study results that show the relationship between According to Almutairi (2016), Mangkunegara and Miftahuddin (2016), transformational leadership and lecturer performance, learn about the effects of transformational leadership and lecturer performance on job satisfaction whose results indicate that transformational leadership influences lecturer performance in part and overall positively and significantly. Besides, Ali et al. (2014) studied the influence of leadership style on job satisfaction, commitment and willingness to resign whose research results show that transformational leadership influences work performance positively and significantly.

5.4 Research Limitation

Many obstacles can be classified as a limitation of the study. Firstly the time it is too short to research two countries moreover the researcher planned to make a study comparative between IIB Darmajaya, Indonesia and University Technical Malaysia Melaka, Malaysia. The researcher was chosen IIB Darmajaya as the research object and University Technical Malaysia Melaka based on research references because in University Technical Malaysia have implemented the Transformational Leadership and Job Satisfaction On Employment. The purpose is to make it easier in collecting data and can help in efficient time.

Furthermore, this study uses quantitative research by distributing questionnaires to targeted respondents in a predetermined number so that it can be easier to answer existing questions. The last limitation that can be found in this study is the time and cost limitations. Especially time, because researchers conducted this study in two different countries so that there are also differences in academic time which requires researchers to finish faster, besides that researchers also do not have enough money because they are still students.

5.5 Recommendation

According to research, several recommendations can be applied to future research. Several points still need to be fixed or improved, namely, First, research can be done in a mixed-method or only a qualitative method, because this research is conducted in a quantitative method. Besides that, the researchers hoped that it would be more accurate if the number of respondents could be greater, and the location of the study could be wider.

There is the influence of the transformational leadership style on lecturer performance at Institute Informatics and Business Darmajaya, it is recommended to refine full responsibility for doing work and have a high sense of responsibility in carrying out their work. And keep keeping the lecturer able to develop their abilities well.

There is also the influence of job satisfaction on lecturer performance at Institute Informatics and Business Darmajaya, it is recommended for a leader to be improved regarding the performance of the lecturer who always has work performance and always pays attention to the work done by the lecturer on the job.

5.6 Summary

This chapter has explained in detail related to the summary, results, research objectives, research limitations, and future research recommendations. Besides, the researcher also discussed several opinions regarding the limitations and some summary results analysis recommendations.

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APPENDIX A



Dear Sir/Madam,

I am Nezia Irecha Andi Putri, a final year student of Bachelor of Technopreneurship with Honours. This questionnaire is conducted as part of a research project, which shall be submitted in part of the completion of BTMU 4084 Final Year Project II. The purpose of this research is to identify Transformational Leadership and Job Satisfaction of Lecturer Performance on Universiti Teknikal Malaysia Melaka. Please rest assured that all information will be treated with the strictest confidentiality and will only be used for academic purposes. Your cooperation in providing honest views is very much appreciated. Thank you.

(Saya NeziaIrechaAndiPutri, pelajar tahun akhir bagi Ijazah Sarjana Muda Teknousahawan dengan kepujian. Soal selidik ini dijalankansebagaisebahagiandaripadaprojekpenyelidikan, yang akan dikemukakan sebagai sebahagian dari pada projek BTMU 4084 Final Year II. Tujuan penyelidikan in iadala huntuk menganalisis pengaruh kepemimpinan transfarmasional dan kepuasan kerja terhadap kinerja dosen. Sila yakin bahawa semua maklumat akan dijaga dengan kerahsiaan yang ketat dan hanya akan digunakan untuk tujuan akademik. Kerjasama anda dalam memberikan pandangan yang jujur amat dihargai.Terimakasih.)

This questionnaire consisted of 3 parts which are PART 1, PART 2, and PART 3. The whole process will not take more than 10 minutes of your time. There is no right or wrong answer.

(Soalselidikiniterdiridaripada 3 bahagianiaitu BAHAGIAN 1, BAHAGIAN 2, dan BAHAGIAN 3.Seluruh proses tidak akan mengambil masa lebih daripada 10 minit masa anda. Tidak ada jawapan yang betul atau salah.)

Part A: Demographic Data

Instruction: Tick [/] in the space provided

(Arahan: Tandakan [/] di petak yang disediakan)

1. Gender (*Jantina*)

	Male (<i>Lelaki</i>)
	Female (<i>Perempuan</i>)

2. Age (*Umur*)

	31 – 40
	41 – 50
	51 – 60

Part B: Independent Variable

Instruction: Tick [/] in the space provided with rate the following statements based on the 5 point scale given.

(Arahan: Tandakan [/] di petak yang disediakan dengan menilaipernyataanberikutberdasarkan5 titikskala yang diberikan)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

IV I TRANSFORMATIONAL LEADERSHIP STYLE

No.	Description / Deskripsi	1	2	3	4	5
1.	<p><u>Be Fair</u></p> <p>The leader does not distinguish between employees with one another in giving tasks.</p> <p>(<i>Pemimpin tidak membezakan antara pekerja dengan satu sama lain dalam memberi tugas.</i>)</p>					
2.	<p><u>Give suggestions</u></p> <p>The leader sets a good example and shares his work experience.</p> <p>(<i>Pemimpin menetapkan contoh yang baik dan berkongsi pengalaman kerja.</i>)</p>					
3.	<p><u>Support the achievement of objectives</u></p> <p>The leader have a high initiative in providing ideas to improve work results.</p> <p>(<i>Pemimpin mempunyai inisiatif yang tinggi dalam memberikan idea untuk meningkatkan hasil kerja</i>)</p>					
4.	<p><u>Creating a sense of security</u></p> <p>The leader make regulations that can control the safety and comfort of employees.</p> <p>(<i>Pemimpin membuat peraturan yang boleh mengawal keselamatan dan keselesaan pekerja</i>)</p>					
5.	<p><u>A source of inspiration</u></p> <p>The leader gives enthusiasm to the employees.</p> <p>(<i>Pemimpin memberi semangat kepada pekerja.</i>)</p>					

IV II: JOB SATISFACTION

No	Description / Deskripsi	1	2	3	4	5
1.	<p><u>Compensation</u></p> <p>An employee with a good salary, incentives, bonuses, healthcare options etc is happier with their job as compared to someone who doesn't have the same. (<i>Seorang pekerja yang mempunyai gaji, insentif, bonus, pilihan penjangaan kesihatan yang baik dan sebagainya lebih gembira dengan pekerjaan mereka berbanding seseorang yang tidak mempunyai yang sama..</i>)</p>					
2.	<p><u>Working Conditions</u></p> <p>A healthy workplace environment also adds value to an employee.</p> <p>(<i>Persekitaran tempat kerja yang sihat juga menambah nilai kepada pekerja</i>)</p>					
3.	<p><u>Work life balance</u></p> <p>Every individual wants to have a good workplace which allow them time to spend with their family & friends. (<i>Setiap individu ingin mempunyai tempat kerja yang baik yang membolehkan mereka menghabiskan masa dengan keluarga & rakan mereka.</i>)</p>					
4.	<p><u>Work life balance</u></p> <p>Job satisfaction for employees is often due to a good work-life balance policy, This improves the employee's quality of work life. (<i>Kepuasan kerja untuk pekerja sering disebabkan oleh dasarimbangan kerja yang baik, Ini meningkatkan kualiti kerja pekerja</i>)</p>					
5.	<p><u>Respect & Recognition</u></p> <p>Any individual appreciates and feels motivated if they are respected at their workplace. Hence recognition is one of the job satisfaction factors.</p> <p>(<i>Mana-mana individu menghargai dan merasa termotivasi jika mereka dihormati di tempat kerja mereka. Oleh itu pengiktirafan</i></p>					

	<i>adalah salah satu faktor kepuasan kerja.)</i>					
6.	<p><u>Job security</u></p> <p><u>Job security</u> is one of the main reasons for job satisfaction for employees. (<i>Keselamatan kerja adalah salah satu sebab utama kepuasan kerja untuk pekerja.)</i></p>					
7.	<p><u>Challenges</u></p> <p>Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.</p> <p>(<i>Aktiviti kerja monoton boleh menyebabkan pekerja tidak puas hati. Oleh itu, perkara seperti putaran kerja, pengayaan pekerjaan dan sebagainya dapat membantu dalam kepuasan kerja para pekerja juga</i>)</p>					
8.	<p><u>Career Growth</u></p> <p>Employees always keep their career growth part as a high priority in their life.</p> <p>(<i>Pekerja sentiasa mengekalkan bahagian pertumbuhan kerjaya mereka sebagai keutamaan tinggi dalam kehidupan mereka</i>)</p>					

C: Dependent Variable

Instruction: Tick [/] in the space provided with rate the following statements based on the 5 point scale given

(*Arahan: Tandakan [/] di petak yang disediakan dengan menilaipernyataanberikutberdasarkan5 titikskala yang diberikan*)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

DV:LECTURER PERFORMANCE

No.	Description / Deskripsi	1	2	3	4	5
1.	<p><u>Implementation right job time</u></p> <p>Lecturers are able to complete a lot of workload in accordance with the specified time.</p> <p><i>(Pensyarah dapat melengkapkan banyak beban kerja mengikut masa yang ditetapkan.)</i></p>					
2.	<p><u>Produce work that is quality</u></p> <p>Lecturers always prioritize work standards set by the company as a reference for achieving optimal work results.</p> <p><i>(Pensyarah sentiasa mengutamakan piawaian kerja yang ditetapkan oleh syarikat sebagai rujukan untuk mencapai hasil kerja yang optimum.)</i></p>					
3.	<p><u>Quantity</u></p> <p>Lecturers are able to complete the work in accordance with the targets set by the company until it is reached.</p> <p><i>(Pensyarah dapat melengkapkan kerja mengikut sasaran yang ditetapkan oleh syarikat sehingga ia dicapai.)</i></p>					
4.	<p><u>Presence</u></p> <p>Lecturers enter the office in accordance with the specified hours.</p> <p><i>(Pensyarah memasuki pejabat mengikut waktu yang ditetapkan.)</i></p>					
5.	<p><u>Ability Work</u></p> <p>Lecturers are able to work individually and in groups.</p> <p><i>(Pensyarah dapat bekerja secara individu dan berkelompok.)</i></p>					

APPENDIX B

GANTT CHART FOR FYP II

