

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK MOTIVATION ON THE PERFORMANCE OF PRODUCTION COOPERATIVE MEMBERS IN THE DIGITAL AGE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (A STUDY OF THE PERKEBUNAN PRODUCTION COOPERATIVE IN BANYUASIN DISTRICT)

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ABSTRACT

This study aims to analyse the influence of transformational leadership style and work motivation on member performance in Plantation Production Cooperatives in Banyuasin Regency, with job satisfaction as an intervening variable. The phenomenon of performance in cooperative organisations is crucial to study in order to understand how the role of leadership and internal motivation of employees can optimise organisational productivity. The research method used is quantitative with a population of 100 cooperative members. The sampling technique utilised saturated sampling (census), where all members of the population were respondents. Primary data were collected through questionnaires and analysed using the Structural Equation Modelling (SEM) method based on Partial Least Square (PLS). The results show that transformational leadership style and work motivation have a positive and significant effect on job satisfaction. Furthermore, job satisfaction is proven to play a significant role as a mediating variable in linking leadership style and motivation to member performance. Statistical findings show the R^2 value for the job satisfaction variable of 0.975, which indicates that 97.5% of the variance in job satisfaction is explained by this model. Meanwhile, the R^2 value for member performance reached 0.992, indicating that leadership style, motivation, and job satisfaction simultaneously explained 99.2% of the variance in member performance, while the remaining 0.8% was influenced by factors outside the research model. This study recommends enhancing aspects of transformational leadership to strengthen job satisfaction, which will ultimately maximise sustainable organisational performance.

Keywords: Transformational Leadership Style, Work Motivation, Job Satisfaction, Member Performance

A. INTRODUCTION

The palm oil plantation sector is a strategic pillar of Indonesia's national economy. Data from the Central Statistics Agency (2015) and the Coordinating Ministry for Maritime Affairs and Investment (2024) show a significant increase in land expansion, from 10.9 million hectares in 2014 to 16.01 million hectares in 2024. This rapid growth is inseparable from the success of the core-plasma partnership scheme, which integrates large companies with smallholder plantations. In this ecosystem, producer cooperatives play a vital role as a legal entity, investment manager, and economic driver for smallholder farmers. In Banyuasin Regency, this dynamic is clearly evident in the increase in the area of plasma oil palm plantations, which reached 16,342 hectares in 2023. By 2024, there were 292 oil palm (plasma) producer cooperatives with around 15,797 members. With an estimated economic turnover of Rp 6.5 trillion per month through the production of fresh fruit bunches (FFB), the performance of cooperatives is no longer merely a managerial issue, but has become a determinant of the welfare of the wider community in Banyuasin.

However, entering the era of digital transformation and globalisation, cooperatives are faced with the challenge of remaining competitive and efficient. The main focus of organisational success has now shifted to the quality of human resources (HR). Uniquely, in the context of

cooperatives, members are not mere objects, but rather owners who have dual roles as controllers, risk bearers, and developers. Therefore, optimising member performance has become a top priority in modern organisational management.

Transformational leadership style is believed to be key in motivating cooperative members in the digital age. Transformational leaders are able to inspire members to transcend personal interests for the sake of collective goals (Bass & Riggio, 2019). Although Liu & Lee (2022) found a positive relationship between this leadership style and performance, research by Khan et al. (2021) shows inconsistencies if it is not accompanied by high job satisfaction. This phenomenon indicates that the influence of leadership on performance may be indirect. In addition to leadership, work motivation (intrinsic and extrinsic) is another important determinant in increasing member productivity. However, challenges arise when the reward system is not supportive, which according to Rahman & Nasution (2023) can weaken the influence of motivation on performance. This is where job satisfaction comes in as a crucial intervening variable. Job satisfaction not only increases commitment but also reduces turnover intention—the conscious intention to leave the organisation triggered by job dissatisfaction (Mobley, 1977).

There is a research gap that underlies the urgency of this study. First, there are inconsistencies regarding the mediating role of job satisfaction in the relationship between motivation and performance (Suryani & Hidayat, 2022; Wijaya, 2021). Second, the majority of previous studies have focused more on the banking sector or large corporations, while in-depth studies on the producer cooperative sector in rapidly developing areas such as Banyuwangi Regency are still very limited. Third, there is a need to re-examine the effectiveness of transformational leadership under the pressure of digital transformation in people's economic institutions.

Based on the above description, this study aims to analyse and empirically prove the influence of transformational leadership style and work motivation on member performance, with job satisfaction as an intervening variable in plantation production cooperatives in Banyuwangi Regency.

B. LITERATURE REVIEW

Member Performance in Cooperatives

Performance is one of the fundamental aspects that determine the success of an organisation, whether in the public, private, or cooperative sector. Conceptually, performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the standards and responsibilities assigned to them (Mangkunegara, 2017; Robbins & Judge, 2022). According to Armstrong and Taylor (2021), performance is a function of motivation, ability, and opportunity, which simultaneously determine individual effectiveness. In an ethical organisational context, performance is not merely the completion of tasks, but must also be in line with legal and moral boundaries (Adhelina et al., 2024). Specifically in the context of cooperatives, member performance plays a strategic role in maintaining productivity and strengthening social solidarity for the sustainability of joint ventures.

Several key theories underpin our understanding of performance, including Expectancy Theory (Vroom, 1964), which emphasises the relationship between effort, performance and reward. In addition, Goal Setting Theory explains that clarity and challenge of goals can drive individual commitment (Locke & Latham, 2019). In the modern HR perspective, the AMO Framework (Ability, Motivation, Opportunity) concept emphasises that optimal performance occurs when employees have adequate ability, high motivation, and the opportunity to contribute (Boxall & Purcell, 2020). This performance measurement generally involves

dimensions of quality, quantity, timeliness, cost efficiency, work independence, and interpersonal impact (Bernardin & Russell, 2020).

Job Satisfaction

Job satisfaction is a positive emotional state that arises when individuals assess their work experience as meeting their expectations and needs (Locke, 2020). This satisfaction plays a strategic role as an intervening variable that bridges the influence of leadership style and motivation on performance. According to Baron and Kenny (2020), intervening variables function as psychological mechanisms that explain why an organisational factor can influence performance outcomes. Research shows that transformational leadership does not always directly increase productivity; its influence is often reinforced through increased member satisfaction with supervision, co-workers, and organisational policies (Rahmawati & Suyono, 2021).

The impact of job satisfaction includes increased loyalty, reduced turnover rates, and the emergence of organisational citizenship behaviour (OCB) or willingness to work beyond standard duties (Alharbi et al., 2021). In the digital age, job satisfaction is also influenced by technological adaptations that facilitate communication and transparency within organisations. In the context of cooperatives, satisfaction based on the values of togetherness and economic justice is the main foundation for members to remain actively involved. Thus, job satisfaction acts as a crucial mediator that ensures that the motivation and leadership style applied are truly transformed into tangible performance achievements.

Transformational Leadership Style

Transformational leadership style is recognised as the most effective leadership model in dealing with rapid organisational change in the digital age. This leadership is defined as the ability of leaders to inspire and empower their followers to achieve results that exceed initial expectations (Bass & Riggio, 2021). There are four main dimensions to this style, namely: Idealised Influence (leaders as moral role models), Inspirational Motivation (the ability to communicate a vision), Intellectual Stimulation (encouraging creativity and critical thinking), and Individualised Consideration (attention to the unique needs of each member). Transformational leaders act as agents of change who create psychological safety, so that members feel brave enough to innovate without fear of social risk (Liu & Lee, 2022).

Work Motivation

Work motivation is the psychological driving force that determines the intensity and perseverance of an individual in their work (Robbins & Judge, 2022). Through Self-Determination Theory, motivation is divided into intrinsic motivation, which comes from inner satisfaction, and extrinsic motivation, which comes from external factors such as salary and rewards (Deci & Ryan, 2020). Herzberg (2020) also emphasises the importance of balancing motivators (achievement) and hygiene factors (working conditions) to maintain performance. In the digital age, motivation no longer depends solely on financial compensation, but also on flexibility, autonomy, and continuous learning opportunities (Kim & Park, 2022). Highly motivated employees tend to show stronger engagement with the collective goals of the organisation.

B. METHOD

This study utilised a quantitative approach with an explanatory research method conducted in Banyuasin Regency across all plantation production cooperatives (plasma) from June to December 2025. The research population comprised 15,727 members from 292 cooperatives, with a sample of 100 respondents determined using the Slovin formula and

purposive sampling technique based on the criterion of at least one year of membership activity. Primary data was collected through structured questionnaires, in-depth interviews, and field observations to capture the dynamics of transformational leadership style, work motivation, job satisfaction, and member performance in the digital era. The entire field data collection process was centred on the period from November to December 2025 to ensure the actuality of information related to the real conditions of production cooperatives at the research location.

The data analysis technique used was Partial Least Square (PLS)-based Structural Equation Modelling (SEM) to test causal relationships and the mediating role of variables simultaneously. The analysis began with descriptive statistics on respondent demographics, followed by an evaluation of the outer model through convergent validity, discriminant validity, and reliability tests using Cronbach's Alpha and Composite Reliability. Next, inner model testing was conducted to assess the robustness of the structural model through R-Square values. Hypothesis testing was conducted with path analysis using a significance level of 5 per cent alpha, where hypotheses were accepted if the p-value was less than or equal to 0.05 or the t-statistic was greater than or equal to 1.96. This approach is expected to comprehensively explain the direct and indirect effects of leadership and motivation factors on member performance through job satisfaction as a mediating variable.

C. RESULTS AND DISCUSSION

Evaluation of the Measurement Model (*Outer Model*)

An outer model analysis was conducted to ensure that each indicator had strong validity in representing its latent variable. Through SEM algorithm calculations, the validity level was measured based on the factor loading value. The data processing results showed that all indicators for the variables of Transformational Leadership Style, Work Motivation, Work Satisfaction, and Cooperative Member Performance had met the requirements for a statistically valid relationship.

In more detail, the calculation results show that all statement items have factor loadings that exceed the minimum threshold of 0.70. For the Transformational Leadership Style variable, the loadings range from 0.862 to 0.967, while for the Work Motivation variable, they range from 0.811 to 0.957. The Job Satisfaction variable also shows excellent validity with a range of 0.862 to 0.970, followed by the Cooperative Member Performance variable with a range of 0.855 to 0.964. Since all indicators have factor loadings above 0.70, it can be concluded that all statement items in this research instrument have high convergent validity and are suitable for testing the structural model in the next stage.

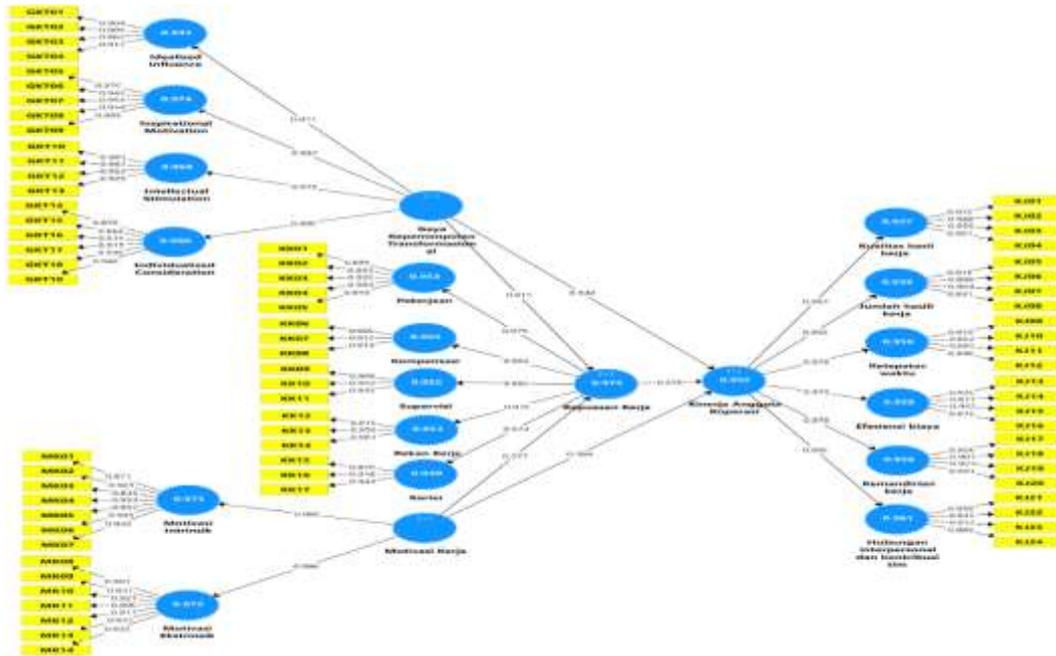


Figure 1. Full Model After Calculation

The reliability of the measurement model in this study was also reviewed through the Average Variance Extracted (AVE) parameter. This test served as further confirmation that the latent variables in the structural model were able to accurately represent their supporting indicators. Based on the data processing results, the AVE values for all constructs showed excellent figures, with the Transformational Leadership Style variable recording a value of 0.814, Work Motivation of 0.800, Job Satisfaction of 0.798, and Cooperative Member Performance of 0.806. In detail, the AVE values for each research variable are presented in the following table:

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Transformational Leadership Style	0.814
Work Motivation	0.800
Job Satisfaction	0.798
Cooperative Member Performance	0.806

Source: Data processed by Smartpls, 2026

Reliability tests were conducted to evaluate the internal consistency of each construct to ensure that the research instruments provided stable and consistent results. In this test, the reliability criteria were considered to be met if the Cronbach's Alpha and Composite Reliability (CR) values were greater than 0.70. The calculation results show a very high level of reliability () for all research variables, where Transformational Leadership Style obtained a Cronbach's Alpha value of 0.987 and a CR of 0.988, while Work Motivation recorded a Cronbach's Alpha value of 0.981 and a CR of 0.982.

A similar trend of consistency was also observed in the Job Satisfaction variable with a Cronbach's Alpha value of 0.984 and CR of 0.985, as well as the Cooperative Member Performance variable, which achieved the highest value of Cronbach's Alpha 0.989 and CR 0.990. Given that all values obtained are well above the threshold of 0.70, it can be concluded that all variables in this model have excellent reliability. This indicates that each statement item in the

questionnaire is able to measure its construct consistently and free from measurement error, as summarised in the following table:

Table 3. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Transformational Leadership Style	0.987	0.988
Work Motivation	0.981	0.982
Job Satisfaction	0.984	0.985
Cooperative Member Performance	0.989	0.990

Source: Data processed by Smartpls, 2026

Structural Model Evaluation (*Inner Model*)

After ensuring that the measurement model (outer model) meets the criteria of validity and reliability, the next step is to evaluate the structural model or inner model. This step is carried out to see the extent to which independent variables can explain the variance in dependent variables by testing the R-Square value. The higher the R-Square value, the greater the accuracy of the prediction and the contribution of exogenous variables to endogenous variables in the proposed model.

Based on the data processing results, the R-Square value for the Job Satisfaction variable is 0.975. This indicates that the variance in Job Satisfaction can be explained by Transformational Leadership Style and Work Motivation by 97.5 per cent, while the rest is influenced by other factors outside the research model. Meanwhile, the Cooperative Member Performance variable obtained an R-Square value of 0.992, which means that the simultaneous contribution of Transformational Leadership Style, Work Motivation, and Job Satisfaction in explaining performance variance reached 99.2 per cent. The very high R-Square values for both constructs (above 0.67) indicate that the structural model constructed has a very strong and substantial level of predictive accuracy in the context of production cooperatives in Banyuasin Regency. Details of the determination coefficient values are presented in the following table:

Table 4. R-Square Values (R²)

	R Square
Job Satisfaction	0.975
Cooperative Member Performance	0.992

Source: Data processed by Smartpls, 2026

The core stage of inferential analysis is to test hypotheses to prove the significance of the influence between variables that have been formulated in the research model. Through the bootstrapping procedure with 5,000 sub-samples, path coefficients, T-statistics, and P-values were obtained as the scientific basis for decision making. A hypothesis is accepted if it has a T-statistic value greater than 1.96 and a P-value less than 0.05, indicating that the relationship between the variables has a strong level of Work Motivation.

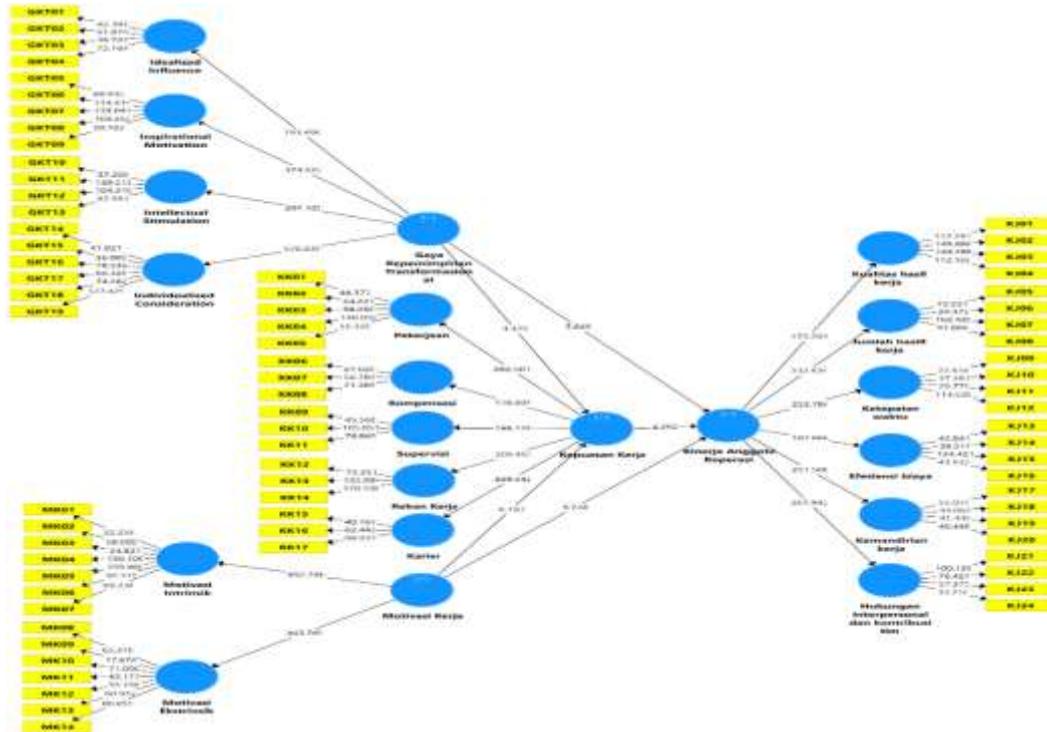


Figure2 . Results of T-Statistics Test Between Variables

Hypothesis testing in this study was conducted using the bootstrapping method to obtain statistical significance values for each path relationship in the structural model. The significance criteria were set based on a T-Statistic value that must be greater than 1.96 and P-Values that must be less than 0.05. Based on the data analysis results, it was found that Transformational Leadership Style had a positive and significant effect on Job Satisfaction with a T-Statistic value of 4.429 and P-Values of 0.000. Similarly, Work Motivation showed a significant positive effect on Job Satisfaction with the highest T-Statistic value of 6.193 and P-Values of 0.000, indicating that motivational drive is a dominant factor in shaping the satisfaction of cooperative members.

Furthermore, testing of the dependent variables showed that Transformational Leadership Style and Work Motivation had a direct, positive and significant effect on Cooperative Member Performance, with T-Statistics values of 5.649 and 5.728 respectively (P-Values 0.000). In addition, Job Satisfaction was also found to have a significant effect on Cooperative Member Performance with a T-Statistic value of 4.292 and P-Values of 0.000. All direct relationship paths in this model were found to be significant, which means that improvements in leadership style, motivation, and job satisfaction will contribute to the optimisation of the performance of cooperative members in Banyuasin Regency. A summary of the results of the direct effect testing is presented in the following table:

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style → Job Satisfaction	0.415	0.419	0.094	4.429	0.000
Work Motivation → Job Satisfaction	0.577	0.573	0.093	6.193	0.000
Transformational Leadership Style → Cooperative Member Performance	0.342	0.338	0	5.649	0
Work Motivation → Cooperative Member Performance	0.384	0.380	0.067	5.72	0
Job Satisfaction → Cooperative Member Performance	0.276	0.284	0.064	4.29	0.000

Source: Data processed by Smartpls, 2026

Mediation testing was conducted to evaluate the significance of the indirect effect of the independent variable on the dependent variable through the intervening variable. The criteria for accepting the mediation hypothesis refer to a T-Statistic value above 1.96 and P-Values below 0.05. Based on the results of the Indirect Effect data processing, it was found that the Job Satisfaction variable significantly mediated the influence of Transformational Leadership Style on the Performance of Cooperative Members. This is supported by a T-Statistic value of 2.772 and a P-Value of 0.006, which indicates that an inspirational leadership style can improve member performance by first creating a sense of satisfaction in the work environment.

In addition, job satisfaction has also been proven to play a mediating role in the relationship between work motivation and the performance of cooperative members. Statistical results show a T-statistic value of 3.576 with a P-value of 0.000, which means that the influence of motivation on performance becomes stronger when cooperative members experience high job satisfaction. Overall, these results confirm that job satisfaction is a crucial psychological mechanism (intervening) in bridging managerial and motivational factors to produce optimal member performance in production cooperatives in Banyuasin Regency. Details of the results of testing the indirect effect are presented in the following table:

Table 6. Indirect Effect Data

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values
Transformational Leadership Style → Job Satisfaction → Cooperative Member Performance	0.115	0.119	0	2.772	0.006
Work Motivation → Job Satisfaction → Cooperative Member Performance	0.160	0.162	0.045	3.576	0.000

Source: Data processed by Smartpls, 2026

DISCUSSION

The Influence of Transformational Leadership and Motivation on Job Satisfaction

Transformational leadership style has been proven to have a positive and significant influence on the job satisfaction of cooperative members in Banyuasin Regency. This finding was validated by the t-test () with a T-Statistic value of 4.429 and P-Values of 0.000, confirming that

the effectiveness of leaders in providing vision, stimulating creativity, and showing sincere attention greatly determines the happiness of members in the organisation. Theoretically, this supports the view of Bass and Riggio (2021) that transformational leaders act as mentors who inspire emotional commitment. In practice, cooperative administrators in Banyuasin have been able to set a transparent example, especially in facing the challenges of the digital era, so that members feel valued and satisfied because their aspirations are heard amid the focus on palm oil production targets.

In line with leadership, work motivation was also found to have a positive and significant effect on job satisfaction, with a very strong T-statistic value of 6.193. These results indicate that job satisfaction is the result of a fulfilled motivation process, in line with Luthans' theory (2021). Empirical conditions show that clarity in the profit-sharing system and the use of digital communication platforms provide certainty for members, which in turn strengthens their extrinsic and intrinsic motivation. The synergy between the drive for economic welfare and a sense of responsibility towards shared assets is what makes the working climate at the Banyuasin production cooperative harmonious.

The Influence of Transformational Leadership, Motivation, and Satisfaction on Performance

This study proves that transformational leadership directly improves the performance of cooperative members (T-Statistic 5.649). Inspirational leaders successfully align members' personal goals with the cooperative's strategic vision, thereby encouraging the achievement of results that exceed routine standards. In the digital era, administrators who act as facilitators have improved the discipline and initiative of members in the field, ensuring that the quality of palm oil production is maintained through trusting working relationships. Work motivation has also become the main driving force in maintaining plantation productivity, as evidenced by a T-Statistic value of 5.728. In line with Dessler's (2021) theory, members' technical abilities will not be optimal without the motivation to work. The transparency of digital production data in Banyuasin District provides certainty of results, which encourages members to work more carefully and efficiently. On the other hand, job satisfaction also contributes directly to performance (T-Statistic 4.292), where members who are satisfied with SHU compensation and supervision tend to exhibit high organisational citizenship behaviour and work in accordance with strict standard operating procedures.

The Role of Job Satisfaction Mediation in Improving Member Performance

The most crucial finding in this study is the proven role of job satisfaction as a mediating variable linking leadership style and motivation to performance. The mediation path of leadership on performance through satisfaction (T-Statistic 2.772) shows a partial mediation mechanism. This means that transformational leaders in Banyuasin not only improve performance through instruction, but also through the development of a psychological foundation that makes members feel valued and comfortable in adopting digital technology. Finally, job satisfaction also significantly mediates the influence of motivation on member performance (T-Statistic 3.576). Members' economic motivation to improve their families' welfare transforms into superior performance when they feel satisfied with the transparency of management and the ease of technology provided by the cooperative. Job satisfaction here serves as fuel that ensures members' motivation does not quickly fade. Overall, the integration of transformational leadership style and strengthening motivation oriented towards member satisfaction is a key strategy for the sustainability of plantation production cooperatives in the digital era.

D. CONCLUSION

This study on Plantation Production Cooperatives in Banyuasin Regency successfully proved that transformational leadership style and work motivation are the main determinants in improving member performance, both directly and through the mediating role of job satisfaction. Based on the results of SEM-PLS testing, it can be concluded that transformational leadership style and work motivation have a positive and significant effect on member job satisfaction. Similarly, these two independent variables, together with job satisfaction, were found to have a direct effect on improving the performance of cooperative members. Furthermore, this study provides a theoretical contribution regarding the crucial role of job satisfaction as a mediating variable. The analysis results show that transformational leadership style and work motivation can optimise member performance more effectively when preceded by an increase in job satisfaction. This confirms that the operational success of production cooperatives in the digital era does not only depend on technical instructions and economic incentives, but also on the development of the psychological conditions of members who feel valued, satisfied, and emotionally attached to the organisation.

Policy Implications

The findings of this study formulate several strategic policy implications for cooperative management. First, a visionary leadership-based managerial transformation is needed, whereby cooperative administrators need to adopt a transformational style through regular leadership training that emphasises a personal approach and intellectual stimulation. Second, accelerating the digitisation of systems is urgent in order to improve management transparency, such as the use of real-time applications for crop yield reports, which can strengthen members' extrinsic motivation through the certainty of economic and legal data. In addition, cooperatives must prioritise policies to increase job satisfaction as a long-term retention strategy through improvements to the working environment and agricultural support facilities. Local governments, through the Cooperative and SME Agency, also need to formulate competency development programmes that integrate technical aspects of plantation management and the strengthening of a motivational mindset. Finally, strengthening a collective-based organisational culture through participatory discussion forums is important to ensure that every member's aspirations are heard, thereby creating work harmony that leads to collective performance stability.

Recommendations

Based on the findings presented, the researchers offer several practical suggestions for stakeholders. For the management of the Plantation Production Cooperative in Banyuasin Regency, it is recommended to shift the supervision pattern from merely administrative-transactional to more inspirational by giving individual attention to each member in the field. The use of an open management information system in the digital era is highly recommended to build member trust through transparency of operational costs and crop yields. In addition, given the vital role of job satisfaction as a bridge to performance, administrators must ensure consistency in the timely distribution of Surplus Operating Income (SHU) and fairness in the distribution of production facilities. For future researchers, it is recommended to expand the scope of research variables by including external factors such as global commodity price fluctuations or the adaptability of more specific digital technologies, in order to obtain a more comprehensive picture of the dynamics of cooperative performance in the future.

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