

# The Influence of Transformational Leadership Style on Job Satisfaction and Employee Performance

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**Abstract**—With the changes that occur in the leadership style applied to an organization that impacts and affects the entire organization, such as changes in job satisfaction to employee performance. Where, these changes have a good or opposite effect on the organization, such as an increase or decrease in the performance of employees in the organization. The purpose of this study is to determine whether the Transformational Leadership Style of a leader applied to the organization will have an impact that affects Job Satisfaction and Employee Performance at the Sulawesi River Basin 1 government agency. This research was conducted on employees with status as Civil Servants at the Sulawesi River Basin 1 in Manado, North Sulawesi with a total of 149 employees. The Structural Equation Model-Partial Least Square (SEM-PLS) is a quantitative methodology used in this research that employs the causality association method. The study's findings indicate that, first, a transformational leadership style significantly and favorably affects job satisfaction with p-values below 0.05 ( $P = 0.000 < 0.05$ ). Second, employee performance is positively and significantly impacted by transformational leadership style with the p-values below 0.05 ( $P = 0.004 < 0.05$ ). Lastly, there is a significant positive correlation between employee performance and job satisfaction is also accepted since the value of this relationship is below 0.05 ( $P = 0.000 < 0.05$ ). Thus, it is envisaged that the organization's management will be able to use and enhance the transformational leadership style to an even greater degree and will also be able to pay closer attention to the performance and working conditions of workers.

**Keywords:** Transformational Leadership Style; Job Satisfaction; Employee Performance

## 1. INTRODUCTION

Changes that occur in a leader related to his leadership style implemented in an organization leadership style that is implemented in an organization, which will have an impact on the whole organization, such as influence that can have an impact on the entire organization, such as changes in employee performance. changes in the way people are doing their jobs. The extent to which these changes will have a positive or negative impact on the company, such as an increase or reduction in employee performance inside the business, is the subject of this discussion. when it comes to the performance of workers inside the same company. It is possible to move the company and its followers in the proper direction by using the appropriate leadership style. This will result in the followers feeling content with the job that they are doing within the organization, which will ultimately lead to an improvement in the performance of workers working within the business. According to Niam and Syah, (2019), followers report feeling content with the job they are doing in the company, which will lead to improved employee performance. The research that was carried out by Mashudi et al., (2020) and Maroli & Safaria, (2023) applies a different leadership style to this study. This research states that the leadership style that is different from this study is the most ideal leadership style in organizations. This study also states that the leadership style that is most frequently used and suitable to be applied in a variety of organizations is the most ideal leadership style.

On the other hand, according to a research that was conducted on the Sulawesi River Basin 1, transformational leadership is a kind of leadership in which the leader himself is responsible for managing the organization. The transformational leadership style, employee performance, and work happiness have all been the subject of a significant amount of study in the past. However, the research that was carried out by Lasiny et al., (2021), Mashudi et al., (2020) and Wiandhani et al., (2022) is distinctive in that it focuses on civil servants from the Sulawesi River Basin 1 as a government agency that is involved in the development of water resources, conservation of water resources, and damage control in the North Sulawesi region. This organization is now going through a period of leadership transitions, which includes a shift in leadership philosophies. These changes are having an effect on every facet of the company, notably the performance of the employees, which has the potential to either improve or suffer depending on the conditions.

The objective of the study was to get a deeper understanding of the transformational leadership style of a leader and the ways in which it influences the performance of employees and their level of happiness in their jobs within a company. The performance of employees and their level of satisfaction with their jobs at the government agency responsible for the Sulawesi River Basin 1 will be affected by the organization. The decline in employee performance is a problem and obstacle for the organization. Therefore, leaders and management are required to know what kind of things affect employees related to employee performance itself. The increased satisfaction of an employee with his job will have an impact on the employee's performance which will increase (Barasa and Kariuki, 2020). If there is an increase in work performance Ngwenya and Pelsler (2020), with policies and decisions from leadership in the organization means that employees are also satisfied with the leader's way and style of leading the organization, where leadership style is very important and affects employee job satisfaction, (Chandrasekara, 2019).

Transformational leadership introduced by Bass & Avolio, which is the emotional attachment between leaders and subordinates, and identifies four dimensions of transformational leadership in Barasa & Kariuki, (2020) research, namely inspirational motivation, individualized consideration, idealized influence, intellectual stimulation. Leadership style is the application of a behavior carried out by the leader, when he wants to influence the behavior of employees as his subordinates, and determines the success of a leader, in leading and motivating his followers in organizational change (Holbert et al., 2021). A leader with transformational leadership is someone with the ability to inspire his employees to work for the good of the organization, in the short and long term Lasiny et al., (2021) and the understanding of transformational leadership according to his research is leadership with the aim of change with the assumption of being better. Leadership with a transformational style is leadership that can encourage followers to reach their full potential and overcome personal obstacles to fight for the common good of the organization (Hai et al., 2021). Meanwhile, according to Al-Mansoori & Koç, (2019), leaders with transformational leadership styles have high emotional intelligence, pay attention to the performance of their subordinates and maintain their development.

Job satisfaction has a great effect and affect employee behavior and work performance that reflects employee performance in terms of their creativity, appetite and intentions according to (Ngwenya & Pelser, 2020). In research Fachrurazi, (2023) job satisfaction is an expression of a person's psychological phenomenon towards his job based on his perception of various dimensions of the work environment, including tasks performed, coworkers, work environment and work compensation. Job satisfaction, defined by Dziuba et al., (2020), is as a sense of achievement and success that means doing a job that is liked well and rewarded for one's own efforts. According to Chandrasekara, (2019), job satisfaction is the inner agreement of workers related to their work which includes aspects such as salary, promotion, benefits, working conditions, direction, relationships with coworkers and organizational practices. Meanwhile, according to Celluci (1978), in research Sasongko et al., (2021), formulated five indicators, namely being satisfied with the leader, salary, coworkers and promotions to satisfaction based on the work done.

The concept of employee performance according to Colquitt et al., (2018), namely the value of a set of behaviors of participating workers related to organizational achievement either positively or negatively. Work performance of organizational employees is a measure, both in terms of quality and in terms of quantity as a result in performing tasks and responsibilities that are appropriate and have been distributed by the organization according to (Ngwenya & Pelser, 2020). Employee performance is defined as a person's work in terms of quality and quantity obtained by an employee in completing work and in accordance with responsibilities. obtained by an employee in completing work and in accordance with his responsibilities according to (Roz, 2019). The work performance of employees is a result of work both in terms of quality and quantity achieved by employees in carrying out their work in accordance with the responsibilities given to employees according to (Anah et al., 2020). Performance is the result of achievement in carrying out work both individually and in groups in an organization, in line with their respective authorities and responsibilities (Muwaffaq et al., 2020). Meanwhile, according to Bernardin and Russell in (Syarifuddin et al., 2022) research, states about the quality of work, job knowledge, individual quality, cost effectiveness, supervision, interpersonal impact.

## 2. RESEARCH METHODS

In this quantitative investigation, the concept of associative causation is used. The findings of this research provide an explanation for the cause-and-effect relationship that exists between the independent variables and the dependent variable. employed questionnaire techniques or sent online questions over the Internet to staff members of the Sulawesi River Basin 1 staff via an internet connection at the Sulawesi River Basin 1 staff who were working at the time. During the course of this investigation, the variables were evaluated using a Likert scale that had a point range that went from 1 (strongly disagree) to 5 (strongly agree).

In this particular investigation, a quantitative approach was applied, and the associative causality technique was utilized in combination with the structural equation model-partial least square (SEM-PLS) research methodology. A quantitative strategy was utilized. The tests that are performed on this model are the ones that are considered to be valid. The factor loading and Average Variance Extrated (AVE) tests contribute to the demonstration of convergent validity, which is included in these tests.

In addition, there is evidence of discriminant validity testing, which may be shown by the use of cross-loading. There is also the reliability test, which includes the Cronbach alpha and the composite variable testing. Both of these tests are included in the reliability test. The structural model test, which is also known as the inner model, is used in order to assess the second model. This allows for the evaluation of the second model. The evaluation of it is accomplished by the use of the R-square, the Q-square, and the Path Coefficients (Hair Jr et al., 2021).

The transformational leadership style variable has 5 statements developed by Barasa & Kariuki, (2020). The job satisfaction variable has 5 statements developed according to (Sasongko et al., 2021). Meanwhile, the employee performance variable is measured by 18 statements developed from Syarifuddin et al., (2022), and for the total number of statements there are 28 statements. However, only 12 indicators have passed the test with factor loading values exceeding 0.6 (>0.6) and this research was conducted on employees of the Sulawesi River Basin 1 in Manado, North Sulawesi with a total of 149 employees with a position as civil servants out of 447 total employees. The variable measurement statement can be seen in Table 1.

**Table 1.** Variable Measurement Statement

Variabel	Statement	Source
Transformational Leadership Style	Leaders are role models for me in the organization.	(Barasa & Kariuki, 2020)
	Leaders convey the vision, mission and goals of the organization to employees including me.	
	Leaders directly help me in solving work problems.	
	Leaders encourage and motivate me to be more creative and innovative at work.	
Job Satisfaction	I feel satisfied when I receive my salary.	(Sasongko et al., 2021)
	I have good and supportive colleagues in the organization.	
	I am satisfied with the supervision and assessment results carried out by superiors.	
Employee Performance	I try to complete work tasks according to the target.	(Syarifuddin et al., 2022)
	I participate when there are activities in the organization	
	I always complete my work without having to be instructed.	
	I complete the work given to me well.	
	I am able to solve and overcome problems at work.	

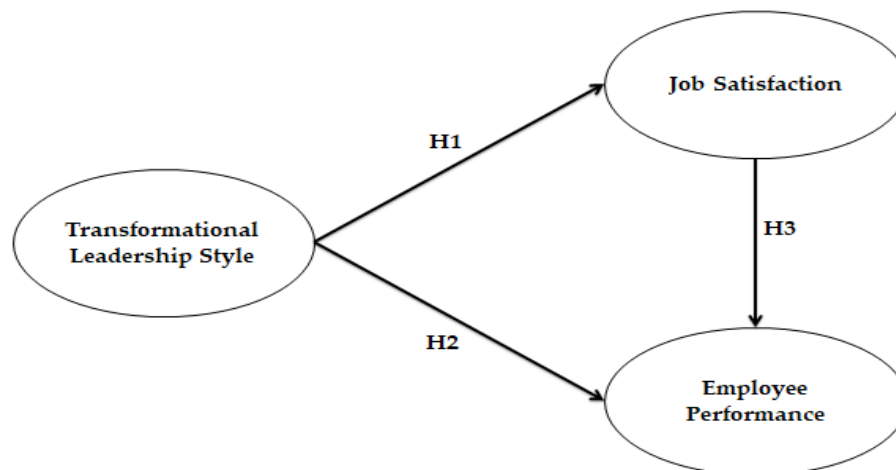
In this study, using associative causality method with quantitative approach using Structural Equation Model-Partial Last Square (SEM-PLS). The collection or retrieval of sampling data is determined using the census technique or saturated sample which is a technique in determining the number of samples to be used, where all existing populations are used as samples (Sugiyono, 2018) by having certain criteria, such as having status as a civil servant and having worked for at least 1 year with class IIA-D up to class IVA-D.

**H1:** There is a positive influence between Transformational Leadership Style on Employee Job Satisfaction at the Sulawesi River Basin 1.

**H2:** There is a positive influence between Transformational Leadership Style on Employee Performance at the Sulawesi River Basin 1.

**H3:** There is a positive influence between Job Satisfaction on Employee Performance at the Sulawesi River Basin 1.

Based on the previous research and the theory described above, this research can build a model framework are presented in **Figure 1:**



**Figure 1.** Conceptual Model

### 3. RESULTS AND DISCUSSION

Characteristics of respondents totaling 149 respondents with characteristics including gender, age, class and position, education, duration of work and average monthly income which serves to provide an overview of the data obtained from the results of the questionnaire collected are presented in **Table 2.**

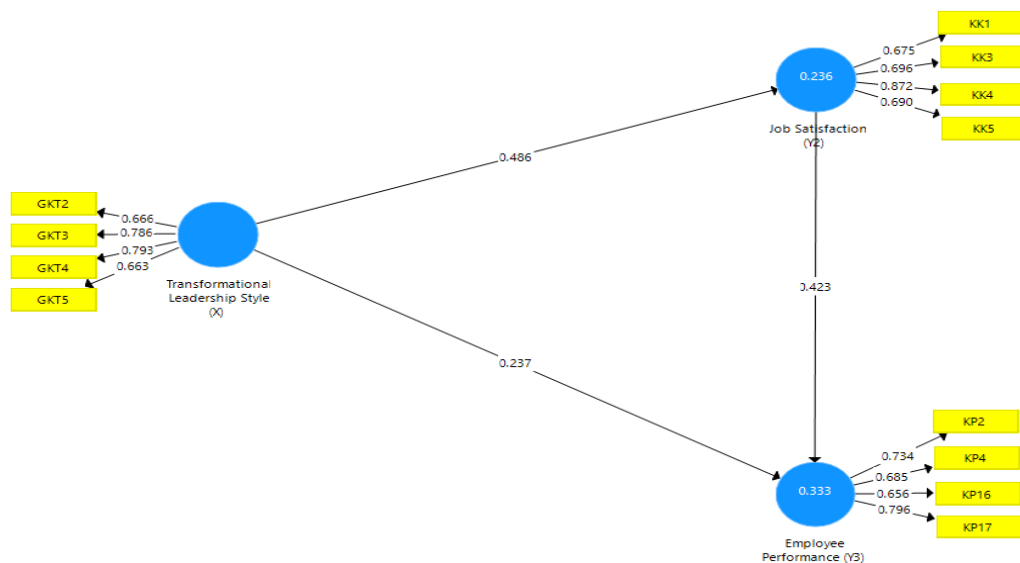
**Table 2.** Characteristic Of Respondents

Characteristic Of Respondents	Amount	Percentage (%)
<b>Gender</b>		
Male	71	48%
Female	78	52%
<b>Age</b>		

Characteristic Of Respondents	Amount	Percentage (%)
20-30	61	41%
31-40	70	47%
Over 40 years old	18	12%
<b>Class and Position</b>		
II A-D	46	31%
III A-D	95	64%
IV A-D	8	5%
<b>Education</b>		
Senior High School	39	26%
Bachelor	96	65%
Master's	11	7%
Doctoral	3	2%
<b>Length Of Working</b>		
1 Years	22	15%
> 1 Years	127	85%
<b>Monthly Salary</b>		
< Rp.5.000.000	51	34%
Rp. 5.000.000 - 10.000.000	80	54%
Rp. 11.000.000 - 20.000.000	17	11%
>Rp. 20.000.0000	1	1%

### 3.1 Outer Model

In order to verify the validity of the data from the measurement model employed in this research, which validates all the criteria in this model, this study evaluates convergent validity, discriminant validity, and reliability. Convergent and discriminant validity tests make up this test's two validity tests. The factor loading value in this research has surpassed 0.6 (>0.6), and all indicators in the convergent validity test must have a factor loading value of more than 0.6 to be deemed valid, according to the standards in this measurement model. Refer to **Figure 2**.



**Figure 2** Factor Loading Value

Additionally, the AVE (Average Variance Extrated) for each indicator was evaluated in order to evaluate the test findings. For an indicator to be deemed legitimate or approved, it must exceed 0.5 (> 0.5). **Table 3** displays the AVE value for every variable in the research that has been reached or is valid.

**Table 3.** Average Variance Extrated (AVE) Value

Variable	AVE	Description
Transformational Leadership Style	0,532	<b>Valid</b>
Job Satisfaction	0,544	<b>Valid</b>
Employee Performance	0,518	<b>Valid</b>

The test that follows is the discriminant validity test, which is based on the cross loading value. It is deemed valid if each measured construct's loading factor value is greater than the cross loading value in a different column, as shown in **Table 4**.

**Table 4.** Cross Loading Value.

	<b>Transformational Leadership Style (X)</b>	<b>Job Satisfaction (Y1)</b>	<b>Employee Performance (Y2)</b>
<b>TLS2</b>	<b>0,666</b>	0,357	0,284
<b>TLS3</b>	<b>0,786</b>	0,324	0,395
<b>TLS4</b>	<b>0,793</b>	0,361	0,321
<b>TLS5</b>	<b>0,663</b>	0,378	0,286
<b>JS1</b>	0,395	<b>0,675</b>	0,32
<b>JS3</b>	0,315	<b>0,696</b>	0,373
<b>JS4</b>	0,446	<b>0,872</b>	0,493
<b>JS5</b>	0,255	<b>0,69</b>	0,388
<b>EP16</b>	0,271	0,32	<b>0,656</b>
<b>EP17</b>	0,329	0,495	<b>0,796</b>
<b>EP2</b>	0,38	0,384	<b>0,734</b>
<b>EP4</b>	0,288	0,323	<b>0,685</b>

An additional test is the reliability test, which requires two (2) values to be considered reliable: for each variable, the composite reliability value generated must have a value more than 0.7 (> 0.7) and Cronbach's alpha must have a value greater than 0.6 (> 0.6). Because the value of the enforced conditions has been surpassed, the research's composite reliability and Cronbach's alpha have been reached or deemed reliable. Refer to **Table 5**.

**Table 5.** Cronbach's Alpha (CA), Composite Reliability (CR) Value

<b>Variabel</b>	<b>CR</b>	<b>CA</b>	<b>Description</b>
Transformational Leadership Style (TLS)	0,819	0,703	<b>Reliable</b>
Job Satisfaction (JS)	0,825	0,716	<b>Reliable</b>
Employee Performance (EP)	0,810	0,689	<b>Reliable</b>

### 3.2 Descriptive Test Statistics

From each statement has the number of values derived from each variable, based on this, a value is obtained that shows the level of each variable including the Transformational Leadership Style, Job Satisfaction, and Employee Performance variables based on the average value range, as follows:

**Table 6.** Deskriptif Test Statistics

<b>Variabel</b>	<b>Item</b>	<b>Mean Item</b>	<b>Mean Total</b>
Transformational Leadership Style (TLS)	TLS 2	4,62	<b>4,60</b>
	TLS 3	4,58	
	TLS 4	4,56	
	TLS 5	4,63	
	JS 1	4,59	
Job Satisfaction (JS)	JS 3	4,60	<b>4,59</b>
	JS 4	4,50	
	JS 5	4,68	
Employee Performance (EP)	EP 2	4,62	<b>4,56</b>
	EP 4	4,54	
	EP 16	4,54	
	EP 17	4,54	

### 3.3 Inner Model

Testing on this model aims to test the measurement of the path coefficient along with its effect which can be seen from the significance value of the R-Square ( $R^2$ ) test, Predictive Relevance ( $Q^2$ ) test and Path Coefficient test. R-Square ( $R^2$ ) Test Determination or R-square testing which tests how much influence and ability of the independent variable (X) in explaining the influence and ability of the dependent variable (Y), which means that the R-square value only appears on variables that get influence. See **Table 7**.

**Table 7.** R-Square Value ( $R^2$ )

	<b>R-Square (<math>R^2</math>)</b>	<b>R-Square Adjusted</b>
<b>Job Satisfaction (Y1)</b>	0,231	<b>0,231</b>
<b>Employee Performance (Y2)</b>	0,324	<b>0,324</b>

Job Satisfaction (Y1) is the variable that has the most influence, and the  $R^2$  test result that was shown earlier shows that the quantity of 0.231, which is comparable to 23.1%, is attained for this variable. This implies that the variable has met its goal. Taking this into consideration, it is possible to draw the conclusion that the Transformational Leadership

Style (X) variable is able to provide an explanation for 23.1% of the data, in addition to the effect of the job satisfaction (Y1) variable. The data of the Employee Performance (Y2) variable, on the other hand, may be influenced and explained by the Transformational Leadership Style (X) and Job Satisfaction (Y1) to the degree of 0.324, which is comparable to 32.4% of the total. This is the case since both variables are connected to the Employee Performance variable. In spite of the fact that this value has been taken into account, 76.9% of the Job Satisfaction (Y1) variables and 67.6% of the Employee Performance (Y2) variables are still present. Other elements that were not explored and analyzed in this study provide an explanation for the impact that these variables have.

Next, the test on Predictive Relevance (Q-Square / Q<sup>2</sup>) is carried out in order to ascertain whether or not the observation measurement value of the variables that are produced by the model can properly forecast the model. This is done in order to evaluate whether or not the model can accurately predict the model. The value of the Q-Square that was noticed serves as the foundation for this exam. In the event that the Q-Square value (Q<sup>2</sup> > 0) is greater than zero, it indicates that the variables and data are able to properly monitor or even forecast the model. On the other hand, if the Q-Square value (Q<sup>2</sup> < 0) is less than zero, it indicates that the variables and data are unable to observe or predict the model. This study has shown that the Q-Square (Q<sup>2</sup>) value has either been reached or is more than zero (Q<sup>2</sup> > 0). This is the conclusion that can be drawn from the results. Additionally, for more details, kindly refer to **Table 8**.

**Table 8.** Q-Square Test (Q<sup>2</sup>)

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Transformational Leadership Style (X)</b>	596,000	596,000	
<b>Job Satisfaction (Y<sub>1</sub>)</b>	596,000	527,061	<b>0,116</b>
<b>Employee Performance (Y<sub>2</sub>)</b>	596,000	501,156	<b>0,159</b>

According to the above Q-Square (Q<sup>2</sup>) test results, the Employee Performance (Y<sub>2</sub>) variable is 0.159 (Q<sup>2</sup> > 0) and the Job Satisfaction (Y<sub>1</sub>) variable is 0.116 (Q<sup>2</sup> > 0), meaning that these values are more than 0 (Q<sup>2</sup> > 0). It may be deduced that the model and its parameters can be effectively observed or predicted by the Job Satisfaction (Y<sub>1</sub>) and Employee Performance (Y<sub>2</sub>) data and variables.

The F-Square test is the next test that attempts to quantify the degree of partial impact between the independent and dependent variables. where the f-square test's expected values are 0.02 (weak), 0.15 (moderate), and 0.36 (strong). In this research, the f-square test values for the Transformational Leadership Style on Job Satisfaction and Employee Performance are 0.065 (Weak) and 0.309 (Moderate), respectively, and 0.205 (Moderate) for Job Satisfaction and Employee Performance. See **Table 9**

**Table 9.** F-Square (F<sup>2</sup>) Test

	Transformational Leadership Style (X)	Job Satisfaction (Y <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )
<b>Transformational Leadership Style (X)</b>		<b>0,309**</b>	0,065*
<b>Job Satisfaction (Y<sub>1</sub>)</b>			<b>0,205**</b>
<b>Employee Performance (Y<sub>2</sub>)</b>			

Next is the Path Coefficient test, where the results of this test will determine the formulation of the hypothesis developed earlier, based on the results of this test the hypothesis will be accepted or rejected, which can be seen in the significance value of the P-Value. If the significance value (P-Value) of the effect is smaller or below 0.05 (P < 0.05) it can be said that the influence between variables is significant. However, if the significance value (P-Value) of the effect is greater or above 0.05 (P > 0.05), it means that the effect between the variables is not significant. See **Table 10**.

**Table 10.** Path Coefficient Test.

	Coefficient	T-Statistics	P-Values	Ket.
<b>TLS (X) → JS ( Y<sub>1</sub>)</b>	0,486	6,805	<b>0,000</b>	<b>Significant</b>
<b>TLS (X) → EP ( Y<sub>2</sub>)</b>	0,237	2,876	<b>0,004</b>	<b>Significant</b>
<b>JS ( Y<sub>1</sub>) → EP ( Y<sub>2</sub>)</b>	0,423	5,158	<b>0,000</b>	<b>Significant</b>

The Path Coefficient value obtained in the first hypothesis (H1), which shows a significant relationship between the Transformational Leadership Style (X) variable and the Job Satisfaction (Y1) variable, has a value below 0.05 (P = 0.000 < 0.05), as indicated in the table above, in relation to the p-values. As a result, the first hypothesis (H1) is agreed upon. Additionally, there is a significant association (P = 0.004 < 0.05) between the Transformational Leadership Style (X) variable and Employee Performance (Y2) in the second hypothesis (H2). Consequently, it may be said that the second hypothesis (H2) is true. The association between the Job Satisfaction variable (Y1) and the Employee Performance variable (Y2) is significant, and the third hypothesis (H3) is also accepted since the value of this relationship is below 0.05 (P = 0.000 < 0.05). As a consequence, it may be concluded that every hypothesis generated during this study—H1, H2, and H3 in particular—passed the test by producing noteworthy outcomes and exerting enough impact to be deemed accepted.

### 3.4 Discussion

The purpose of this research is to investigate how employees feel about their job happiness, performance, and the transitional leadership style they exercise. After conducting the research, a number of results were obtained, and these conclusions shed light on the reasons why the transformational leadership style was responsible for the considerable improvement in work satisfaction and employee performance at the government agency that serves the Sulawesi River Basin 1 region.

The first research indicated that there is a significant positive link between job satisfaction and transformational leadership style. This correlation was found to be significant. Employees are more likely to feel satisfied with their leaders when they get attention from those leaders, such as when they provide hands-on support in addressing challenges connected to their job. In this manner, employees are more content with the leadership style that the leader has implemented inside the organization if they have a favorable impression of the leader. This research is in line with previous studies by Lasiny et al. (2021), Naeem & Khanzada (2018), dan Chandrasekara (2019), which state that Transformational Leadership Style has a positive and significant effect on Job Satisfaction.

According to the findings of the following study, a transformational leadership style is associated with a considerable improvement in employee performance on the job. The fact that the leader is actively involved in the process gives the impression that there is effective communication between the leader and the staff. As a result of this interaction, the level of employee initiative at work is rather high. The implication of this is that the more successfully a leadership style is used inside the organization, the more initiative individuals will take to accomplish tasks independently of guidance, hence enhancing or boosting employee performance. . This research is in line with previous studies from Chandrasekara (2019), Ngwenya & Pelsler (2020), Edward & Kaban (2020), dan Sasongko et al. (2021) which suggests that there is an effect of Transformational Leadership Style on Employee Performance positively and significantly.

The ultimate finding of the research indicates that work happiness has a favorable and substantial influence on the performance of employees. The adoption of successful transformational leadership is the foundation for employee satisfaction, and this has an influence on the degree to which workers are able to increase their performance. Employees will thus take the initiative to work without waiting for directives if they are happy with the appropriate results or with their own performance as an employee. The degree of enjoyment that an employee experiences will directly correlate to the increases in their performance, which will in turn lead to a rise in their production. Based on these results which state that there is an effect of Job Satisfaction on Employee Performance positively and significantly in line with research developed according to (Sasongko et al. 2021), (Mashudi et al. 2020) dan (Anindita et al.2022).

## 4. CONCLUSION

It is possible to draw the conclusion, on the basis of the findings of the study, that the influence of job satisfaction on employee performance is both positive and substantial. By providing employees with a sense of satisfaction with supervision, assessment, and good and supportive colleagues within the organization, it creates a sense of satisfaction from employees, which in turn results in increased employee performance. This is because employees are more likely to take the initiative to complete work in an appropriate manner, rather than waiting to be ordered to do so by superiors. Additionally, the association between Transformational Leadership Style and Job Satisfaction has a strong positive influence. This is because employees who get direct attention from transformational leadership are more likely to be content with the direct supervision and evaluation they receive from their leader. The influence between variables with the strongest relationship and the strongest influence on employee performance is the relationship between the variable job satisfaction on employee performance. The next point to consider is that the transformational leadership style brings about a major improvement in employee performance. The fact that the leader is directly involved in the job implies that there is a positive contact between the leader and the workers. This allows the employees to operate with a high level of initiative without being required to be instructed. It is the connection between the factors of Job Satisfaction and Employee Performance that has the greatest relationship and impact on Employee Performance. This is the influence among variables that has the strongest relationship and influence. This study has several limitations or limitations in the implementation of its research, namely the limited variables used in this study, so that it has an impact on the low value shown in the determination test or the R-Square (R<sup>2</sup>) test value. Thus, the ability of the Transformational Leadership Style as an independent variable in explaining the effect of Job Satisfaction (Y1) is fairly weak and Employee Performance (Y2) is moderate or moderate. Therefore, it is recommended for future research, to add other variables in further research such as work motivation, work environment and work compensation. And also, this research has a scope on the number of respondents which can be said to be still limited or lacking where it only focuses on employees who are civil servants. Therefore, it is also hoped that for future research, research will be carried out in the same agency field but focusing on all employees in the relevant agencies which include all employees with different statuses such as Honorary employees, Individual Consultant employees, Government Employees with Employment Agreement, to Outsourcing employees who work at related agencies in order to find out the level of satisfaction and performance of all employees in the organization. This research has managerial implications in order to increase job satisfaction and employee performance at the Sulawesi River Basin I Center. The transformational leadership style applied to the organization has directly influenced and produced a good and positive impact on job satisfaction and performance of employees at the Sulawesi River Basin I Center. Therefore, it is hoped that the management of the organization can implement and improve

the Transformational Leadership Style which can explain the vision, mission and goals of the organization properly and clearly to employees and it is also hoped that leaders can directly take part or participate in completing work so as to overcome the creation of a sense of dissatisfaction until the decline in employee performance. Because of that, it's hoped that the management of the organization can also pay more attention to the conditions of employees such as, employee perceptions of leaders and colleagues in the organization, employee abilities at work and supervision or supervision from leaders. In addition, the management of the organization can also pay more attention to the amount of work that can be borne by employees, salaries, benefits to adequate facilities in carrying out work that can develop the ability and encourage employees to be more initiative abilities and encourage employees to be more initiative at work so that they can complete the work given properly.

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