



THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN EMPLOYEES OF PT MOYA KASRI WIRA JATIM

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ABSTRACT

Introduction: *This study aims to explore the impact of transformational and transactional leadership on employee performance, using job satisfaction as a mediating factor at PT Moya Kasri Wira Jatim.*

Methods: *The study employes a quantitative methodology, using Partial Least Square-Structural Equation Modeling (PLS-SEM) for data analysis. The research involved a sample of 117 participants.*

Results: *Results from the research show that transformational leadership enhances employee satisfaction ($t= 6. 677; p < 0. 05$). The mediation analysis demonstrates that job satisfaction does not act as a mediator between transformational and transactional leadership concerning performance ($p > 0. 05$).*

Conclusion and suggestion: *From these observations, it can be deduced that enhancing employee performance is more closely related to the type of leadership exhibited style than by the level of job satisfaction directly. Therefore, companies need to optimize both leadership styles in a balanced manner to achieve maximum performance results.*

INTRODUCTION

The decline in efficiency and performance in various sectors is currently increasingly being discussed in the world of work. Many companies report that even though they have set performance goals, the results they achieve still fall short of expectations. According to (Simon et al., 2023), more than half of companies worldwide experience productivity problems caused by the lack of a comprehensive performance evaluation system and low attention to employee working conditions. One aspect that is often overlooked in efforts to improve performance is job satisfaction, which actually has an important role as a psychological factor that can increase or decrease employee motivation.

This situation shows that challenges with employee performance are closely linked to internal elements within the organization, which also influence employee job satisfaction. Employee performance is one of the important aspects that determines the success of an organization. In an increasingly competitive work environment, organizations must continue to improve productivity and efficiency, which ultimately depends heavily on the quality of their human resources. Optimal performance depends not only on employees' technical skills, but is also related to a variety of psychological and situational factors, including job satisfaction and leadership style. According to Mangkunegara (2009) in (Budiyanto & Mochklas, 2020), Performance stems from the efforts put in by an employee, evaluated based on both the quality and quantity of their employment while carrying out their designated tasks. In this context, performance signifies the results generated by a person after completing the duties assigned by the organization or business. Furthermore, the caliber of the work can be assessed by how effectively workers adhere to the benchmarks established by the organization or business. Outstanding performance can occur when employees synchronize their efforts with the assessment standards defined by the organization or business.

However, earlier Research has shown different outcomes concerning the relationship among leadership, job satisfaction, and employee performance. Some research indicates that job satisfaction is vital for improving employee performance, whereas other studies suggest it has little to no impact on performance. Similarly, the effect of transformational leadership on performance shows inconsistent results. Some scholars argue that transformational leadership enhances employee performance, while other findings suggest it does not have a significant effect. Additionally, the role of job satisfaction as a mediating factor is also debated. Some research proposes that job satisfaction may mediate the relationship between leadership and performance, while other evidence contends that it is not an efficient mediator in this situation. These inconsistencies point to a gap in research, underlining the need for further studies to clarify the relationship among transformational leadership, transactional leadership, job satisfaction, and employee performance.

Effective performance is heavily reliant on the role of human resources (HR), which is a key component within the organization. Human resources are one of the primary factors that influence a company's success, as people significantly impact the production aspects of the business. Therefore, organizations need to be capable of manage their human resources well for the sake of organizational progress. With effective Human Resources (HR) management, companies can create and improve better performance.

However, the level of employee commitment and performance is shaped not only by the internal characteristics of each person but also by how the leader guides, inspires, and oversees their group. In simpler terms, the style of leadership is vital in establishing a workplace environment that supports the development of commitment and increased performance. According to (Rivai, 2009) in (Arifudin et al., 2020), leadership can be interpreted as a method used to influence the determination of organizational goals, motivate behavior to achieve goals, as well as influencing group and culture improvement, the level of employee commitment and performance is not only influenced by the internal factors of each individual, but also by the manner in which the leader guides, inspires, and oversees his group. In simpler terms, a leadership style is essential in shaping a work atmosphere that supports the development of commitment and increased performance. According to (Rivai, 2009) in (Arifudin et al., 2020), leadership can be interpreted as a method used to influence the determination of organizational goals, motivate behavior to achieve goals, there are. The types of leadership that will be analyzed regarding their influence on performance are transformational and transactional leadership. Considering that leaders' leadership styles can vary within an organization, these two types of leadership are very important to research to determine their impact on employee performance.

Leadership is essential in shaping an organization's objectives and achievements, particularly in influencing individual and team effectiveness. The two commonly discussed styles of leadership in this context are transformational leadership and transactional leadership. Transformational leadership prioritizes inspiration, charisma, critical thinking, and special attention to individuals in order to exceed predetermined targets, while transactional leadership prioritizes providing rewards based on the achievement of structured and measurable tasks. Each of these styles has a different impact on performance, depending on the situation and the leader's ability to establish psychological relationships with team members.

The transformational leadership style seeks to move from a personal vision to a shared vision, where group members work hard to make the vision becomes tangible. To put it differently, the change process can be seen through various actions of transformational leaders, including magnetism and motivating impact, and critical thinking. Leaders with a transformational approach always try to provide work motivation by focusing on social relationships with employees to reach the best possible performance. Leaders employing transformational leadership create chances and instill confidence in their team members, allowing them to approach tasks in their unique way to meet the objectives of the organization (Roni, 2019).

Meanwhile, the transactional leadership style is a method that underscores the importance of a leader guiding their team on necessary actions to reach company objectives. Furthermore, leaders who utilize this style commonly concentrate on fulfilling organizational assignments. To encourage their team To carry out their responsibilities, transactional leaders mainly rely on a system of rewards and penalties. By combining transformational and transactional leadership styles, it is hoped that this will boost productivity and improve employee satisfaction with their jobs within the organization (Rafsanjani, 2019). Research conducted by (Anggini, 2018) shows that the transactional leadership style has a partially significant influence on employee performance.

Good leadership not only impacts the formation of good collaboration, but also influences how satisfied employees are with their work. Achieving job satisfaction significantly influences how well employees perform, as it demonstrates the emotional state that supports or hinders employees related to their assessment of tasks or work experiences. Employees who feel appreciated and have the opportunity to develop will naturally be more focused and show optimal performance in their work. Everyone in the company has varying expectations and needs, and this will drive employee behavior in the work environment. Therefore, job satisfaction reflects employees' attitudes and evaluations of work and the fulfillment of their expectations (Istiqamah, 2022).

Job satisfaction is a general attitude that is formed from various specific attitudes towards job elements, individual characteristics, and social interactions outside the context of the job itself (Yuliana & Fadhli, 2023). Job satisfaction serves as a linking factor between leadership approach and work results. The transformational leadership approach typically boosts job satisfaction because it provides emotional rewards, provides personal support, and recognizes employees' contributions. Meanwhile, transactional leadership can also increase job satisfaction, especially in the context of routine tasks and regular work structures, as long as the reward system implemented is fair and consistent (Judge & Piccolo, 2004). When employees are satisfied with existing leadership, they will generally show a high level of loyalty, good work morale, and better performance.

One company that should also pay attention to its performance is PT Moya Kasri Wira Jatim. PT Moya Kasri Wira Jatim is a branch of the Wira Jatim Group which focuses on the ice cube and bottled mineral water industry, which is a Regional Owned Enterprise (BUMD) of the East Java Provincial Government. Located in Pandaan, Pasuruan Regency, PT Moya Kasri Wira Jatim is the main production center. Apart from that, this company has several branches in various cities in East Java, including Situbondo, Lumajang, Surabaya and Jember. This branch factory operates with a smaller production capacity than the main factory in Pandaan.

The address of PT Moya Kasri Wira Jatim is located on Jl. Kasri Ice Factory, Gelang, Tawang Rejo, Pasuruan Regency, East Java. The company's main aim is to provide high quality products to customers. PT Moya Kasri Wira Jatim has seen various changes in its employee performance over the past few years. The trend in labor productivity, which shows significant variations, reveals that the performance levels are not entirely at their best. According to research findings, the staff consists of 117 individuals, with a majority of 69. 23% being male, and most have been employed for a considerable length of time.

This situation suggests that even with a fairly stable workforce, notable improvements in performance may not consistently take place. This points to the possibility of additional factors, such as job satisfaction and the style of leadership, playing a role in employee performance outcomes. Hence, a deeper An analysis is essential to understand the factors influencing employee performance at PT Moya Kasri Wira Jatim. Earlier research has yielded different results regarding the relationship between job satisfaction and employee performance. While some studies suggest that job satisfaction has no effect on performance, others show that job satisfaction has a beneficial impact on employee performance. (Adiwantari et al., 2019) also found differing outcomes in their research, claiming that job satisfaction contributes to enhanced employee performance, while other studies revealed results that lacked significance. The variability in research outcomes highlights the existence of a research gap, prompting this research to investigate the relationship between transformational leadership, transactional leadership, job satisfaction, and employee performance once again.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a style that focuses on fostering change and personal growth by motivating, inspiring, and empowering employees. Leaders who embrace this approach inspire their teams to prioritize collective organizational objectives over their own individual interests (Insan, 2017). In essence, transformational leadership emphasizes the leader's capacity to positively impact their team, cultivate trust, and improve employees' skills. Research has demonstrated that this leadership approach can enhance job satisfaction by creating a nurturing work atmosphere and meeting personal needs (Humaidi, 2024). Additionally, previous research suggests that transformational leadership positively affects employee performance, both directly and indirectly, through factors such as job satisfaction (Adiwantari et al., 2019).

Transactional Leadership

Transactional leadership is a style that centers around the reciprocal relationship between leaders and their team members, where outcomes are tied to incentives and penalties. This method highlights the importance of clear tasks, defined work processes, and oversight mechanisms (Jufrizen, 2020). In application, transactional leadership proves beneficial in enhancing worker performance by motivating individuals to achieve set goals through a system of rewards and consequences. Various studies have shown that transactional leadership has a notable effect on employee performance, influencing it both directly and through levels of job satisfaction (Ronaldo, 2023).

Performance

Employee performance pertains to the results obtained by individuals as they fulfill their roles based on designated tasks. It demonstrates how well employees meet the objectives of the organization (Budiyanto & Mochklas, 2020). Performance evaluation includes not just the amount of work done but also the quality, efficiency, and capability to work together. Consequently, several elements affect employee performance, such as leadership, job satisfaction, and motivation (Khaeruman et al., 2021).

Job Satisfaction

Job satisfaction is an emotional condition that indicates how content a person feels about their work. This feeling is affected by several elements, such as relationships with coworkers, workplace policies, pay structures, and chances for professional growth (Ramadhani & Priyanti, 2022). Job satisfaction is essential in influencing how employees think and act. Those who experience higher job satisfaction usually show greater dedication, allegiance, and enhanced productivity (Indrasari, 2017). Moreover, job satisfaction is often seen as a mediating factor that connects different leadership approaches to employee performance, thus either reinforcing or moderating this connection (Istiqamah, 2022).

Conceptual Framework

Considering the context, the statement of the issue, the aims, and the theoretical framework, it can be inferred that this study was carried out to demonstrate and evaluate the connection among four key factors: transformational leadership, transactional leadership, job satisfaction, and performance.

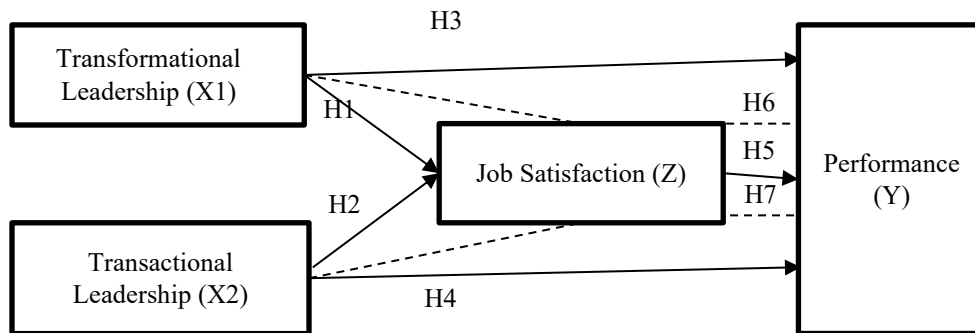


Figure 1. Conceptual Framework
 Source: Data processed by researchers, 2025

- H1 : Ho : There is no effect of transformational leadership on job satisfaction at PT Moya Kasri Wira Jatim.
 Ha : There is an effect of transformational leadership on job satisfaction at PT Moya Kasri Wira Jatim.
- H2 : Ho : There is no effect of transactional leadership on job satisfaction at PT Moya Kasri Wira Jatim.
 Ha : There is an effect of transactional leadership on job satisfaction at PT Moya Kasri Wira Jatim.

- H3 : Ho : There is no direct effect of transformational leadership on employee performance at PT Moya Kasri Wira Jatim.
 Ha : There is a direct effect of transformational leadership on employee performance at PT Moya Kasri Wira Jatim.
- H4 : Ho : There is no direct effect of transactional leadership on employee performance at PT Moya Kasri Wira Jatim.
 Ha : There is a direct effect of transactional leadership on employee performance at PT Moya Kasri Wira Jatim.
- H5 : Ho : There is no direct influence of job satisfaction on employee performance at PT Moya Kasri Wira Jatim.
 Ha : There is a direct influence of job satisfaction on employee performance at PT Moya Kasri Wira Jatim.
- H6 : Ho : There is no influence of transformational leadership on employee performance through employee job satisfaction at PT Moya Kasri Wira Jatim.
 Ha : There is an influence of transformational leadership on employee performance through employee job satisfaction at PT Moya Kasri Wira Jatim.
- H7 : Ho : There is no influence of transactional leadership on employee performance through employee job satisfaction at PT Moya Kasri Wira Jatim.
 Ha : There is an influence of transactional leadership on employee performance through employee job satisfaction at PT Moya Kasri Wira Jatim.

RESEARCH METHODS

This study employs a quantitative approach with an explanatory framework aimed at investigating the relationships among transformational leadership, transactional leadership, employee satisfaction, and performance. The research was conducted at PT Moya Kasri Wira Jatim. The focus group consists of all staff members in the organization, totaling 117 people. A saturated sampling technique was used for this research, ensuring that all individuals in the population took part as respondents, resulting in a complete sample of 117 participants. Information was collected through a structured questionnaire developed based on the indicators related to each research variable. The variables were assessed using a Likert scale ranging from 1 to 5, with 1 indicating “strongly disagree” and 5 denoting “strongly agree.”

To enhance understanding in measurement, the operational definitions of the variables are provided as follows:

Table 1. Operational definitions

Variable	Indicators	Measurement
Transformational leadership	Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration	Likert scale (1-5)
Transactional leadership	Contingent reward, management by exception	Likert scale (1-5)
Job satisfaction	Satisfaction with work, salary, work environment	Likert scale (1-5)
Employee performance	Quality, quantity, timeliness of work	Likert scale (1-5)

Source: Data Processed By Researchers, 2025

Data analysis was carried out using the Partial Least Squares Structural Equation Modeling approach, supported by SmartPLS software. This analysis included a review of the external model, emphasizing both validity and reliability, along with an investigation of the internal model for testing the hypotheses.

PLS-SEM was chosen because it is effective for analyzing intricate models that include latent variables and mediating connections. Furthermore, this approach is suitable for research with smaller sample sizes and does not necessitate rigid assumptions about data normality, offering greater flexibility than traditional multiple linear regression methods.

RESULT AND ANALYSIS

Result: Outer Model

A measurement model illustrates how hidden variables (constructs) are connected to their indicators (Setiabudhi et al., 2024). This measurement can be conducted through various methods:

Loading factor. An outer loading value = 0.5 is still acceptable for inclusion in a model that is still under development, and values Any value below 0. 5 can be excluded from the evaluation. An indicator is considered to possess strong validity when its outer loading value exceeds 0. 7.

Table 2. Loading Factor

	Transactional Leadership	Transformational Leadership	Job Satisfaction	Performance
X1.1.1		0.780		
X1.2.2		0.801		
X1.3.2		0.785		
X1.4.2		0.756		
X2.1.1	0.887			
X.2.3.1	0.857			
Y1.1.2				0.844
Y1.2.2				0.802
Y1.3.1				0.791
Z1.1.2			0.859	
Z1.2.2			0.698	
Z1.3.2			0.765	
Z1.4.1			0.769	

Source: Data Processed By Researchers, 2025

According to table 1, the findings from the outer loading assessment are presented to evaluate the results of the convergent validity examination. An item is considered valid if its loading factor exceeds 0. 7. Nonetheless, the indicator for job satisfaction has a value of, but the outer loading value = 0.5 is still acceptable for inclusion in a model that is still under development, and values below 0.5 can be removed from the analysis.

Composite reliability. A reliable composite test is carried out to assess the extent to which a number of items or statements in a measuring instrument can function well or can be relied upon as a single unit in measuring the same construct. If the composite reliability score If the value exceeds 0. 7, the measure is considered to have a high degree of reliability and is able to relied upon; whereas if the value is less than 0.6, the construct is considered quite reliable.

Table 3. Composite Reliability

	Composite Reliability (rho c)
Transactional Leadership	0.864
Transformational Leadership	0.862
Job Satisfaction	0.857
Performance	0.854

Source: Data Processed By Researchers, 2025

According to table 2, the findings illustrate the Composite Reliability scores for the tested variables which include transactional leadership, transformational leadership, job satisfaction, and performance. The assessment of these four variables yielded valid results, as they fulfilled the criteria, specifically a score greater than 0. 7.

Cronbach's Alpha. The strength of the robustness test is enhanced by the use of Cronbach's alpha, which assesses the reliability of individual responses. It's generally accepted that Cronbach's alpha is favorable if α is equal to or greater than 0. 5 and adequate if it is 0. 3 or higher. The aim of utilizing Cronbach's alpha is to determine the reliability or internal consistency of a measurement tool, like a survey or assessment form.

Table 4. Cronbach's Alpha

	Cronbach's Alpha
Transactional Leadership	0.685
Transformational Leadership	0.786
Job Satisfaction	0.777
Performance	0.747

Source: Data Processed By Researchers, 2025

As shown in table 3, the results of the Cronbach's Alpha analysis are presented. This aids in identifying the Cronbach's Alpha scores for transactional leadership, transformational leadership, job satisfaction, and performance. A Cronbach's Alpha value higher than 0. 5 signifies that all the variables are considered valid.

Average Variance Extracted (AVE). Assessing To assess the validity of the constructs, the AVE value is evaluated. A model is deemed satisfactory when the AVE value for each construct exceeds 0. 50. One function of the AVE is to evaluate how connected the items in the construct are and measure similar aspects of the construct.

Table 5. Average Variance Extracted (AVE)

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Transactional Leadership	0.685	0.691	0.864	0.760
Transformational Leadership	0.786	0.787	0.862	0.609
Job Satisfaction	0.777	0.790	0.857	0.601
Performance	0.747	0.759	0.854	0.661

Source: Data Processed By Researchers, 2025

According to table 4, which presents the findings of the Average Variance Extracted (AVE) value, an examination was conducted on all variables, including transactional leadership, transformational leadership, job satisfaction, and performance. Based on the test, the results show valid because they have met the assessment requirements, namely being declared valid if >0.5.

Result: Inner Model

A structural model is a method that explains how hidden variables (constructs) are interconnected. The connection between these latent variables is based on theory, logic, or real experience that has been observed by previous researchers (Setiabudhi et al., 2024). Structural model assessment in SEM using PLS is carried out by conducting R-square testing, hypothesis testing, and significance testing through path coefficient estimation.

R-square. The R-square value is categorized into three, namely 0. 67 (considerable), 0. 33 (average), and 0. 19 (insignificant). The reason for utilizing R-square is influenced by the specific situation of the statistical evaluation being conducted. Generally, R-square serves as an indicator that demonstrates how well a statistical model accounts for the variability in the response variable attributed to the predictor variables included in the model.

Table 6. R-square

	R-square	R-square Adjusted
Job Satisfaction	0.347	0.335
Performance	0.491	0.477

Source: Data Processed By Researchers, 2025

According to table 5, the R-square value for the job satisfaction variable (Z) is (0. 347). This indicates that the combined effect of transformational leadership (X1) and transactional leadership (X2) accounts for 34. 7% of job satisfaction (Z), categorizing their impact as strong. The R-square value related to performance (Y) is (0. 491), signifying that transformational leadership (X1) and transactional leadership (X2) contribute to 49. 1% of the variance in performance (Y). This demonstrates that their influence is classified as quite strong.

F-square. The F-square statistic evaluates how the R-square value alters when a particular construct is removed from the model. This analysis indicates whether the excluded component significantly impacts the endogenous construct. An F-square of 0. 02 indicates a small effect, 0. 15 signifies a moderate effect, and 0. 35 represents a large effect.

Table 7. F-square

	Transactional Leadership	Transformational Leadership	Job Satisfaction	Performance
Transactional Leadership			0.010	0.865
Transformational Leadership			0.469	0.001
Job Satisfaction				0.003
Performance				

Source: Data Processed By Researchers, 2025

According to table 4. 15, the impact of transactional leadership (X2) on job satisfaction (Z) is 0.010, indicating a very slight effect. In contrast, the impact of transactional leadership (X2) on performance (Y) is 0.865, signifying a very significant effect. The effect of transformational leadership (X1) on job satisfaction (Z) stands at 0.469, reflecting a reasonably strong effect. However, the effect of transformational leadership (X1) on performance (Y) is recorded at 0.001, suggesting a very minimal effect. The impact of job satisfaction (Z) on performance (Y) is noted at 0.003, which also suggests a very weak effect.

hypothesis testing. The essence of evaluating a structural model (inner model) is to test hypotheses through analysis of significant relationships between constructs. This test is conducted by examining the value of the path coefficient, which indicates how strong the relationship is, and its importance is evaluated through T-statistics and P-values. The hypothesis is considered accepted if the path coefficient is more than 0.1 P-values < 0.05. Significance level $\alpha = 0.05$.

To overcome potential irregularities in data distribution, the testing process was carried out using a resampling technique using the bootstrapping method.

Table 8. Path Coefficients

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1 -> Z	0,566	0,578	0,085	6,677	0,000
X2 -> Z	0,084	0,083	0,074	1,137	0,255
X1 -> Y	0,029	0,027	0,100	0,292	0,771
X2 -> Y	0,681	0,687	0,061	11,100	0,000
Z -> Y	0,049	0,049	0,096	0,507	0,612

Source: Data Processed By Researchers, 2025

Based on the information presented in table 7, the results related to the first hypothesis, which investigates how transformational leadership influences job satisfaction, show a t-count of 6. 677. This amount surpasses the t-table threshold of 1. 96, and the p value recorded is 0. 000, which is lower than 0. 05. Therefore, this hypothesis is considered valid.

Regarding the second hypothesis, which explores the influence of transactional leadership on job satisfaction, the recorded t-value is 1. 137, which does not meet the t-table mark of 1. 96, and the p value is 0. 255, which is higher than 0. 05. Consequently, this hypothesis does not fulfill the necessary criteria.

The results pertaining to the third hypothesis, which assesses the impact of transformational leadership on performance, show a t-value of 0. 292. This is below the t-table value of 1. 96, and the p value is at 0. 771, which is greater than 0. 05. Thus, this hypothesis lacks support.

In the case of the fourth hypothesis, which examines how transactional leadership affects performance, the t-value is determined to be 11. 100. This exceeds the t-table value of 1. 96, and the corresponding p value is 0. 000, which is under 0. 05. Therefore, the criteria for this hypothesis are accepted.

As for the fifth hypothesis, which looks at the relationship between job satisfaction and performance, the calculated t-value is 0. 507, which is less than the t-table value of 1. 96, and the p value stands at 0. 612, which is above 0. 05. This implies that the hypothesis is not validated..

Table 9. Specific Indirect Effects

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1 -> Z -> Y	0,028	0,029	0,058	0,474	0,635
X2 -> Z -> Y	0,004	0,003	0,011	0,384	0,701

Source: Data Processed By Researchers, 2025

Based on this graph, the effect of transformational leadership (X1) on performance (Y), with job satisfaction (Z) acting as a mediator, shows a T-statistic of 0. 474 and P-values of 0. 635. This indicates that there is no meaningful indirect influence. On the other hand, the effect of transactional leadership (X2) on performance (Y), also mediated by job satisfaction (Z), shows a T-statistic of 0. 384 and P-values of 0. 701. This also suggests that there is no significant indirect impact.

Analysis

The Influence of Transformational Leadership on Job Satisfaction

According to the studies that have been carried out, it can be determined that transformational leadership plays a crucial role in enhancing job satisfaction. The use of this leadership approach brings about favorable outcomes for the mental condition of employees at work. Employees feel more appreciated, comfortable, and their existence is recognized by their superiors. These feelings trigger A constructive outlook on employment in turn increases job satisfaction. When employees feel cared for and involved, they will experience A feeling of satisfaction in their job and find pleasure in the tasks they perform process more.

If we look at The traits of participants categorized by gender reveal that most are employees at PT Moya Kasri Wira Jatim are men who are generally involved in the operational sector. This makes an inspirational and communicative leadership approach very important. A leader who can give clear instructions and at the same time establish good relationships with his team has been proven to be able to increase job satisfaction. A close relationship between superiors and employees streamlines the work process and reduces the pressure felt by employees. In addition, considering that most employees have a high school education and a diploma, the transformational leadership model helps them feel more valued and confident, because leaders not only expect good results, but also provide guidance and support. The outcomes of this study align with the conclusions drawn from the research carried out by

(Haryono, 2016), which indicates that a transformational style of leadership style can encourage and motivate employees to think creatively and innovatively, and produce high levels of job satisfaction.

The Influence of Transactional Leadership on Job Satisfaction

Based on research that has been conducted, information was obtained that transactional leadership does not affect job satisfaction. This indicates that the level of job satisfaction does not completely depend on the reward and supervision system. Transactional leadership focuses on an exchange-based relationship between performance and rewards, but this tends to be less able to meet employees' emotional and psychological needs at work. In this research, staff members of PT Moya Kasri Wira Jatim were accustomed to a structured work system. This situation makes the application of transactional leadership appear ordinary in daily activities, not as an element that can increase job satisfaction. Thus, the system of rewards and punishments applied is no longer the main attraction for employees in evaluating their job satisfaction.

Judging from the characteristics of respondents regarding work experience, the majority of employees have medium to long work periods, so their long experience makes them more stable and comfortable with existing job rules and targets. In this context, job satisfaction is influenced not just by monetary compensation, but also by comfort at work, good relationships with colleagues, and personal attention. In addition, The traits of the participants are determined by their level of education, most of whom have a high school and diploma education background. These employees generally need guidance, direction and support from superiors to carry out their duties. The findings of this research are different from other studies that raise similar themes. One example is a study carried out by (Ronaldo, 2023), which states that if transactional leadership is implemented well, the degree of worker contentment with their jobs will likewise rise.

The Influence of Transformational Leadership on Performance

Based on the results of the research carried out, it seems that transformational leadership does not significantly affect performance. This indicates that using a leadership approach that is inspirational, provides motivation and personal attention to employees is not enough to improve employee performance in carrying out direct daily tasks. This situation can be seen from the nature of work at PT Moya Kasri Wira Jatim which is operational and structured. In jobs that have standard procedures, clear targets, and strict operational standards, employee performance is determined more by compliance with procedures, technical skills, and work experience. With most employees having a high school education and having medium to long years of service, employees tend to operate based on habits, routines and experiences that have been formed over many years, so that the motivational influence of transformational leadership is not immediately visible in increasing work results.

In addition, the dominance of male employees who are involved in physical and routine work results in performance being measured more in terms of accuracy in completing tasks, work endurance, and compliance with work rules and procedures. In this kind of work context, the function of transformational leadership is greater pronounced in creating a supportive work environment, building harmonious relationships, and maintaining employee morale, but it has not yet become the main factor that leads to a qualitative increase in performance or direct work productivity. This research supports previous research conducted by (Zahra & Baskoro, 2024), which indicated that transformational leadership did not influence performance. These results indicate that there are other factors outside the topic of this research that have a greater influence on improving employee performance. However, the findings of this research oppose studies carried out by (Adiwantari et al., 2019), which stated that if a leader succeeds in influencing his subordinates with his vision, becomes an inspiration, and instills charisma, then it is very likely that employees will work well so that their performance increases.

The Influence of Transactional Leadership on Performance

According to the findings from the research, it was found that transactional leadership greatly influences performance. This indicates that this style of leadership model emphasizes the importance of clarity in tasks, work goals, as well as an effective reward and supervision system, which can encourage employees to behave in line with the criteria and objectives established by the organization. At PT Moya Kasri Wira Jatim, work that has clear procedures and measurable targets requires clear guidance and supervision. If we look at the profile of the respondents, the majority have had medium to long years of work, and they are aware that performance achievement is measured based on work results, as well as the consequences of achievement or failure which are crucial factors in influencing employee performance. This situation makes employees more focused, disciplined and responsible in completing the work assigned.

Judging from the age aspect of respondents, most workers fall within the age bracket that supports high physical ability and productivity. Apart from that, in the field of education, most workers possess a high school diploma and diploma education background, where a structured and rules-based work system helps them understand the tasks they have to do and how their performance will be assessed. It creates a sense of certainty in work and motivates employees to achieve predetermined goals. This finding is in accordance with the findings from studies

carried out by (Ronaldo, 2023), which indicates that when a leader effectively employs a transactional approach, the degree of employee performance will increase.

The Influence of Job Satisfaction on Performance

Based on findings from various studies, it has been determined that job satisfaction does not affect performance. This indicates that the degree of contentment experienced by workers at work does not always lead to improvements in performance. Employees may feel at home with the environmental conditions, social relations between co-workers, and existing facilities, but these conditions do not always encourage employees to increase productivity or exceed the performance standards set by the company. In this research, employee performance tends to be stable and in accordance with applicable targets and procedures, without any encouragement to improve work results even though they feel quite satisfied with the work they are doing.

This situation is influenced by the nature of work at PT Moya Kasri Wira Jatim which is quite routine and structured, so that the way of work is determined more by the existing system, as well as a clear division of tasks. Employees carry out work according to established operational standards, so the potential to show initiative or improve personal performance is limited. In addition, employees who have worked longer generally have established and stable work patterns. They are used to the existing work rhythm, so that the performance shown tends to be consistent rather than increasing, whether they feel satisfied with the job or not. This research confirms previous findings by (Pandaleke, 2016), which stated that contentment in one's job does not influence how well one performs, where even though the level of employee satisfaction is high, it will not cause an increase in employee performance, or if there is an increase, it is not significant. However, the results of this research are different from the study conducted by (Adiwantari et al., 2019), which shows that high job satisfaction contributes to increasing employee performance.

The Influence of Transformational Leadership on Performance Through Job Satisfaction

Based on studies that have been carried out, it was found that transformational Leadership does not influence performance by way of job satisfaction. This shows that even though leaders use a transformational leadership style that focuses on motivating, caring and inspiring employees, this situation still does not indirectly improve performance through job satisfaction. In other words, job satisfaction felt by employees has not been able to function as a strong bridge between transformational leadership and performance outcomes.

This situation reflects the reality on the ground that employees tend to focus on completing tasks by following the responsibilities and work standards determined by the company. Although Transformational leadership has the potential to foster a more enjoyable workplace and encourage healthy working relationships, this is not enough to encourage employees to significantly improve their performance through satisfaction with the work they do. The findings from this research are different from several other studies that have the same theme. One of them is research conducted by (Asriani et al., 2020), which states that job satisfaction can function as a connecting variable and is able to increase The impact of transformational leadership approach on effectiveness.

The Influence of Transactional Leadership on Performance Through Job Satisfaction

Based on the results of studies that have been conducted, it was That transactional leadership doesn't influence that performance through job satisfaction. This indicates which impact of transactional leadership on employee performance occurs directly, without the need for an increase or decrease in job satisfaction. In other words, employees can show performance according to targets even though their levels of job satisfaction vary. This condition is in line with the fact that situation in the field, where the application of transactional leadership is carried out through a strict system of incentives, supervision and performance assessment. Employees are more motivated to perform well because of the demand to achieve targets and be responsible for their work, not just because they are happy with their work.

Therefore, job satisfaction does not function as a determining element in the connection between transactional performance and leadership, because employees realize that producing good performance is an obligation that must be fulfilled in accordance with company rules and standards. This research supports previous findings by (Andara, 2020), which showed that job satisfaction was unable to serve as a go-between, transactional leadership and as well as worker performance. However the findings of this investigation contradict study carried out by (Irfansyah et al., 2025), it claims that feelings or attitudes toward work, opportunities for advancement, connections with coworkers, supervision, and job satisfaction itself are all examples of job satisfaction.

CONCLUSION

This study investigates how transformational and transactional leadership styles influence employee performance at PT Moya Kasri Wira Jatim, considering job satisfaction as an additional element. Findings from this study indicate that transformational leadership has a significant impact on job satisfaction, validating the first hypothesis. On the other hand, transactional leadership does not influence job satisfaction, leading to the dismissal of the second hypothesis.

Furthermore, transformational leadership does not demonstrate a direct effect on employee performance, whereas transactional leadership significantly influences performance. This emphasizes that the system of setting

work targets, supervision, and rewards and punishments is more effective in improving employee performance. In addition, job satisfaction does not contribute to performance and does not function as an intermediary variable in relation to transformational or transactional leadership on performance. Important findings from this research indicate that improving employee performance at PT Moya Kasri Wira Jatim is more influenced by structured and results-oriented leadership mechanisms, not just by job satisfaction or leadership style.

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