

## Transformational Leadership, Work Autonomy and Motivation on Employee Performance with Job Satisfaction as a Mediator.

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**Abstract.** *This research is an associative explanatory research type and aims to analyze the influence of Transformational Leadership and Work Autonomy on Job Satisfaction and HR Performance. The population in this study were all employees at KPPBC TMP Tanjung Emas, totaling 201 HR. The sampling technique used the census method, so that the entire population was used as a research sample. Primary data were obtained through a closed questionnaire with an interval scale of 1–5, where the anchor statements ranged from Strongly Disagree (STS) to Strongly Agree (SS). Data analysis was carried out using the Partial Least Square (PLS) method to test the relationship between variables. The results of the study showed that: (1) Transformational Leadership has a positive and significant effect on Job Satisfaction, (2) Transformational Leadership has a positive and significant effect on HR Performance, (3) Work Autonomy has a positive and significant effect on Job Satisfaction, (4) Work Autonomy has a positive and significant effect on HR Performance, and (5) Job Satisfaction has a positive and significant effect on HR Performance. These findings emphasize the importance of the role of Transformational Leadership and Work Autonomy in improving Job Satisfaction and HR Performance in the organizational environment.*

**Keywords:** *Autonomy; Leadership; Transformational.*

### 1. Introduction

The rise of Indonesia's golden generation is projected to be experienced in 2045. One strategy to achieve this is to focus on developing quality human resources, which is the core of development efforts in the education sector with a forward-looking vision. Quality human resources are expected to be a pillar for the progress and welfare of the country, where all progress depends on the quality of these individuals. They become the driving force in all sectors to push Indonesia towards a more advanced future.

Thus, to ensure the creation of quality human resources in the field of customs, a special strategy is needed that aims to improve the performance of human resources in the sector. The purpose of this strategy is to fulfill the responsibility in providing optimal service and

effective supervision to users of customs and excise services. This strategy will lead to the implementation of a fast, efficient, transparent and responsive way of working to the needs of service users, with full support from related technical agencies.

This is done by prioritizing fast, efficient, transparent, and responsive work to the needs of service users, with full support from related technical agencies. An organization in carrying out activities to achieve its goals has several factors that are interrelated and influential. One of these factors that is very important for moving other factors is human resources (Hidayani, 2016; Sedarmayanti, 2017). Therefore, organizations are required to manage and optimize human resources. Human resources are an important factor in an organization because humans are the ones who are able to move all components in the organization (Mathis & John H. Jackson, 2012).

An organization without humans will not run because humans are resources that have thoughts and feelings that distinguish them from other production factors (Sakban et al., 2019). Because of the differences in character and their very important roles, organizations must always manage their production factors effectively and efficiently in order to be able to create excellence through human resources themselves in creating products or services.

The Tanjung Emas Customs and Excise Supervision and Service Office (KPPBC TMP), which is under the auspices of the Directorate General of Customs and Excise (DJBC), has responsibilities and functions that must be carried out effectively. Providing work autonomy to employees can be an important key in improving operations, improving job satisfaction, and improving the quality of service to the community (Ahmed et al., 2020). This autonomy allows employees to have greater control over their tasks, which not only increases their sense of responsibility but also encourages innovation in solving unique and complex problems often faced in the scope of customs and excise (Cai et al., 2018). Employees who feel appreciated and have the freedom to make decisions tend to be more satisfied with their jobs, which directly affects morale and work motivation (Fuadiputra & Rofida Novianti, 2021). Operational efficiency can be improved through more flexible scheduling and work methods, reducing waiting times and increasing customer satisfaction (Jungert et al., 2013).

In addition, autonomy facilitates adaptation and flexibility in dealing with rapid changes, allowing employees to make quick and appropriate decisions without having to always wait for instructions from superiors (Msuya & Anitha Bommagowni Kumar, 2022). Work autonomy not only increases effectiveness in supervision and service, but also demonstrates the office's commitment to compliance and quality supervision (Ahmed et al., 2020). Autonomy also plays a role in strengthening the bond between employees and the organization, reducing employee turnover rates, and retaining a competent workforce (Msuya & Anitha Bommagowni Kumar, 2022). Through improved collaboration and communication between employees and departments, internal synergies are strengthened, allowing KPPBC TMP Tanjung Emas to operate more harmoniously and effectively.

Human resources who consistently demonstrate dedication and integrity in their work will be

more appreciated and trusted (Chasanah et al., 2023). With a strong commitment, they are motivated to work efficiently and effectively, more focused on completing tasks, and ultimately increase organizational productivity (Yunianto & Sih Darmi Astuti, 2018). In addition, professional commitment includes the desire to continue learning and developing (Gerhana et al., 2019).

Committed HR actively seeks opportunities to improve skills and knowledge, which are beneficial to themselves and the organization (Putri, 2020). HR with professional commitment tends to be positive and proactive, and helps create a harmonious work environment, which supports job satisfaction and teamwork (Yunianto & Sih Darmi Astuti, 2018). High commitment can also reduce turnover rates, because employees who feel engaged and satisfied with their jobs tend to stay longer in the organization, reducing costs and disruptions caused by employee turnover (Gerhana et al., 2019).

Another factor besides professional commitment that can drive performance is job autonomy (Schiff & Leip, 2019). Job autonomy refers to the freedom and independence given to employees in planning, organizing, and carrying out their tasks without close supervision (Malinowska et al., 2018). This autonomy is important because it can increase job satisfaction and motivation (Fuadiputra & Rofida Novianti, 2021). When HR has control over their work, they feel more valued and trusted, which ultimately strengthens commitment and productivity (Fuadiputra & Rofida Novianti, 2021). In addition, job autonomy gives HR the space to be creative and innovative in completing tasks, which can provide great benefits to the organization (de Vargas Pinto et al., 2023).

In this study, job satisfaction functions as a mediator. This means that the level of employee job satisfaction is expected to mediate the relationship between transformational leadership, customs professional commitment, and job autonomy with employee performance. In other words, job satisfaction can act as an intermediary that explains most of the relationships between these variables.

Human Resources (HR) who have high job satisfaction tend to work optimally because they feel appreciated and motivated (Sukmayuda & Kustiawan, 2022). High job satisfaction usually results from a positive work environment, good relationships with coworkers and superiors, and a balance between work and personal life (Smith & Shields, 2013). When HR feel satisfied, they are more enthusiastic in carrying out their duties, show higher commitment, and have better productivity (Sarwar et al., 2021). In addition, job satisfaction can also reduce turnover rates, increase loyalty, and encourage better collaboration between teams (Garcia et al., 2020).

## 2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the

hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of transformational leadership, job autonomy, job satisfaction and HR performance. Population is a generalization area consisting of subjects or subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2012). The population in this study were all employees. The population in this study was all HR at KPPBC TMP Tanjung Emas as many as 201 HR. The sample is part of the population that represents the entire object being studied. This sampling is based on the fact that in a scientific study there is no requirement or absolute that all populations must be studied as a whole but only part of the population can be done.

### 3. Results and Discussion

The description of the respondent's identity shows a general description of the respondents who were used as research samples, namely HR at KPPBC TMP Tanjung Emas. Respondent data were obtained from the results of distributing questionnaires. The research was carried out by distributing research questionnaires on October 5-17, 2024 to all HR at KPPBC TMP Tanjung Emas. The results of distributing the research questionnaires obtained 201 questionnaires that were completely filled out and could be processed. The description of the respondents can be presented according to the characteristics of the respondents, gender, age, education, and length of service as follows:

**Respondent Characteristics Overview Table**

No	Characteristics	Total	Sample n=201
		Amount	Percentage (%)
1	Gender		
	Man	149	74.1
	Woman	52	25.9
2	Age		
	21 - 30 years	79	39.3
	31 - 40 years	79	39.3
	41 - 50 years	29	14.4
	51 - 60 years	14	7.0
3	Education		
	High School/Vocational School	6	3.0
	Diploma	92	45.8
	S1	90	44.8
	S2	13	6.5
	S3	6	3.0
4	Years of service		
	0 - 10 years	102	50.7
	11 - 20 years	69	34.3
	21 - 30 years	21	10.4
	> 30 years	9	4.5

The descriptive data of respondents in the table above shows that most of the respondents are male, namely 149 respondents (74.1%), while female respondents are 52 respondents (25.9%). When viewed in terms of age, the largest number of respondents are aged 21-30 years and 31 - 40 years as many as 79 respondents (39.3%). The last education held by the respondents is equivalent to a Diploma, namely 92 respondents (45.8%). The table also shows that most respondents have worked between 0 - 10 years as many as 102 respondents (50.7%).

This section presents an overview of the respondents' assessment of the research variables from the questionnaire results. By using descriptive analysis, information can be obtained about the respondents' tendencies in responding to the indicators used to measure the research variables. The data explanation process is carried out by giving weight to each statement contained in the questionnaire.

The variable descriptions are grouped into 3 categories based on the index value formula as follows:

$$\text{Index Value} = ((\%F1x1) + (\%F2x2) + (\%F3x3) + (\%F4x4) + (\%F5x5))/5$$

Information :

F1 is the frequency of respondents who answered 1 F2 is the frequency of respondents who answered 2 F3 is the frequency of respondents who answered 3 F4 is the frequency of respondents who answered 4 F5 is the frequency of respondents who answered 5 Grouping of index values is done by calculating the lowest, highest, range, and length of the interval class as follows:

$$\text{Lowest} : (\%F1)/5 = (100x1)/5 = 20 \text{ Highest} : (\%F5)/5 = (100x5)/5 = 100 \text{ Range} : 20-100 = 80$$

$$\text{Class Interval Length} : 80 : 3 = 26.7$$

By using the three-box method criteria, the answers will be divided into three categories as the basis for interpreting the index values as follows:

- a. Low = 20 - 46.6
- b. Medium = 46.7 – 73.3
- c. Height = 73.4 – 100

Based on this categorization, the index values for each variable can be presented as follows:

#### 1) Transformational leadership

The description of the Transformational Leadership variable data can be presented based on the index values in the following table:

Transformational Leadership Variable Data Index Value Table

No	Transformational Leadership Indicators	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	F	(%)	f	(%)	f	(%)	f	(%)		
1	Idealized Influence (Charisma)	0	0.0	14	7.0	46	22.9	98	48.8	43	21.4	76.92	Tall
2	Intellectual stimulation	0	0.0	8	4.0	60	29.9	95	47.3	38	18.9	76.22	Tall
3	Individualized Consideration	0	0.0	7	3.5	53	26.4	110	54.7	31	15.4	76.42	Tall
4	Inspirational Motivation	0	0.0	13	6.5	54	26.9	91	45.3	43	21.4	76.32	Tall
Average Index Value												76.47	Tall

The table shows that the overall mean value of the Transformational Leadership variable data index is 76.47, which is in the high category range (73.4 - 100). This means that respondents are of the view that their superiors have good transformational leadership. The results of the data description on the Transformational Leadership variable were obtained with the highest index value being the Idealized Influence (Charisma) indicator (76.92) and the lowest being the Intellectual stimulation indicator (76.22).

## 2) Work Autonomy

The description of the work autonomy variable data can be presented based on the index values in the following table:

Table of Values of Work Autonomy Variable Data Index

No	Work Autonomy Indicator	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	F	(%)	f	(%)	f	(%)	f	(%)		
1	Level of responsibility	1	0.5	18	9.0	45	22.4	91	45.3	46	22.9	76.22	Tall
2	Independence	4	2.0	14	7.0	52	25.9	96	47.8	35	17.4	74.33	Tall
3	Wisdomin determining how those tasks will be carried out implemented	2	1.0	9	4.5	71	35.3	89	44.3	30	14.9	73.53	Tall
Average Index Value												74.69	Tall

In the overall Work Autonomy variable, the mean index value was 74.69, located in the good category range (73.4 - 100). This means that respondents feel that the organization has given employees the freedom to work in accordance with established procedures. The results of the data description on the Work Autonomy variable were obtained with the highest index value being the Level of Responsibility (76.22) and the lowest being the Wisdom indicator in determining how these tasks will be carried out (73.53).

## 3) Job satisfaction



Description of job satisfaction variable data can be presented based on the index values in the following table:

Job Satisfaction Variable Data Index Value Table

No	IndicatorJob satisfaction	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	F	(%)	f	(%)	f	(%)	f	(%)		
1	The work itself (work it self)	1	0.5	21	10.4	46	22.9	87	43.3	4 6	22.9	75.52	Tall
2	Relationship with superiors (supervision)	3	1.5	11	5.5	46	22.9	98	48.8	4 3	21.4	76.62	Tall
3	Workers	6	3.0	21	10.4	31	15.4	95	47.3	4 8	23.9	75.72	Tall
4	Promotion	1	0.5	20	10.0	57	28.4	79	39.3	4 4	21.9	74.43	Tall
5	Salary or wages (pay)	2	1.0	9	4.5	44	21.9	100	49.8	4 6	22.9	77.81	Tall
Average Index Value												76.02	Tall

In the overall Job Satisfaction variable, the mean index value was 76.02, located in the high/good category range (73.4 – 100). This means that respondents have a high level of job satisfaction. The results of the data description on the Job Satisfaction variable were obtained with the highest index value being the Salary or wage (pay) indicator (77.81) and the lowest being the Promotion indicator (promotion) (74.43).

#### 4) HR Performance

Description of HR performance variable data can be presented based on the index values in the following table:

Table of HR Performance Variable Data Index Values

No	HR Performance Indicators	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	F	(%)	f	(%)	f	(%)	f	(%)		
1	Quality of Work	5	2.5	16	8.0	45	22.4	103	51.2	3 2	15.9	74.03	Tall
2	Quantity	2	1.0	20	10.0	42	20.9	101	50.2	3 6	17.9	74.83	Tall
3	Punctuality	5	2.5	16	8.0	53	26.4	102	50.7	2 5	12.4	72.54	Currently
4	Effectiveness	3	1.5	14	7.0	49	24.4	105	52.2	3 0	14.9	74.43	Tall
5	Independence	1	0.5	18	9.0	49	24.4	105	52.2	2 8	13.9	74.03	Tall
Average Index Value												73.97	Tall

In the overall HR Performance variable, the mean index value of 73.97 is obtained, which is in the high/good category range (73.4 - 100). This means that in general employees have good performance. The results of data descriptions on the HR Performance variable are obtained with the highest index value being the Quantity indicator (74.83) and the lowest being the

Punctuality indicator (72.54).

In PLS analysis, the basic evaluation conducted is the evaluation of the measurement model (outer model) with the aim of determining the validity and reliability of the indicators that measure the latent variables. Validity criteria are measured by convergent and discriminant validity, while construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

Reliability Test Reliability measurement can be done using 3 (three) methods, namely:

a. *Composite Reliability.*

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7 (Ghozali & Latan, 2015)

b. *Average Variance Extracted(AVE)*

If the AVE value  $> 0.5$  then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

c. *Cronbach's alpha*

If the Cronbach alpha value  $> 0.70$  then the construct can be said to have good reliability.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
<b>Job satisfaction</b>	0.909	0.933	<b>0.735</b>
<b>HR Performance</b>	0.915	0.937	<b>0.747</b>
<b>Work autonomy</b>	0.830	0.898	<b>0.747</b>
<b>Transformational leadership</b>	<b>0.839</b>	<b>0.892</b>	<b>0.674</b>

Source: Processed primary data (2024)

The table shows the results of the reliability test of each construct can be said to be good. This is evidenced by the AVE value of each construct  $> 0.5$ , the composite reliability and cronbach alpha values of each construct  $> 0.7$ . Referring to Chin's opinion in Ghozali (2011) then the results of the composite reliability of each construct can be used in the analysis process to show whether there is a relationship in each construct, because the results



obtained have a value  $> 0.70$ , from the results above all variables have a composite reliability value  $> 0.7$  meaning that they have a good reliability value and can be used for further research processes. Reliable shows that the indicators used in real research are in accordance with the real conditions of the research object.

The results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators as measuring variables, are each valid and reliable measuring instruments.

Based on the results of data processing with PLS above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

### 1) Hypothesis Testing 1:

*H1: The better the level of transformational leadership, the better the level of HR job satisfaction will be.*

In testing hypothesis 1, the original sample estimate value was obtained at 0.481. This value proves that Transformational Leadership has a positive effect on job satisfaction, the results of which are also strengthened by the results of the t-test which obtained a calculated t value  $(7.859) > t \text{ table } (1.96)$  and  $p (0.000) < 0.05$ , so it can be said that there is a positive and significant effect of Transformational Leadership on job satisfaction. Thus, the first hypothesis stating that "The better the level of transformational leadership, the better the level of HR job satisfaction" can be accepted.

### 2) Hypothesis Testing 2:

*H2: The better the transformational leadership, the better the level of HR performance.*

In testing hypothesis 2, the original sample estimate value was obtained at 0.222. This value proves that transformational leadership has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value  $(3.491) > t \text{ table } (1.96)$  and  $p (0.000) < 0.05$ , so it can be said that there is a significant effect of transformational leadership on HR Performance. Thus, the second hypothesis which states that "The better the transformational leadership, the better the level of HR performance" can be accepted.

### 3) Hypothesis Testing 3:

*H3: Individuals who have a high level of autonomy will also have high job satisfaction.*

In testing hypothesis 3, the original sample estimate value was obtained at 0.237. This value proves that Job autonomy has a positive effect on job satisfaction. This is also reinforced by the results of the t-test which obtained a calculated t value  $(3.350) > t \text{ table } (1.96)$  and  $p (0.001) < 0.05$ , so it can be said that there is a positive and significant effect of Job autonomy on job satisfaction. Thus, the third hypothesis which states that "Individuals who have a high

level of autonomy will also have high job satisfaction" can be accepted.

#### 4) Hypothesis Testing 4:

*H4: Individuals who have a high level of autonomy will also have high performance.*

In testing hypothesis 4, the original sample estimate value was obtained at 0.147. This value proves that work autonomy has a positive effect on HR performance. This finding is reinforced by the results of the t-test which obtained a calculated t value (2.069) > t table (1.96) and p (0.039) < 0.05, so it can be said that there is a positive and significant effect of work autonomy on HR performance. Thus, the fourth hypothesis which states that "Individuals who have a high level of autonomy will also have high performance" can be accepted.

#### 5) Hypothesis Testing 5:

*H5: The better the level of HR job satisfaction, the better the level of HR performance will be.*

In testing hypothesis 5, the original sample estimate value was obtained at 0.515. This value proves that Job Satisfaction has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (8.352) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant effect of job satisfaction on HR performance. Thus, the fifth hypothesis which states that "The better the level of HR job satisfaction, the better the level of HR performance" can be accepted.

The overall results of the research hypothesis test can be summarized as follows:

Summary Table of Hypothesis Test Results

No	Hypothesis	Coefficient	T statistics	P values	Information
1	The better the level of transformational leadership, the better the level of HR job satisfaction will be.	0.481	7,859	0.000	Accepted
2	The better the level of transformational leadership, the better the level of HR performance will be.	0.222	3.491	0.000	Accepted
3	Individuals who have a high level of autonomy will have high job satisfaction too	0.237	3,350	0.001	Accepted
4	Individuals who have a high level of autonomy will also have high performance.	0.147	2,069	0.039	Accepted

5	The better the level of HR job satisfaction, the better the level of HR performance will be.	0.515	8,352	0.000	Accepted
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Description: The hypothesis is accepted if  $t > 1.96$  or  $p < 0.05$

Indirect effect testing is conducted to see the influence given by Transformational Leadership and Work Autonomy variables on HR Performance variables through intervening variables, namely Job Satisfaction variables. The results of the indirect effect test can be displayed in the following table.

Indirect Effect Test Results Table

	Original sample	T statistics	P values	Information
LeadershipTransformational -> Job satisfaction -> HR performance	0.122	3.075	0.002	Significant
Job autonomy -> Job satisfaction -> HR Performance	0.248	5.250	0.000	Significant

Source: Processed research data, 2024

According to the test results in the table above, it is known that the magnitude of the indirect influence of transformational leadership on HR performance through job satisfaction is 0.122 with a t-value of 3.075 and  $p = 0.000$  ( $p < 0.05$ ). This shows that job satisfaction significantly mediates the influence of transformational leadership on HR performance. This means that good transformational leadership can increase employee job satisfaction, then employee satisfaction will have an impact on employee work behavior, making their performance better.

Another finding is that the magnitude of the indirect influence of Job autonomy on HR performance through job satisfaction is 0.248 with a t-value of 5.250 and a significance value of  $p = 0.000$  ( $p < 0.05$ ). The results of this test mean that job satisfaction significantly mediates the influence of job autonomy on HR performance. This means that high job autonomy will make employees feel satisfied in their work. Furthermore, satisfied employees will carry out their duties with full responsibility, so that this will affect employee performance.

## Discussion:

### 1) The influence of transformational leadership on HR job satisfaction

Transformational Leadership variable has the highest outer loading value on the Intellectual Stimulation indicator, while the Job Satisfaction variable shows the highest outer loading value on the Salary or Wage (Pay) indicator. The correlational relationship between these two indicators indicates that the higher the level of intellectual stimulation provided by the leader, the higher the level of employee satisfaction with the salary they receive.

This means that leaders who are able to encourage creativity, innovation, and critical thinking in the work environment can create a positive perception of the payroll system. This is likely to occur because employees feel valued not only in terms of material, but also through the development of their insight and intellectual involvement in the organization. Thus, to increase satisfaction with financial compensation, organizations need to strengthen leadership strategies that focus on intellectual empowerment and employee competency development.

The Transformational Leadership variable has the lowest outer loading value on the Idealized Influence (Charisma) indicator, while the Job Satisfaction variable shows the lowest outer loading value on the Workers indicator. The correlational relationship between these two indicators indicates that the higher the level of Idealized Influence possessed by a leader, the higher the level of employee job satisfaction with their coworkers.

This shows that leaders who are able to be role models, show charisma, and provide inspiration to their subordinates can create a more harmonious and conducive work environment. Leaders with strong Idealized Influence are able to build a positive work culture, increase mutual trust, and strengthen solidarity among team members. As a result, satisfaction with coworkers increases, due to better working relationships, more effective communication, and closer collaboration within the organization.

## 2) The influence of transformational leadership on HR performance

This study proves that transformational leadership has a positive and significant effect on HR performance, the results of which are also strengthened by the results of previous studies which state that transformational leadership has been proven to influence increased HR performance (Ayranci & Ayranci, 2017; Azim, MT, Fan, L., Uddin, MA, Abdul Kader Jilani, MM, & Begum, 2019; Buil et al., 2019; Khan et al., 2019; Lai et al., 2020; Manzoor et al., 2019; Prochazka et al., 2017; Rizki et al., 2019; Zhang et al., 2021).

Transformational Leadership variable has the highest outer loading value on the Intellectual Stimulation indicator, while the HR Performance variable shows the highest outer loading value on the Work Quality indicator. The relationship between these two indicators indicates that the higher the level of intellectual stimulation provided by the leader, the higher the quality of employee work.

This means that a leader who is able to encourage innovation, think critically, and provide intellectual challenges to his team will contribute to improving the quality of their work results. This shows that a work environment that supports creative thinking and innovative solutions will strengthen employee competence in completing tasks more effectively, accurately, and in accordance with expected standards. Therefore, organizations need to strengthen the Intellectual Stimulation aspect in leadership to optimize the quality of HR work and overall improve company performance.

This means that the higher the level of Idealized Influence, which reflects the leader's ability to provide examples, inspiration, and build trust and respect from subordinates, the higher the level of independence in working. This shows that charismatic leadership can encourage employees to be more independent in taking initiatives, making decisions, and carrying out tasks without high dependence on superiors' directions. Thus, leaders who have idealized influence will create a work environment that encourages innovation, self-confidence, and individual responsibility in achieving organizational goals.

### 3) The influence of job autonomy on job satisfaction

This study proves that job autonomy has a positive and significant effect on job satisfaction. This is also reinforced by the results of previous studies such as those conducted by (Fuadiputra & Rofida Novianti, 2021; Rofida Novianti & Fuadiputra, 2021) showing a positive relationship between job autonomy and job satisfaction, as well as employee work results.

The measurement of the Work Autonomy variable is reflected through three indicators, namely the level of responsibility indicator, the policy in determining how the tasks will be carried out and work decision making power, while the Job Satisfaction variable is reflected through four indicators, namely the Work itself (work it self), Relationship with superiors (supervision), Co-workers (workers), Promotion (promotion), and Salary or wages (pay).

The Work Autonomy variable with the highest outer loading value is reflected in the freedom indicator in determining the method or way of carrying out tasks. Meanwhile, the Job Satisfaction Variable shows that the indicator with the highest outer loading value is salary or wages (pay). The correlational relationship between these two indicators indicates that the greater the freedom of employees in determining how they complete their tasks, the higher their level of satisfaction with the salary received. This means that flexibility in decision-making related to work implementation has the potential to increase employee perceptions of the financial compensation given, because they feel more appreciated and have more control over their work. This emphasizes the importance of providing work autonomy as a strategy to increase employee satisfaction, especially in the aspect of compensation.

The Work Autonomy variable with the lowest outer loading value is in the Work Decision Making Power indicator, while in the Job Satisfaction variable, the indicator with the lowest outer loading value is Co-workers (Workers). The correlation between these indicators shows that increasing Work Decision Making Power contributes to increasing satisfaction with salary. This means that the greater the freedom of employees in making decisions related to their work, the higher their level of satisfaction with the compensation received. This can happen because autonomy in decision making provides a sense of control, responsibility, and appreciation for their contributions, which ultimately has a positive impact on perceptions of salary and compensation provided by the company.

### 4) The influence of work autonomy on HR performance

Hypothesis testing proves that Job autonomy has a positive and significant effect on HR Performance. This finding is reinforced by the results of previous studies showing a positive relationship between job autonomy and job satisfaction, as well as employee work results (Fuadiputra & Rofida Novianti, 2021; Rofida Novianti & Fuadiputra, 2021)

The measurement of the Work Autonomy variable is reflected through three indicators, namely the level of responsibility indicator, the policy in determining how the tasks will be carried out and work decision-making power, while the measurement of the HR Performance variable is reflected through five indicators, namely the Work Quality, Quantity, Timeliness, Effectiveness and Independence indicators.

The Work Autonomy variable has the lowest outer loading value on the work decision-making power indicator, while the HR Performance variable shows the lowest outer loading value on the Independence indicator. The correlation between these two indicators indicates that the higher the employee's ability to make decisions related to their work, the higher the level of Independence in work. This means that when employees are given more authority in making decisions related to their duties and responsibilities, they tend to be more independent in carrying out their work without relying on strict direction or supervision. This has a positive impact on overall HR performance, because more independent employees tend to be more proactive, innovative, and have higher initiative in completing their tasks.

#### 5) The influence of job satisfaction on HR performance

This study proves that Job Satisfaction has a positive and significant effect on HR Performance, the results of which are also strengthened by the results of previous studies showing that job satisfaction has a significant effect on the quality of employee performance, as stated by (Hartika et al., 2023; Premesti & Yuniningsih, 2023; Sutrisno et al., 2022).

Measurement of Job Satisfaction variables is reflected through four indicators, namely the Work itself (work it self), Relationship with superiors (supervision), Co-workers (workers), Promotion (promotion), and Salary or wages (pay), while Measurement of HR Performance variables is reflected through five indicators, namely the Work Quality, Quantity, Punctuality, Effectiveness, and Independence indicators.

The Job Satisfaction variable has the lowest outer loading value on the indicator of relationships with coworkers (workers), while the Human Resource Performance variable shows the lowest outer loading value on the indicator of independence. The correlation between these indicators indicates that an increase in the salary or wage aspect (pay) contributes directly to increased satisfaction with the compensation received. In other words, when the payroll system implemented is fairer, more competitive, and in accordance with employee expectations, job satisfaction, especially in terms of financial well-being, will increase. In addition, aspects of better relationships with coworkers can be a supporting factor in increasing overall job satisfaction. Likewise, low independence in HR performance indicates the need for strengthening in aspects of training, empowerment, and individual skill



development so that employees are more able to work independently and productively.

#### 4. Conclusion

Based on the discussion and proof of the hypothesis, the answers to the research questions are as follows: Transformational leadership has a positive and significant influence on job satisfaction. These results indicate that leaders who apply Idealized Influence (charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation can increase job satisfaction of human resources (HR), Transformational leadership has a positive and significant impact on HR performance. This means that the more effective the implementation of transformational leadership, the higher the level of HR satisfaction with aspects of the work itself (work itself), relationships with superiors (supervision), coworkers (workers), promotion opportunities (promotion), and compensation in the form of salary or wages (pay), Job autonomy has a positive and significant effect on job satisfaction. These results indicate that the higher the level of work autonomy, which is characterized by responsibility, independence, and freedom in determining how to complete tasks, the higher the employee's job satisfaction, Job autonomy has a positive and significant impact on HR performance. These findings indicate that the higher the level of work autonomy, the better the quality and quantity of work, punctuality, effectiveness, and level of independence in working.

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