

Improving the Performance of State Civil Apparatus Through Transformational Leadership in the Mediation of Job Satisfaction

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Abstract. *This study aims to analyze the effect of transformational leadership on the performance of civil servants (ASN) with job satisfaction as a mediating variable. The research was conducted at the Public Works and Spatial Planning Office (Dinas PUPR) of West Kotawaringin Regency. A quantitative approach was employed using a survey method, with data collected through questionnaires distributed to ASN respondents. Data analysis techniques included descriptive statistics, classical assumption tests, multiple regression analysis, and mediation testing using the Sobel test. The results indicate that transformational leadership has a positive and significant effect on ASN performance. Transformational leadership also has a positive and significant effect on job satisfaction. Furthermore, job satisfaction has a positive and significant effect on ASN performance. The Sobel test results show that job satisfaction partially mediates the relationship between transformational leadership and ASN performance. These findings imply that improving ASN performance can be achieved through strengthening transformational leadership practices and enhancing job satisfaction. Leaders are expected to inspire, motivate, and provide individual consideration to employees in order to foster positive work attitudes and optimal performance. This study contributes to the development of human resource management literature in the public sector and provides practical implications for improving organizational performance in government institutions.*

Keywords: *Civil; Leadership; Performance; Satisfaction; Transformational.*

1. Introduction

In a local government agency, the performance of State Civil Apparatus (ASN) determines the success of the agency. Performance can be defined as the work results achieved by an individual in carrying out tasks assigned by their leadership to achieve work targets. According to (Mangkunegara, 2017), performance is the quality of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

The State Civil Apparatus can perform well if it has leaders with good integrity, thereby improving the performance of ASN. ASN performance is one of the determining factors for the success of regional apparatus organizations (OPD) in achieving their goals. Therefore,

ASN performance can influence the overall performance of the agency. Professional and qualified ASN are the benchmark for making decisions quickly and accurately so that results can be achieved optimally. Achieving OPD goals does not depend on modern equipment, complete facilities and infrastructure, but an organization must have professional, qualified and reliable human resources, able to anticipate any changes that occur, and can take make quick and accurate decisions to achieve maximum results.

The achievement of OPD objectives based on key performance indicators (KPI) is achieved through professional and high-quality ASN performance. This can influence OPD leaders' satisfaction with ASN performance. This satisfaction is influenced by two variables: influence subordinates to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined targets (leadership transformational). This also aligns with the opinions of Nasution (2018), Jufrisen (2017), Sukama & Sudiba (2015), Lukita (2019), and Jufrisen & Lubis (2020) in Rivai (2020), who concluded that transformational leadership has a positive effect on employee performance. This means that if a leader possesses good transformational leadership, performance will also improve (Rivai, 2020), and even employee satisfaction with their performance will also increase.

Job satisfaction is a crucial factor for civil servants (ASN). High levels of job satisfaction will boost work enthusiasm (Nofiantari et al., 2025). Several other studies have also shown that job satisfaction mediates a positive relationship between transformational leadership and ASN performance (Verameta et al., 2021). These findings align with previous research by Waruwu (2018) and Alshehhi et al. (2019), which found that job satisfaction mediated the relationship between transformational leadership and performance.

However, another interesting finding is that job satisfaction, as a mediator of transformational leadership, has no significant effect on improving civil servant performance. One reason is that leaders with a transformational leadership style motivate employees with excessive promises (Akbar et al., 2016).

The point to be made is that, in general, job satisfaction plays a crucial role as a mediator of transformational leadership in improving civil servant performance, in particular, because job satisfaction provided by leaders will serve as a source of motivation for civil servants to improve their performance. Improved civil servant performance will be measured according to performance indicators assessed by OPD leaders.

Hasibuan (2007) stated that job satisfaction is measured through leadership, Work morale, discipline, and work performance. Meanwhile, according to John Bernadin in Edwardin (2011), performance indicators are quality, punctuality, effectiveness, independence, and work commitment. These indicators will be measured by OPD leaders as part of the assessment process of job satisfaction with ASN performance. This means that job satisfaction will act as a mediator. transformational leadership style on ASN performance.

This research takes the locus at the Public Works and Spatial Planning Agency of West Kotawaringin Regency or called the PUPR Agency of West Kotawaringin Regency with the research target being the achievement of employee/ASN performance results that support the achievement of the Regional KPI of West Kotawaringin Regency in 2024. The Regional KPI managed by the PUPR Agency of West Kotawaringin Regency is Increasing the Quality and Connectivity of Basic Infrastructure.

The 2024 Regional Agency Performance Report, or LKjIP, revealed that the regional apparatus' KPI achievement was 71.23% of the target of 76.37%. The primary factor contributing to the failure to achieve this target was delays in administrative processes by civil servants, from the planning stage to the physical procurement process. This delay impacted the implementation of these activities, preventing the full utilization of infrastructure development that should have benefited the community/public. This problem also inevitably impacted leaders' emotional reactions to demands and expectations regarding established performance achievements.

An internal survey found that 80% of civil servants were satisfied with the leadership of the Head of the Service. However, 35% of civil servants failed to achieve individual performance targets, particularly in completing administrative tasks related to capital and physical procurement.

This is an interesting problem to study because there is a GAP when the main and individual performance targets are not achieved, even though 80% of ASN are satisfied with the leaders who have tried to implement good leadership management. This means that civil servant satisfaction with the leadership of the Head of the Public Works and Public Housing Agency in West Kotawaringin Regency does not affect their performance in achieving core and individual performance. This can be seen from various perceptions or other indicators, so a leader's leadership management must have an impact on employee performance when carrying out their primary duties and functions as civil servants. With these performance results, the leadership will certainly react to this problem because the leadership's reaction will be connected to the reality felt by employees, thus giving rise to feelings of happiness, satisfaction or dissatisfaction (Sutrisno, 2017).

The role of a leader is very vital in this matter. A leader must be able to influence his subordinates to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined targets, such as human resources, facilities, funds, and external factors of the organization. Meanwhile, the indicators are by providing renewal, setting an example, encouraging subordinate performance, harmonizing the work environment, empowering subordinates, acting on a value system, and increasing abilities and being able to deal with complex situations. (James McGregor Burns in Basirun & Turimah, 2022).

2. Research Methods

This study used a quantitative research type with a correlational design. According to Sugiyono (2011: 29), correlational research attempts to connect independent variables with dependent variables, either partially or simultaneously. The data sources used in this research are divided into two types, namely primary data and secondary data. Primary data is data obtained directly from the original source and received directly by the researcher. Primary data is a data source that directly provides data to the data collector (Sugiyono, 2019: 194). The primary data in this study is data from an instrument directly filled out by ASN at the PUPR Office of West Kotawaringin Regency. The digital-based survey instrument uses Google Forms. Google Forms is a service from Google that makes it easy for users to create surveys, questionnaires, forms, and the like. In general, Google Forms is a service that allows users to easily create surveys, online forms with questions, or surveys that can be customized by the creator. This service makes it easy to collect responses and data from the public or audience directly by completing the survey.

3. Results And Discussion

3.1. Research result

1) Overview of Research Locus

Research locus with title Improving the Performance of State Civil Apparatus Through Transformational Leadership in Job Satisfaction Mediation is located at the PUPR Office of West Kotawaringin Regency, located at Jalan Sutan Sharir, Madurejo, West Kotawaringin, West Kotawaringin Regency, Central Kalimantan 74112. Geographically, the PUPR Office of West Kotawaringin Regency is located at coordinates 8J4M+QJ2. As a supporter of public service functions, it also has services via email, namely Email. pupr@kotawaringinbaratkab.go.id and via telephone line (0532) 21034.

The Public Works and Public Housing Agency of West Kotawaringin Regency is a regional apparatus that is under and responsible to the Regent through the Regional Secretary and led by the Head of the Agency. The Public Works and Public Housing Agency of West Kotawaringin Regency is tasked with assisting the Regent in carrying out government affairs in the field of Public Works and Spatial Planning and assistance tasks assigned to the regency in accordance with the provisions of laws and regulations. To carry out the tasks as referred to, the PUPR Service of West Kotawaringin Regency carries out the following functions:

- 1) Formulation of technical policies in the field of public works and spatial planning;
- 2) Guiding and preparing programs and activities;
- 3) Guidance and implementation of development of facilities and infrastructure in the field of public works and spatial planning;
- 4) Implementation of secretarial affairs of the service;

5) Guidance, supervision, control, monitoring, evaluation and reporting on the implementation of public works and spatial planning; and

6) Implementation of other functions assigned by the Regent in accordance with his duties and functions.

Currently, the PUPR Office of West Kotawaringin Regency has an organizational structure regulated in West Kotawaringin Regent Regulation Number 36 of 2022 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Public Works and Spatial Planning Office of West Kotawaringin Regency. The organizational structure is as follows:

1) The Head of the Department has the duties of leading, developing, coordinating, planning and implementing work programs, work procedures and developing all activities in the field of Public Works and Spatial Planning and is responsible for the implementation of the tasks and functions of the Public Works and Spatial Planning field.

2) The Secretary's duties include coordinating the preparation of programs and the implementation of integrated field tasks, as well as administrative services, including finance and assets, personnel, secretarial, protocol, public and domestic relations, organization, administration, and documentation of laws and regulations. In carrying out these duties, the Secretary is assisted by:

a. The General, Personnel and Equipment Sub-section has the task of carrying out personnel administration, secretarial, equipment and household, public relations, protocol, organization and administration, job analysis and documentation of statutory regulations.

b. The Finance and Assets Sub-Section has the main task of organizing the preparation of financial plans, management and control, and carrying out financial administration and reporting.

c. The Sub Coordinator is held by a Functional Official who is in charge of planning and budgeting affairs.

3) The Head of the Water Resources Division is responsible for formulating and implementing policies in the field of water resources management in accordance with statutory provisions. To carry out his/her primary duties and functions, the Head of Division is assisted by sub-coordinators, who are specific functional officials responsible for Water Resources affairs.

4) The Head of the Highways Division is responsible for formulating and implementing policies for the construction and maintenance of roads and bridges. He is assisted by sub-coordinators, who are functional officials responsible for infrastructure (road and bridge construction and maintenance).

5) The Head of the Public Works Division is responsible for preparing guidelines for planning, supervision, control, and guidance on building layout, issuing certificates of building

suitability, providing infrastructure for residential areas, managing and developing residential drainage systems, developing domestic wastewater systems, and providing drinking water supply systems (SPAM) in accordance with laws and regulations. The Head of Division is assisted by sub-coordinators who are appointed by specific functional officials in charge of public works affairs.

6) The Head of the Construction Development Division is responsible for preparing materials for policy formulation, coordination, control, supervision, monitoring, evaluation, and reporting in the field of construction services development in accordance with statutory provisions. The Head of the Division is assisted by sub-coordinators who are specific functional officials responsible for construction services development.

7) The Head of the Spatial Planning Division is responsible for preparing materials for the formulation and coordination of policies in the areas of spatial planning, spatial utilization, and spatial control in accordance with statutory provisions. The Head of Division is assisted by sub-coordinators, who are specific functional officials responsible for spatial planning.

To carry out operational technical activities or supporting technical activities, the Public Works and Public Housing Agency of West Kotawaringin Regency has established a Task Implementation Unit (UPT). The Technical Implementation Unit is led by a Head of UPT who is subordinate to and responsible to the Head of the Agency.

In order to clearly understand the flow of main tasks and functions as a whole, it is presented in the form of Figure 4.1.

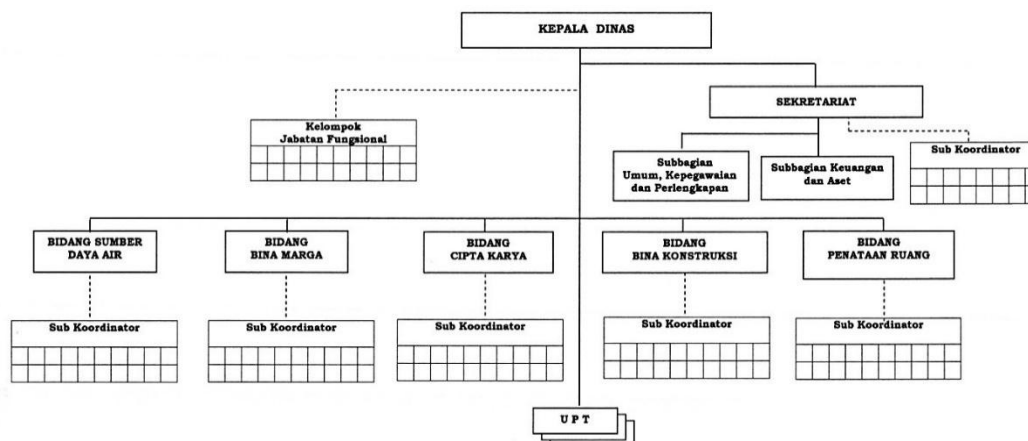


Figure Organizational Structure of the PUPR Service of West Kotawaringin Regency

Based on the Regulation of the Regent of West Kotawaringin Number 36 of 2022 The organizational structure of the PUPR Office of West Kotawaringin Regency has been explained previously in general. To support the main duties and functions of the Head of Office, Secretary, Head of Division, Head of Regional Technical Implementation Unit, Head of Sub-Division assigned as Sub-coordinator must apply the principles of coordination, integration,

simplification and synchronization vertically and horizontally both within the internal environment and other agencies in accordance with their respective duties. Sub-Coordiators must implement an internal control system, supervise their subordinates and/or implementers, be responsible for leading and coordinating their subordinates and/or implementers in their respective work units and must follow and comply with instructions and be responsible to their respective superiors and submit periodic reports on time.

2) Resource

a. Human Resources

The PUPR Office of West Kotawaringin Regency has 161 ASN-status human resources, with 56 PNS and 105 PPPK (Regional Employee Recipients). Based on gender, the division between men and women is as follows: 43 male PNS and 13 female PNS, while 64 male PPPK and 41 female PPPK.

The following is a presentation of human resources based on employee status, presented in the form of Diagram

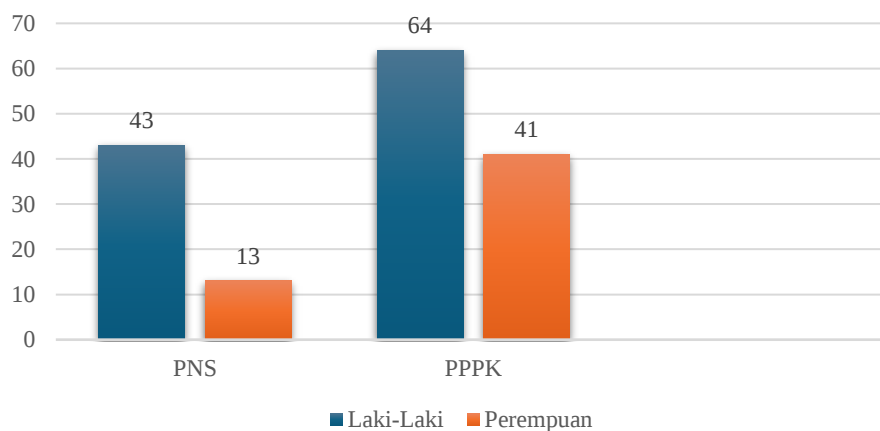


Diagram Human Resources Based on Employment Status and Gender

Source: Processed secondary data, 2025

From the total human resources at the PUPR Office in Kotawaringin Regency, the number of human resources was calculated based on their most recent educational qualifications. This data is presented in Diagram 4.2 on the next page.

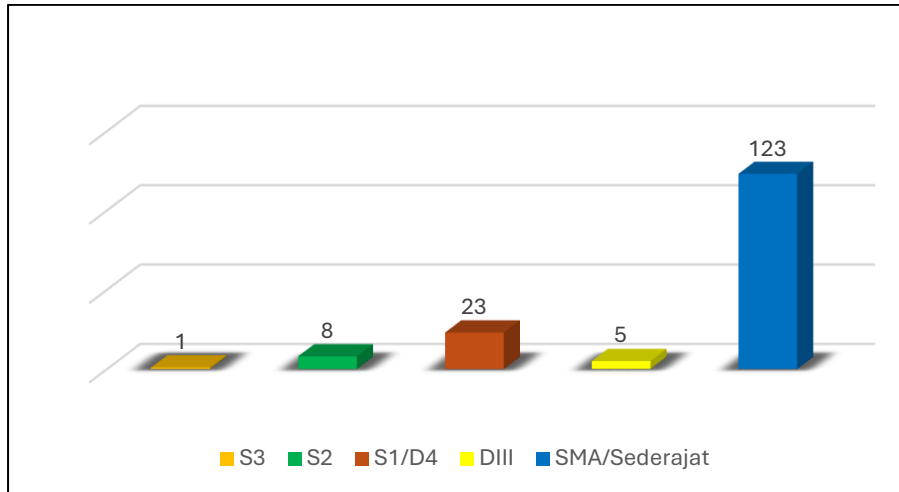


Diagram Number of human resources based on educational qualifications

Source: Processed secondary data, 2025

The leadership structure at the PUPR Service of West Kotawaringin Regency is led by structural positions consisting of echelon II, III, and IV officials. Currently, there are 10 (ten) structural officials, with details presented in Table as follows:

Table Names of Structural Officials at the PUPR Service West Kotawaringin Regency for the 2025 Period

No	Structural Position Name	Rank/Goal/ Room
1.	Head of Department	Young Main Mentor (IV/c)
2.	Secretary	Level I Supervisor (IV/b)
3.	Head of Water Resources Division	Supervisor (IV/a)
4.	Head of Highways Division	Supervisor (IV/a)
5.	Head of Creative Works Division	Supervisor (IV/a)
6.	Head of Construction Division	Supervisor (IV/a)
7.	Head of Spatial Planning Division	Supervisor (IV/a)
8.	Head of General Affairs, Personnel and Equipment Sub-Section	Classroom Arranger, I (III/d)
9.	Head of Finance and Assets Sub-Section	Classroom Arranger, I (III/d)
10.	Head of Construction Materials Laboratory UPT	Classroom Arranger, I (III/d)

Source: Processed secondary data, 2025

To ensure the implementation of the main tasks of regional government agencies can function in accordance with standards and regulations, the Public Works and Public Housing Agency of West Kotawaringin Regency has 13 human resources who carry out their functions according to their technical expertise. The following data is presented in Table.

Table Number of Human Resources Based on Functional Position

No	Work Unit/Functional Position	Number of people)		Direct supervisor
		Man	Woman	
A. Secretariat				
1.	Functional Planning Junior Expert		1 person	Secretary
2.	Functional Planning Junior Expert	1 person		Secretary
3.	Functional Planning Junior Expert	1 person		Secretary
Sub-Total		2 persons	1 person	
B. Water Resources Sector				
1.	Young Expert Water Resources Manager Functional		1 person	Head Division of
Sub-Total			1 person	
C. Highways Sector				
1.	Young Expert Road and Bridge Management Functional	1 person		Head Division of
Sub-Total		1 person		
D. Creative Works Sector				
1.	Functional Environmental Health Management Young Expert	1 person		Head Division of
2.	Functional Manager of Building and Residential Areas, Junior Expert	1 person		Head Division of
3.	Young Expert Road and Bridge Management Functional	1 person		Head Division of

Sub-Total						3 people			
E. Construction Sector									
1	Functional Construction Services	Supervisor of Young Expert	1 person	2 persons		Head Division		of	
Sub-Total						1 person		2 persons	
F. Spatial Planning Sector									
1.	Young Expert Spatial Designer			2 persons		Head Division		of	
Sub-Total						2 persons			
G. Construction Materials Laboratory Unit									
H. Workshop and Construction Equipment Unit									
Total						9 People		4 People	

Source: Processed secondary data, 2025

b. Equipment Resources

Equipment resources represent the facilities and infrastructure that support ASN performance at the Public Works and Public Housing Agency of West Kotawaringin Regency. The following data on equipment resources is presented in Table:

Table Equipment Resources

No	Name of goods	*Condition				Amount
		B	CB	R	RB	
1.	Building	1				3 Ha
2.	2-Wheeled Operational Vehicle	15		2		15 units
3.	4-Wheeled Operational Vehicle	4				4 Unit
4.	6-Wheeled Operational Vehicle	4				4 Unit
5.	Computer	20		5		25 units
6.	Laptop	10		5		15 units

Source: Processed secondary data, 2025

Information* :

B: Okay

CB : Good Enough

R : Broken

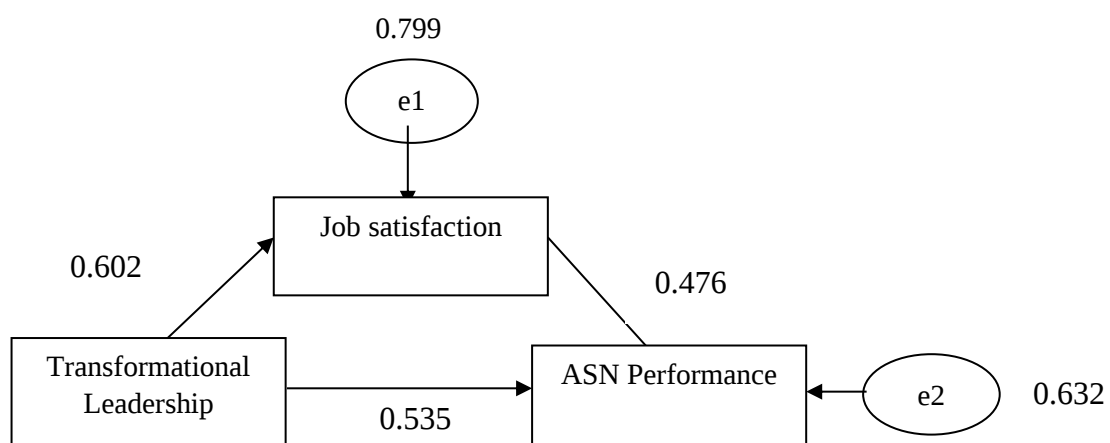
RB : Seriously Damaged

c. Budget Resources

Budget resources refer to the financial resources used to prepare the budget for human resource development/capacity improvement at the Public Works and Public Housing Agency of West Kotawaringin Regency. The goal is for these activities to support professional and accountable performance.

Path Coefficient of Model II: Referring to the output of Regression Model I in the Coefficients table section, it can be seen that the significance value of the two variables, namely $X_1 = .007$ and $X_2 = 0.005$ is smaller than 0.05. This result provides the conclusion that Regression Model I, namely variables X_1 and X_2 have a significant effect on Y . The value of R^2 or R Square contained in the Model Summary table is 0.604, this shows that the contribution or contribution of the influence of X_1 and X_2 on Y is 60.4% while the remaining 39.6% is the contribution of other variables not included in the study. Meanwhile, the value of e_1 can be found with the formula $e_1 = \sqrt{1-0.604} = 0.632$.

Thus, the path diagram of structural model I is obtained as follows:



FigureResults of Path Analysis Model 2

After carrying out the data analysis process through the t-test on equations 1 and 2 against the measurement model for path analysis, the following hypothesis testing results were obtained:

a. Hypothesis 4: Analysis of the Influence of X1 through X2 on Z: it is known that the direct influence given by X1 on X2 is 0.535. While the indirect influence of X1 through X2 on Y is the multiplication of the beta value of X1 on X2 with the beta value of X2 on Y, namely: $0.606 \times 0.476 = 0.288$. Then the total influence given by X1 on Y is the direct influence plus the indirect influence, namely: $0.535 + 0.288 = 0.823$. Based on the results of the calculations above, it is known that the value of the direct influence is 0.535 and the indirect influence is 0.823, which means that the value of the indirect influence is greater than the value of the direct influence, these results indicate that indirectly X1 through X2 has a significant influence on Y.

A mediating variable is one that influences the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). The Sobel test, developed by Sobel, tests the strength of the indirect effect of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). To determine a mediating or intervening variable, several criteria must be met:

- The independent variable must influence the intervening variable
- The intervening variable must influence the dependent variable
- If these two criteria are met, then the influence of the independent variable on the dependent variable must be smaller than the intervening variable on the dependent variable (Ghozali, 2020).

Furthermore, there are two possibilities that occur from the results of the mediation test (Ferdinand, 2014):

- Fully Mediation*, meaning that the independent variable is not able to significantly influence the dependent variable without going through the mediator variable
- Partial Mediation*, meaning that the independent variable is able to directly influence the dependent variable without going through or involving the mediator variable.

Table Path Analysis Results

Variable Relationship	Standard Deviation	Beta
Transformational Leadership -> Job Satisfaction	0.064	0.602
Job Satisfaction -> ASN Performance	0.086	0.476

Source: Processed Data SPSS 25 (processed)

So the size of the standard error of the indirect effect S_{ab} can be calculated using the Sobel test formula as follows:

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

$a = 0.602$: Coefficient of direct effect of independent variable Organizational Climate (X1) on mediating variable Job Satisfaction (Z)

$b = 0.476$: Coefficient of the direct effect of the mediating variable Job Satisfaction (Z) on the dependent variable ASN Performance (Y)

$S_a = 0.064$: Standard Error of a

$S_b = 0.086$: Standard Error of b

The T-value can be confirmed using the Sobel Test Calculator as follows. The calculator will automatically calculate the T-value, resulting in a T-value of 4.770, as shown in the figure below.

Input:		Test statistic:	Std. Error:	p-value:
a	0.602	Sobel test:	4.77030767	0.06006992
b	0.476	Aroian test:	4.7504085	0.06032155
s_a	0.064	Goodman test:	4.79045903	0.05981723
s_b	0.086	Reset all	Calculate	

Figure 4.1 Sobel Calculator Results

Source: <http://quantpsy.org/sobel/sobel.htm>

The results of the Sobel test show a T-count value of 7.0643606 $\geq$ from the T-table (1.657). So according to the calculation results that Job Satisfaction (X2) mediates the influence of Transformational Leadership (X1) on ASN Performance (Y), thus the hypothesis H_0 is rejected H_a is accepted, the data supports the model. The mediation model is partial mediation, because the independent variable is able to directly influence the dependent variable without going through or involving the mediator variable.

3.2. Discussion

1) The Relationship between Transformational Leadership and ASN Performance

Based on the results of the data analysis test conducted on the first hypothesis, it shows that transformational leadership has a positive and significant effect on ASN performance. The calculated t value of 4.308, which is greater than the t table of 1.6577, and the significance value of 0.007 < 0.05, confirms that the hypothesis is accepted. This finding indicates that transformational leadership is an important factor in improving the performance of state civil servants. The regression coefficient of 0.423 indicates that every one unit increase in transformational leadership will increase ASN performance by 0.423 units. These results reflect a fairly strong relationship between leadership style and employee work results. Thus, leadership quality is a major determinant in achieving the performance of public organizations.

Theoretically, these findings align with the transformational leadership theory proposed by Bass and Avolio (1994), which states that transformational leaders are able to inspire subordinates to transcend personal interests for organizational goals. Transformational leadership emphasizes idealized influence, inspirational motivation, intellectual stimulation, and individualized attention. These four dimensions encourage employees to work more effectively, creatively, and responsibly. In the context of civil servants (ASN), this leadership approach is relevant because it can build commitment and loyalty to public service duties. Therefore, transformational leadership is an adaptive leadership style in modern bureaucracies. Implementing this leadership style has the potential to increase productivity and the quality of public services.

The results of this study also support the view of Putra and Surya (2020), who stated that the role of a superior figure is essential for improving employee performance. A leader who can provide a clear vision and set an example will encourage employees to perform optimally. In the civil service (ASN) work environment, a leadership figure holds a strategic position in directing employee behavior and work ethic. When leaders are able to build trust and motivation, individual and organizational performance will improve. This demonstrates that leadership is not only structural, but also psychological and inspirational. Therefore, leadership effectiveness is crucial to the success of public sector organizations.

Arthawan and Mujiati's (2017) opinion, which states that leadership style is a contributing factor to declining employee performance, is also relevant to the findings of this study. Leadership that fails to provide direction, motivation, and support can lower employee morale. Conversely, transformational leadership can create a conducive and participatory work environment. Civil servants who feel valued and cared for tend to perform better. This indicates that leadership style plays a role in driving performance. Therefore, improving leadership quality is an urgent need in government organizations.

Al Zefeiti's (2017) research, which found that transformational leadership dimensions are positively related to employee performance, also supports this finding. The inspirational motivation dimension encourages employees to work with enthusiasm and optimism. Intellectual stimulation encourages civil servants to think innovatively in solving work problems. Individual attention makes employees feel valued and supported in their career development. The combination of these dimensions creates sustainable performance improvements. Thus, transformational leadership impacts not only short-term work outcomes but also long-term employee capacity development.

These findings are also consistent with research by Angelina (2018), Zeindra and Lukito (2020), and Waruwu (2018), which concluded that transformational leadership plays a significant role in improving employee performance. These studies confirm that transformational leaders are capable of acting as agents of change within organizations. In the public sector, this role is crucial given the complex and dynamic challenges of bureaucracy. Transformational leadership is able to bridge individual interests and

organizational goals. Thus, the results of this study strengthen the generalization that transformational leadership is effective across various sectors. It also demonstrates empirical consistency between this study and previous research.

From a performance management perspective, transformational leadership serves as both a control mechanism and an empowerment mechanism for employees. Leaders not only assess work results but also guide employees' work processes. This approach encourages civil servants to work with greater awareness and responsibility. When employees understand the meaning of their work, performance quality naturally improves. This aligns with the concepts of values-based performance and integrity within the bureaucracy. Therefore, transformational leadership contributes to improved results-oriented performance and work ethics.

The practical implication of these findings is the need to strengthen transformational leadership competencies within the civil service (ASN). Government agencies need to develop leadership training programs that focus on developing leaders' soft skills. Such training could include effective communication, visionary decision-making, and employee motivation management. Furthermore, the leadership performance appraisal system should incorporate transformational leadership indicators. This will encourage leaders to adopt a more inspirational leadership style. This step is expected to sustainably improve ASN performance.

Furthermore, the results of this study also have policy implications for civil servant human resource management. Leadership placement should consider leadership competency, not just seniority or administrative aspects. Leaders with transformational character will be better able to manage change and improve organizational performance. This is crucial in facing the demands of bureaucratic reform and improving the quality of public services. With the right leadership, civil servants can work more effectively and responsively to community needs. Therefore, transformational leadership is a strategic element in civil servant management reform.

Overall, this discussion confirms that transformational leadership plays a strategic role in improving civil servant performance. The SPSS output provides strong empirical evidence of the positive and significant influence of this variable. Support from theory and previous research further strengthens the validity of this study's findings. Transformational leadership has been shown to create a productive and performance-oriented work environment. Therefore, the implementation of transformational leadership should be a priority in the management of public organizations. This effort is expected to encourage the achievement of professional, effective, and integrity-based civil servant performance.

2) The Relationship between Transformational Leadership and Job Satisfaction

Based on the results of the data analysis test conducted on the second hypothesis, it shows that transformational leadership has a positive and significant effect on ASN job satisfaction. The calculated t value of 8.254 is greater than the t table of 1.6577 and the significance value

of 0.000 <0.05 proves that the hypothesis is accepted. This finding indicates that transformational leadership is an important determinant in shaping the level of employee job satisfaction. The better the implementation of transformational leadership, the higher the ASN job satisfaction. The large calculated t value indicates that the influence of this variable is relatively strong. Thus, transformational leadership plays a strategic role in creating a satisfying work environment.

Conceptually, the results of this study align with the transformational leadership theory proposed by Bass and Avolio. This theory emphasizes that transformational leaders are able to influence the attitudes and perceptions of subordinates through vision, inspiration, and individualized attention. Job satisfaction arises when employees feel valued, supported, and involved in achieving organizational goals. In the context of civil servants (ASN), transformational leadership is relevant because it can increase the meaning of work and a sense of belonging to the organization. This condition encourages feelings of satisfaction with work and leadership. Therefore, transformational leadership directly contributes to employee psychological well-being.

Yulk's (1998) opinion, cited in Anggraeni and Santosa (2013), which states that transformational leadership behavior influences subordinate job satisfaction, supports the findings of this study. One important aspect of job satisfaction is leadership, particularly how leaders interact with their subordinates. Individual attention provided by leaders makes employees feel recognized and their needs are addressed. Inspirational motivation encourages employees to work with enthusiasm and optimism. This combination of behaviors creates positive feelings about their work. Therefore, civil servant job satisfaction is inextricably linked to the quality of leadership applied.

The results of this study also align with Mihalcea's (2014) findings, which concluded that leadership significantly influences job satisfaction. Leaders who are able to create harmonious working relationships will increase employee comfort and satisfaction. In public organizations, the relationship between superiors and subordinates is often hierarchical. Transformational leadership can reduce this psychological distance through a more humanistic approach. This makes employees feel more valued and secure in their work. This ultimately increases overall job satisfaction.

Saleem's (2015) research, which showed that transformational leadership has a positive impact on job satisfaction, also supports this finding. Transformational leaders focus not only on work results but also on employee psychological well-being. When employees feel cared for and supported, job satisfaction levels increase. In the context of civil servants (ASN), this is crucial given the high and complex work demands. Transformational leadership can balance work demands with individual needs. Thus, job satisfaction can be maintained sustainably.

The findings of Akmal and Gita (2015) that stated a significant and positive influence between transformational leadership and employee job satisfaction further strengthen the findings of this study. The consistency of the research results indicates that transformational leadership

has strong empirical validity. This proves that this leadership style can be widely applied across various organizational sectors. In government bureaucracies, transformational leadership can create a more conducive work climate. A positive work climate contributes to increased job satisfaction among civil servants. Thus, transformational leadership is one of the keys to successful human resource management.

From the perspective of job satisfaction theory, the results of this study align with Herzberg's Two-Factor Theory. Leadership is a motivating factor that can increase job satisfaction when implemented effectively. Transformational leaders are able to provide recognition, responsibility, and development opportunities to employees. These factors play a crucial role in shaping intrinsic job satisfaction. In the context of civil servants (ASN), high job satisfaction will foster loyalty and commitment to the organization. Therefore, transformational leadership plays a strategic role in improving the quality of employee work life.

The practical implication of these findings is the need for government organizations to strengthen transformational leadership competencies among structural officials. Leadership training and development programs should focus on improving leaders' communication skills, empathy, and motivation. Furthermore, leaders should be encouraged to provide individualized attention to subordinates. This step can increase the sense of appreciation and job satisfaction of civil servants. High job satisfaction will positively impact employee performance and loyalty. Therefore, investing in leadership development will provide long-term benefits for the organization.

Furthermore, the results of this study have policy implications for civil servant management. Leader performance assessments should not only focus on target achievement but also on the ability to foster employee job satisfaction. Transformational leadership can be used as an indicator in a leader evaluation system. This encourages leaders to pay greater attention to the well-being and satisfaction of their subordinates. High job satisfaction can minimize the potential for conflict and stress levels, creating a healthier and more productive work environment.

Overall, this discussion confirms that transformational leadership has a positive and significant effect on civil servant job satisfaction. The SPSS output provides strong empirical evidence for this relationship. Support from theory and previous research further strengthens the validity of this study's findings. Transformational leadership has been shown to increase job satisfaction through individualized attention and inspirational motivation. High job satisfaction is the foundation for improved employee performance and commitment. Therefore, the implementation of transformational leadership needs to be a priority in the management of government organizations.

3) The Relationship between Job Satisfaction and ASN Performance

Based on the results of the data analysis test conducted on the third hypothesis, it shows that job satisfaction has a positive and significant effect on ASN performance. The calculated t

value of 5.667 is greater than the t table of 1.6577 with a significance level of $0.005 < 0.05$. This finding proves that the hypothesis stating that there is an effect of job satisfaction on performance is acceptable. The regression coefficient of 0.457 indicates that every one unit increase in job satisfaction will increase ASN performance by 0.457 units. This coefficient value indicates a fairly strong influence in practice. Thus, job satisfaction is an important factor in improving ASN performance.

Conceptually, the results of this study align with the theory of work attitudes and behaviors, which states that a positive employee attitude toward their job will be reflected in productive work behavior. Job satisfaction reflects feelings of pleasure, comfort, and security in carrying out tasks. This positive psychological state encourages employees to work with greater focus and responsibility. In the context of civil servants (ASN), job satisfaction is a crucial asset for improving the quality of public services. Satisfied employees tend to demonstrate higher levels of dedication and commitment. Therefore, job satisfaction is closely related to employee performance.

The results of this study support the assertion that job satisfaction will make employees more enthusiastic about their work. Satisfied employees will carry out their work with a sense of joy and comfort. Feeling secure at work also reduces stress and fatigue. This allows employees to complete their tasks optimally. Conversely, job dissatisfaction can decrease concentration and work enthusiasm. Thus, job satisfaction plays a key role in improving civil servant performance.

This finding aligns with a summary of previous research presented by Hanafi et al. (2018), which stated that job satisfaction has a positive correlation with performance. This relationship is linear, where increased job satisfaction will be followed by increased performance. Satisfied employees will be motivated to provide the best work results for the organization. In government organizations, this is crucial because ASN performance directly impacts the quality of public services. These findings suggest that increasing job satisfaction can be a performance improvement strategy. Thus, the results of this study are consistent with previous empirical findings.

Luthans' (2006) opinion, which states that dissatisfied employees will experience frustration and decreased performance, is also relevant to the findings of this study. Job dissatisfaction can lead to low morale, emotional instability, and increased absenteeism. Dissatisfied employees tend to lack focus and become bored easily at work. This condition negatively impacts productivity and work quality. In the context of civil servants, this can hinder the achievement of organizational goals. Therefore, job satisfaction needs to be seriously managed by management.

Conversely, employees who experience job satisfaction will perform their duties better and more responsibly. Job satisfaction increases employees' intrinsic motivation to excel. Satisfied employees tend to exhibit high levels of loyalty to the organization. This loyalty is reflected in consistent performance and work discipline. This condition supports the creation of

sustainable organizational performance. Therefore, job satisfaction is a crucial foundation in managing civil servant human resources.

The results of this study also align with the findings of Winarja et al. (2018) and Hanafi et al. (2018), which showed that job satisfaction positively influences employee performance. The consistency of the research results indicates that the relationship between job satisfaction and performance is universal. This proves that job satisfaction is an important variable in various organizational contexts. In government bureaucracy, job satisfaction is both a challenge and an opportunity to improve civil servant performance. These findings strengthen the empirical validity of the relationship between job satisfaction and performance. Therefore, the results of this study have a strong scientific basis.

From a motivational theory perspective, the results of this study align with Maslow's theory of needs and Herzberg's two-factor theory. Job satisfaction reflects the fulfillment of employees' psychological and social needs. Factors such as security, recognition, and job security contribute to job satisfaction. When these needs are met, employees are motivated to perform better. High motivation directly impacts performance improvement. Thus, job satisfaction acts as a mediator between employee needs and performance.

The practical implication of these findings is the need for government organizations to systematically improve civil servant job satisfaction. Leaders need to create a comfortable, safe, and supportive work environment for employee well-being. Policies related to rewards, career development, and work-life balance need to be considered. Furthermore, open communication between leaders and employees can foster a sense of appreciation. These efforts will improve job satisfaction and, ultimately, civil servant performance. Therefore, improving job satisfaction can be an effective managerial strategy.

Overall, this discussion confirms that job satisfaction has a positive and significant effect on civil servant performance. The SPSS output provides strong empirical evidence regarding this relationship. Support from previous theory and research further strengthens this study's findings. Job satisfaction has been shown to be a key factor in driving optimal performance. Therefore, managing job satisfaction needs to be a priority in civil servant management. This effort is expected to sustainably improve individual and organizational performance.

4) The Relationship Between Job Satisfaction and Transformational Leadership and Civil Servant Performance

The results of the mediation test using the Sobel test indicate that job satisfaction significantly mediates the relationship between transformational leadership and ASN performance. The calculated T-value of 7.0643606 is greater than the T-table of 1.657, so the null hypothesis is rejected and the alternative hypothesis is accepted. This finding indicates that the influence of transformational leadership on ASN performance is partly channeled through job satisfaction. In other words, transformational leadership can improve performance both directly and indirectly through increased job satisfaction. The mediation model formed is a

partial mediation. This indicates that job satisfaction is not the only pathway of influence of transformational leadership on performance.

Methodologically, the Sobel test results confirm previous regression findings, which showed that transformational leadership and job satisfaction both significantly influence civil servant performance. Partial mediation occurs when the direct effect of the independent variable on the dependent variable remains significant even when the mediator is included in the model. This condition indicates that transformational leadership has a relatively strong influence on civil servant performance. However, job satisfaction still contributes significantly to strengthening this relationship. Thus, the proposed research model is supported by empirical data. These findings demonstrate the complexity of the relationships between variables in civil servant human resource management.

From the perspective of transformational leadership theory, the results of this study align with the view of Bass and Avolio (1993), who stated that transformational leaders are able to influence subordinates' work outcomes through various psychological mechanisms. Direct influence occurs through inspiration, vision, and role models that encourage employees to perform beyond standards. Meanwhile, indirect influence occurs through the formation of positive attitudes, one of which is job satisfaction. Job satisfaction is an affective response to the leader's treatment and leadership style. This affective response then drives improved performance. Therefore, transformational leadership operates through direct and indirect channels simultaneously.

The findings of this study are consistent with those of Zeindra and Lukito (2020), who stated that transformational leadership has a greater direct influence on employee performance. This study suggests that improved performance can occur without first increasing job satisfaction. This aligns with the partial mediation model found in this study. Transformational leadership can boost performance by fostering vision, motivation, and clarity of work direction. However, as job satisfaction increases, the effect of leadership on performance becomes stronger. Thus, job satisfaction acts as a reinforcement of this relationship.

The results of this study also align with the findings of Waruwu (2018), who concluded that job satisfaction partially mediates the influence of leadership on employee performance. Partial mediation indicates that job satisfaction serves as an important, but not absolute, intermediary variable. In the context of civil servants (ASN), job satisfaction reflects feelings of happiness, comfort, and security at work. These feelings reinforce the positive impact of transformational leadership on performance. However, strong leadership can still boost performance even if job satisfaction levels are not optimal. This demonstrates the flexibility of transformational leadership's influence.

Research by Putra and Surya (2020) also supports this finding by stating that transformational leadership influences job satisfaction and creates positive feelings about work. These positive feelings encourage employees to work more optimally and responsibly. In this case, job satisfaction acts as a psychological mechanism that bridges leadership and performance.

Satisfied employees are more receptive to leadership direction and vision. This strengthens the effectiveness of transformational leadership. Thus, job satisfaction is a supporting factor for successful leadership in improving performance.

This finding is further supported by research by Alshehhi et al. (2019), which found that job satisfaction positively and significantly mediates the relationship between transformational leadership and employee performance. This study confirms that transformational leadership can create job satisfaction, which in turn improves performance. These results demonstrate empirical consistency between this study and international research. This consistency strengthens the external validity of the mediation model used. Thus, the role of job satisfaction as a mediator has been tested theoretically and empirically, indicating that the research findings have broad relevance.

From the perspective of motivation and organizational behavior theory, job satisfaction serves as an affective variable that influences employee work behavior. Transformational leadership can fulfill employees' psychological needs such as recognition, work meaning, and belonging. Fulfilling these needs increases job satisfaction, which in turn improves performance. However, the direct influence of leadership on performance indicates that extrinsic motivation and inspiration also play a significant role. This explains why the resulting mediation is partial. Thus, civil servant performance is influenced by a combination of leadership and job satisfaction factors.

The practical implication of these findings is that civil servant leaders need to consistently implement transformational leadership to improve performance. Leaders should focus not only on achieving targets but also on improving employee job satisfaction. Efforts to improve job satisfaction can be achieved through individualized attention, effective communication, and performance recognition. However, leaders can still drive performance through vision and role modeling even if job satisfaction is not yet fully optimal. This provides flexibility in leadership strategies. Therefore, a holistic leadership approach is key to success.

Overall, this discussion confirms that job satisfaction partially mediates the effect of transformational leadership on civil servant performance. The Sobel test results provide strong empirical evidence for this mediating role. Support from previous theory and research further strengthens the validity of this study's findings. Transformational leadership has been shown to have both direct and indirect effects on civil servant performance. Job satisfaction acts as a reinforcing factor in this relationship. Therefore, integrating transformational leadership and managing job satisfaction is a crucial strategy for improving civil servant performance.

4. Conclusion

Based on the results of the research and discussion that has been carried out, it can be concluded that: Transformational leadership has a positive and significant impact on the performance of State Civil Apparatus (ASN). This indicates that the better the implementation

of transformational leadership, the greater the improvement in ASN performance. Transformational leadership has also been shown to have a positive and significant impact on civil servant job satisfaction. Leaders who provide motivation, inspiration, and individual attention can foster a sense of job satisfaction among employees. Job satisfaction has a positive and significant impact on civil servant performance. Civil servants with high levels of job satisfaction tend to demonstrate better work ethic, responsibility, and productivity. The results of the mediation test indicate that job satisfaction partially mediates the effect of transformational leadership on civil servant performance. This means that transformational leadership can improve civil servant performance both directly and through increased job satisfaction. Overall, this study confirms that transformational leadership and job satisfaction are strategic factors in improving civil servant performance. Therefore, improving civil servant performance requires strengthening leadership quality and managing job satisfaction on an ongoing basis.

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