

Improving Human Resource Performance Through Transformational Leadership Style with Job Satisfaction as an Intervening Variable at Bank Indonesia Papua Province

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Abstract. *The success of an organization cannot be separated from the quality of its human resources. Leadership is said to be something that influences the performance of an employee because starting from having a high sense of responsibility, it will produce better performance. Another important factor that supports employee performance is job satisfaction, someone who has a sense of pleasure in the work that has been done, will encourage good performance. This study uses a quantitative research approach with an explanatory research type. This study took place at Bank Indonesia, Papua Province with a research sample of 53 employees with a census sampling method. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Transformational leadership style has a positive and significant effect on job satisfaction with a P-Value of 0.000 < 0.05 and a T-Statistics value (6.471) > 1.96. 2) Transformational leadership style has a positive and significant effect on human resources performance with a P-Value of 0.020 < 0.05 and a T-Statistics value (2.324) > 1.96. 3) Job satisfaction has a positive and significant effect on human resources performance with a P-Value of 0.000 < 0.05 and a T-Statistics value (4.487) > 1.96. 4) Job satisfaction is able to mediate the positive and significant influence of transformational leadership style on human resources performance with a specific indirect effect value of 0.000 < 0.05 and a T-Statistics value (3.753) > 1.96.*

Keywords: Organization; Separated; Specific; Success.

1. Introduction

The phenomenon of changing top leadership at Bank Indonesia Papua Province every certain period is part of a routine organizational dynamic. This leadership change is also part of the succession and implementation of Bank Indonesia's institutional transformation to achieve its vision of becoming a leading digital central bank. However, this leadership change directly and indirectly influences the leadership style at Bank Indonesia Papua Province. Each new

leader brings a different perspective and approach to their duties, which can influence the strategies and policies implemented.

In the 2023-2024 period, the leadership of Bank Indonesia Papua changed from Mr. Juli Budi Winantya to Mr. Faturachman as Head of the Representative Office and Mr. Thomy Andryas filled the position of Deputy Head of the Representative Office replacing Mr. Dedy Iriyanto. In his remarks during the inauguration, Mr. Faturachman emphasized the importance of continuing unfinished work programs and collaborating with various parties, including the media, to support Papua's economic growth. In addition, the change in leadership can also encourage the implementation of a transformational leadership style that focuses on inspiration and motivation to achieve organizational goals. This leadership style is considered effective in facing challenges and changes in the work environment.

Bank Indonesia Papua Province is an independent institution that contributes to the economic development of Papua Province. Meanwhile, Bank Indonesia Papua Province's mission is to implement Bank Indonesia policies to maintain rupiah stability, financial system stability, effective rupiah management, and payment system reliability to support an inclusive and sustainable long-term regional and national economy. One of Bank Indonesia's performance achievements, as outlined in the November 2024 Papua Economic Report, is exceeding the target of QRIS (Quick Response Indonesia Standard) users from Sabang to Merauke, reaching 55.02 million out of a target of 55 million users, or exceeding 100.03% of the target.

Based on the November 2024 Papua Province Economic Report by Bank Indonesia (2024), Bank Indonesia Papua Province continues to improve and restore the economy, one way being to accelerate the use of digital and contactless transactions in daily economic activities. QRIS, which is used as the primary non-cash payment method, is expected to be implemented not only in urban areas but also throughout the interior of Papua.

In addition, Bank Indonesia Papua Province also serves as the outermost and frontline guard in safeguarding the sovereignty of the Unitary State of the Republic of Indonesia through rupiah currency distribution services, ensuring that the public's need for rupiah currency fit for circulation is met. Bank Indonesia routinely conducts damaged currency exchange services and mobile cash services to maintain and ensure that currency circulating in the community is fit for circulation. One form of Bank Indonesia Papua Province's service to the Papuan community is mobile cash services in the interior of Papua. This activity significantly helps communities in the interior of Papua and allows them to feel Bank Indonesia's presence among them. However, due to limited human resources and security factors, this activity is not carried out routinely. Therefore, it is hoped that synergy with stakeholders will be improved so that the need for currency fit for circulation, even for the people of the interior of Papua, can be met.

To achieve organizational goals, a leader is needed to manage activities and processes effectively and efficiently. Therefore, leadership is a crucial part of managing an

organization's activities. Leadership is the ability to influence a group. toward Achieving a goal. Leadership itself is defined as a factor that shapes and helps others work enthusiastically to achieve planned goals. An organization's success in achieving its goals is largely determined by leadership and the high performance of its human resources in carrying out their duties. Therefore, good leadership is needed to manage and structure activities and deliver performance to improve organizational performance. Good leadership can also create a positive work environment, where team members feel supported, valued, and have clarity in their tasks, all of which contribute to improved overall performance.

Leadership is said to influence the performance of human resources because it begins with a strong sense of responsibility, which will lead to better performance. Several studies have linked leadership to human resource performance. Research conducted by Sulaeman and Sugiarto (2024) states that leadership style impacts human resource performance. This indicates that the effectiveness of organizational management at the Tasikmalaya Regency Education Office is highly dependent on existing leadership. Leadership is the most crucial aspect in improving human resource performance. A leader's ability to influence, direct, and possess expertise in relevant fields is crucial in achieving organizational or group goals. An effective leader is one who can steer the organization towards success, considering the interests of human resource welfare while maintaining healthy competition for leadership. The results of research conducted by Martini and Nugraha (2022) state that leadership style has a positive and significant effect on human resource performance. This means that if a participatory leadership style is improved, human resource performance can increase. Conversely, if the leadership style does not experience improvement, human resource performance can decline. The results of research conducted by Lusiana, Khuzaini and Mursanto (2024), show that transformational leadership style has a significant positive influence on human resource performance, this is because a good leader can provide clear direction, motivate, and inspire human resources to achieve common goals.

In contrast, research conducted by Darmawan and Muttaqin (2023) showed that transformational leadership had no significant effect on human resource performance. Similarly, research conducted by Ramadhan, Irdhayanti, and Mufrihah (2024) found that leadership style had no effect on human resource performance. Research conducted by Saputra, Handoko, and Ruspitasari (2021) also showed that leadership had no effect on human resource performance. This suggests that leadership is not a factor influencing human resource performance. Leadership will positively impact human resource performance if the company's leadership contributes to job satisfaction.

One of the crucial factors supporting human resource performance in an organization is job satisfaction. The importance of job satisfaction among organizational members significantly impacts work output. Job satisfaction fosters psychological maturity, leading to increased organizational performance. Job satisfaction has a causal relationship with performance, and so should it. When people are happy with their jobs, they will perform better, but to achieve job satisfaction, human resources must also perform well.

Job satisfaction, according to Afandi (2018), is defined as a positive attitude of the workforce, encompassing feelings and behaviors toward their work, through the assessment of one's work as a sense of appreciation for achieving one of the important values of the job. It can be concluded that job satisfaction is a positive feeling such as satisfaction, joy, and happiness for the work one has done. Job satisfaction is said to influence performance because when someone has a sense of pleasure in the work they have done, it will encourage good performance produced by a human resource.

Job satisfaction shows better service when they are satisfied with their work and when they feel committed to their organization (Sutoro, 2024). Another study conducted by Lusiana, Khuzaini and Mursanto (2024), stated that job satisfaction has no effect and is not significant on human resource performance at the Tirta Lestari Cooperative and job satisfaction does not mediate the relationship between leadership style and human resource performance at the Tirta Lestari Cooperative because job satisfaction and human resource performance can be influenced by other more direct and specific factors.

2. Research Methods

This study uses a quantitative research approach. According to Sugiyono (2019), quantitative research methods are based on the philosophy of positivism. Quantitative research is used to examine specific populations or samples. The sampling technique is usually random, and research instruments are used as a means of data collection. Quantitative research is typically used to test a predetermined hypothesis. Based on the stated research objectives, this research is classified as explanatory research. According to Supriyanto and Machfudz (2019), this type of explanatory research is a type of research used to test hypotheses between hypothesized variables. Meanwhile, according to Sugiyono (2019), explanatory research is research that explains the causal relationship (cause and effect) between variables that influence the hypothesis. The causal relationship presented in this study reveals the influence of transformational leadership on human resource performance mediated by job satisfaction among human resources at Bank Indonesia, Papua Province. The analysis tool used in this study is PLS.

3. Results and Discussion

Respondents in this study were human Resources Bank Indonesia, Papua Province. The results of the questionnaire data collection were distributed using Google Forms. The results of the questionnaire distribution in this study are shown in the table below:

Table Data Distribution Results

Information	Amount
Questionnaires distributed	53
Returned questionnaire	53
Processable questionnaire	53

Based on the number of samples obtained, namely 53 human resources from Bank Indonesia, Papua Province, the characteristics of the respondents can be described as follows:

Table Description of Respondent Characteristics

Characteristics	Amount	Percentage
Gender:		
Man	41	77.4%
Woman	12	22.6%
Total	53	100%
Age:		
20 – 25 years	6	11.3%
26 – 30 years old	11	20.8%
31 – 35 years old	17	32.1%
36 – 40 years old	5	9.4%
>40 years	14	26.4%
Total	53	100%
Last education:		
High school or equivalent	4	7.5%
S1	43	81.1%
S2	6	11.3%
Total	53	100%
Years of service:		
<5 years	10	18.9%
5 – 10 years	24	45.3%
11 – 15 years	8	15.1%
16 – 20 years	4	7.5%
>20 years	7	13.2%
Total	53	100%
Work unit:		
Provincial KEKDA Formulation Team	5	9%
KEKDA Implementation Team	13	25%
SP Policy Implementation Team & SP-PUR Supervision	6	11%
PUR Implementation Unit	16	30%
Internal Management Team	13	25%
Total	53	100%

Based on table it shows that 77.4% of Bank Indonesia Papua Province's human resources are male, this explains that men tend to have agile work behavior because they are physically stronger. In addition, the age of 31-35 years is the age of the largest human resources in Bank Indonesia Papua Province with a percentage of 32.1%, this age is mature and productive. The most common level of education is S1 as much as 81.1%, this explains that the majority of Bank Indonesia Papua Province's human resources have higher education. Data regarding length of service shows that 45.3% have worked for 5-10 years, this identifies that respondents are human resources who have worked for a long time at Bank Indonesia Papua Province.

The outer model test is used to describe the relationship between latent variables and their

indicators. The outer model in this study can be described as

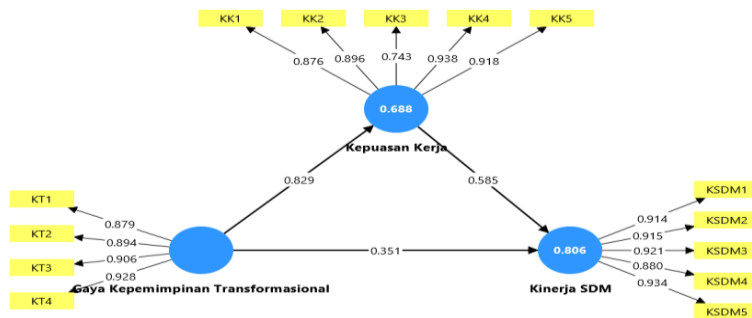


Figure Outer Model (Measurement Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely validity (convergent validity, discriminant validity) and reliability (composite reliability, Cronbach's alpha) with the results explained as follows:

1) Convergent Validity

Convergent validity is assessed based on the correlation between item scores/component scores estimated using PLS software. A measure of individual reflexivity is considered high if it correlates more than 0.70 with the construct being measured. This study uses an outer loading limit of 0.70.

Table Convergent Validity Test (Outer Loading)

Variables	Indicator	Outer Loading	Information
Transformational Leadership Style	KT1	0.879	Valid
	KT2	0.894	Valid
	KT3	0.906	Valid
	KT4	0.928	Valid
Job satisfaction	KK1	0.876	Valid
	KK2	0.896	Valid
	KK3	0.743	Valid
	KK4	0.938	Valid
	KK5	0.918	Valid
HR Performance	KSDM1	0.914	Valid
	KSDM2	0.915	Valid
	KSDM3	0.921	Valid
	KSDM4	0.880	Valid
	KSDM5	0.934	Valid

The results of processing using SmartPLS can be seen in table 4.6. The outer loading value or correlation between the construct and the variable has met convergent validity because it has an outer loading value of > 0.70 , the conclusion is that the construct for all variables can be used to test the hypothesis.

2) Discriminant Validity

Discriminant validity A model is considered good if each loading value of each indicator of a latent variable has the largest loading value with other loading values for other latent variables. The results of the discriminant validity test are as follows:

Table Discriminant Validity Test (Cross Loading))

Variables	Transformational Leadership Style	Job satisfaction	HR Performance
KK1	0.716	0.876	0.827
KK2	0.785	0.896	0.834
KK3	0.663	0.743	0.626
KK4	0.764	0.938	0.777
KK5	0.699	0.918	0.757
KSDM1	0.745	0.786	0.914
KSDM2	0.739	0.812	0.915
KSDM3	0.722	0.818	0.921
KSDM4	0.792	0.757	0.880
KSDM5	0.818	0.826	0.934
KT1	0.879	0.726	0.786
KT2	0.894	0.733	0.695
KT3	0.906	0.717	0.741
KT4	0.928	0.812	0.790

Based on Table the outer loading value for the latent variable indicator is greater than the outer loading value for the other latent variables. This means the latent variable has good discriminant validity. Another method used to assess discriminant validity is the Fornel-Larcker Criterion by comparing the square root of the AVE for each construct.

Table F-Square Value

Variable Relationship	<i>f-Squares</i>	Substantive influence
Transformational Leadership Style -> Job Satisfaction	2,202	Big
Transformational Leadership Style -> HR Performance	0.198	Enough
Job Satisfaction -> HR Performance	0.522	Big

Based on the table above, it can be seen that the relationship between variables that have a large substantive influence occurs in the transformational leadership style variable on job satisfaction (2.202) and job satisfaction on HR performance (0.522). Meanwhile, the relationship between variables that have a fairly large substantive influence occurs in the transformational leadership style variable on HR performance (0.198).

Hypothesis Testing:

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. Hypothesis testing in this study was conducted

by examining the T-statistics, P-values, and original sample values through a bootstrapping procedure.

1) Direct Effect Hypothesis Testing

Table Testing the Direct Effect Hypothesis (Path Coefficient)

Hypothesis			Original Sample (O)	T Statistics	P values	Decision
H2	Transformational Leadership Style -> Job Satisfaction		0.829	6,471	0.000	H2 accepted
H1	Transformational Leadership Style -> HR Performance		0.351	2,324	0.020	H1 accepted
H3	Job Satisfaction -> HR Performance		0.585	4,487	0.000	H3 is accepted

Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Influence of Transformational Leadership Style on Job Satisfaction

The results of the hypothesis test show that the P-values that determine the influence of transformational leadership style on job satisfaction are $0.000 < 0.05$ and the T-Statistics value ($6.471 > 1.96$). Meanwhile, the original sample has a value of 0.829 (positive). These results support the second hypothesis, namely that transformational leadership style has a positive and significant effect on job satisfaction, which means H2 is accepted.

b. The Influence of Transformational Leadership Style on HR Performance

The results of the hypothesis test show that the P-values that determine the influence of transformational leadership style on HR performance are $0.020 < 0.05$ and the T-Statistics value ($2.324 > 1.96$). Meanwhile, the original sample has a value of 0.351 (positive). These results support the first hypothesis, namely that transformational leadership style has a positive and significant effect on HR performance, which means H1 is accepted.

c. The Influence of Job Satisfaction on HR Performance

The results of the hypothesis test show that the P-values that determine the influence of job satisfaction on HR performance are $0.000 < 0.05$ and the T-Statistics value ($4.487 > 1.96$). Meanwhile, the original sample has a value of 0.585 (positive). These results support the third hypothesis, namely that job satisfaction has a positive and significant effect on HR performance, which means H3 is accepted.

2) Testing the Indirect (Intervening) Effect Hypothesis

Table Testing the Indirect Effect Hypothesis (Specific Indirect Effect)

Hypothesis	Original Sample	T Statistics	P values	Decision
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(O)					
H4	Transformational Leadership Style -> Job Satisfaction -> HR Performance	0.485	3,753	0.000	H4 accepted

Based on the data presentation in table above, it can be seen that the P-Values specific indirect effect is $0.000 < 0.05$ and the T-Statistics value ($3.753 > 1.96$) with the original sample value of 0.485 (positive). These results support the fourth hypothesis, namely that job satisfaction is able to mediate the positive and significant influence of transformational leadership style on HR performance, which means H4 is accepted.

Discussion:

1) The Influence of Transformational Leadership Style on Job Satisfaction

The results of the hypothesis 2 test found that transformational leadership style has a positive and significant effect on job satisfaction with a P-value of $0.000 < 0.05$ and a T-statistic value of $6.471 > 1.96$. Meanwhile, the original sample had a value of 0.829 (positive). This indicates that better leadership will increase job satisfaction of human resources. This means that transformational leadership style can inspire and motivate human resources by creating a clear and compelling vision. This can increase human resources' sense of ownership and engagement in their work, which in turn increases job satisfaction.

The results of this study are in line with research conducted by Simatupang & Hayati (2023); Idrus, Ridjal & Djaharuddin (2024); Putra & Surya (2020); Meliala (2023) which states that Transformational leadership has an influence on human resource job satisfaction. This indicates that good leadership will automatically create a sense of responsibility for human resource performance, as job satisfaction determines the level of human resource performance. Without job satisfaction, human resources will not perform according to company expectations, resulting in low human resource performance and the company's goals will not be achieved optimally.

Jyoti & Dev (2020) stated that transformational leadership is more successful in stimulating followers to consider different perspectives and adopt generative and exploratory thinking processes, producing a large number of creative ideas and solutions to increase human resource satisfaction in the workplace. Transformational leadership is an important factor in encouraging increased job satisfaction of human resources in a company. The results of this study provide substantial meaning that a leader with transformational characteristics is able to encourage participation, is able to provide a sense of security, is able to motivate and encourage the performance of all human resources which will ultimately increase satisfaction.

Lie and Siagian (2018) define job satisfaction as a positive feeling about a job, which is the impact/result of evaluating various aspects of the job. According to Indrawati (2019), job satisfaction in human resources will impact human resource performance in achieving good

output for the company. It is very important for companies to pay attention to job satisfaction for their human resources because satisfied human resources will have a positive impact on the company. Locke in Sunarta (2019) defines satisfaction as the absence of a difference between the desired condition and the actual condition. Job satisfaction can be obtained in the form of basic salary, compensation, opportunities for salary increases, job promotions, awards, overseas travel, work relationships (Sartika, 2019).

According to Lok and Crawford (2019), one factor that can influence human resource job satisfaction is leadership. Chang and Lee (2017) suggest that leadership can regulate human resource behavior and predict human resource job satisfaction. Chang and Lee (2017) also suggest that transformational leadership is a key factor in determining human resource job satisfaction. According to Insan (2019), transformational leadership is change-oriented leadership that can alter the work environment, work motivation, work values, and work patterns perceived by subordinates, enabling them to optimize their performance within the organization. Transformational leadership in an organization will impact the level of human resource job satisfaction (Abdurrahman and Prima, 2021). If transformational leadership is ineffective, human resource job satisfaction will also be low.

Transformational leadership, characterized by inspiration, encouragement, and motivation, has a positive impact on human resource job satisfaction. Transformational leaders can increase job satisfaction by fostering motivation, trust, and a sense of belonging among employees. Increased job satisfaction resulting from transformational leadership can lead to improved human resource performance.

2) The Influence of Transformational Leadership Style on HR Performance

The results of the hypothesis 1 test found that transformational leadership style has a positive and significant effect on HR performance with a P-Value of $0.020 < 0.05$ and a T-Statistics value $(2.324) > 1.96$. While the original sample has a value of 0.351 (positive). This value is significant but lower than the indirect effect, namely through the job satisfaction variable which reaches 0.485. The findings of this study indicate that the direct effect of transformational leadership style on performance is smaller than the indirect effect of transformational leadership style on performance through job satisfaction. This means that although transformational leadership plays an important role in driving performance, most of its influence is first transmitted through increasing employee job satisfaction, meaning that HR performance is more influenced by the psychological conditions formed from the leadership style applied.

These results align with the perspective of transformational leadership theory, which emphasizes the leader's role in inspiring, motivating, and providing individual attention to employees. These characteristics don't directly improve performance; they first foster a sense of satisfaction, commitment, and meaning in work. This is evident in work motivation theories, such as Herzberg's Two Factor Theory and Job Satisfaction Theory, which state that

job satisfaction is a crucial mediator between the influence of company or organizational factors on performance outcomes.

If viewed from a contextual perspective, working conditions at Bank Indonesia Papua Province as a state institution in the 3T region, HR is faced with geographical challenges, limited facilities and infrastructure and high regulatory pressure so that a transformational leadership style must be able to increase the enthusiasm, trust and optimism of HR with job satisfaction such as a sense of security, appreciation for contributions, and opportunities for self-development. which in turn has an impact on improving team and organizational performance. So that although transformational leadership style has a direct positive influence on performance, its influence is often amplified by job satisfaction. In other words, the impact of transformational leadership on performance becomes more significant when employee job satisfaction is also high.

Transformational leadership has a significant positive impact on human resource performance. Transformational leaders are able to inspire, motivate, and support their subordinates, thereby improving their performance. Transformational leaders are able to provide a clear vision and inspire subordinates to achieve common goals. A leader with a transformational leadership style will be able to treat human resources as partners rather than subordinates, making human resources part of the corporate family, so that work results are a shared effort within an extended family relationship, not just limited to the technical aspects of work between leaders and human resources.

3) The Influence of Job Satisfaction on HR Performance

The results of the hypothesis 3 test found that job satisfaction has a positive and significant effect on HR performance with a P-value of $0.000 < 0.05$ and a T-statistic value $(4.487) > 1.96$. Meanwhile, the original sample had a value of 0.585 (positive). This indicates that the higher the job satisfaction of human resources, the higher the HR performance. Satisfied employees are more motivated to give their best in their jobs. Job satisfaction can motivate human resources to improve performance, develop skills, and even provide suggestions for company improvements.

Feelings of satisfaction with work create a positive work environment, increase motivation, and provide encouragement to contribute optimally, simultaneously strengthening the relationship between job satisfaction and human resource performance. The results of this study can be concluded descriptively that job satisfaction felt by human resources psychologically will be able to provide awareness to work better which in the end will increase performance, conversely if a human resource feels dissatisfied with various policies given, unequal compensation and an unsafe, unpleasant work environment, a negative work atmosphere which will ultimately have an impact on the low performance of a human resource.

The results of this study are in line with research conducted by Simatupang & Hayati (2023) Putri, Nurlaela & Hidayat (2024); Siregar, Harahap & Halim (2023); Paparang, Areros & Tatimu (2021) which stated that Job satisfaction has a positive and significant impact on human resource performance. Herminingsih & Amalia (2021) revealed that human resources with high levels of job satisfaction and positive attitudes toward their work can improve both their and the company's performance. Meanwhile, those with low levels of job satisfaction tend to have negative attitudes toward their work, which will impact their performance.

4) The Influence of Job Satisfaction in Mediating the Influence of Transformational Leadership on HR Performance

The results of the hypothesis 4 test found that job satisfaction was able to mediate the positive and significant influence of transformational leadership style on HR performance with a specific indirect effect value of $0.000 < 0.05$ and a T-Statistics value $(3.753) > 1.96$ with an original sample value of 0.485 (positive). This indicates that effective transformational leadership can increase human resource job satisfaction, and higher job satisfaction will in turn contribute to improved human resource performance.

The results of this study are in line with research conducted by Iqbal, Sari & Seplinda (2025); Palilu (2022); Efendi & Fiton (2022); Pambudi et al. (2019); Rifai (2024) that job satisfaction mediates transformational leadership style on human resource performance. The mediating variable of job satisfaction is used to bridge the relationship between transformational leadership and HR performance. Transformational leaders who are able to create a clear vision, motivate the team, and Providing support will create a satisfying work environment. This, in turn, will increase employee job satisfaction, which in turn motivates them to work harder and achieve better performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: Transformational leadership style has a positive and significant effect on job satisfaction with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(6.471) > 1.96$. Transformational leadership style has a positive and significant effect on HR performance with a P-Value of $0.020 < 0.05$ and a T-Statistics value $(2.324) > 1.96$. Job satisfaction has a positive and significant effect on HR performance with a P-Value of $0.000 < 0.05$ and a T-Statistics value $(4.487) > 1.96$. Job satisfaction is able to mediate the positive and significant influence of transformational leadership style on HR performance with a specific indirect effect value of $0.000 < 0.05$ and a T-Statistics value $(3.753) > 1.96$. Abdillah W., & Jogiyanto. (2021). *Partial Least Square (PLS) SEM Alternative in Business Research*. Yogyakarta: Andi Offset.

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