

The Effect of Transformational Leadership and Work Motivation on Performance through Employee Satisfaction

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ABSTRACT

Keywords:

*Transformational leadership;
work motivation;
employee performance;
job satisfaction*

Jawa Timur Park 1 or better known as Jatim Park 1 is a place for recreation and learning established by PT. Bunga Wangsa Sejati which has been open since 2001. Jatim Park 1 which was established in Batu City, East Java is one of the famous Batu City tourist destinations. As an industry and of course, the quality of Jawa Timur Park 1 services is highly valued not only from the rides offered, but also from the service of the employees who are kept. The purpose of the discussion in this research is to determine the effect of transformational leadership and work motivation on performance through job satisfaction. The data collection method in this study used a questionnaire with data analysis techniques using SmartPLS. The results show that transformational leadership and work motivation affect employee performance, and job satisfaction mediates the effect of transformational leadership and work motivation on employee performance.

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INTRODUCTION

Jawa Timur Park 1 or better known as Jatim Park 1 is a place of recreation and learning established by PT. Bunga Wangsa Sejati which has been opened since 2001 and inaugurated by Ir. H. M. Hatta Rajasa in 2002 and has been designated as one of Indonesia's science and technology demonstration centers. Jatim Park 1 which was established in Batu City, East Java is one of the famous Batu City tourist destinations. As a tourism industry, of course, the quality of Jawa Timur Park 1 services is highly valued not only from the rides offered, but also from the service of the employees on duty. In the opinion of Zhang et al., (2020). Leadership is a belief in the respect of others for it. Another opinion from Suifan et al, (2018) who conducted research related to leadership

and resulted that a good boss or leader is a superior who uses his power to improve his subordinates and organization. The boss or leader is one of the leading drivers to increase production and innovation within the company (Lievens Burns in Northouse, 2016). According to Carter *et al.*, (2014) leadership will be directly related to people.

There are many types of leadership styles including transformational and transactional leadership styles (Lievens Burns in Northouse, 2016) Goleman, (2017) defines leadership as a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. many things can affect employee performance such as motivation and job satisfaction. motivation is a person's personal state to take action in achieving his goals in other words motivation is the drive to achieve goals, not merely because of emptiness (Robbins, Stephen P. Dan Judge, 2015) according to Shahzadi (2014)) states that within the organization there must be a driver or motivation to achieve a goal. with motivation, employees can build a greater willingness to work. according to Rahardja (2021), motivation will affect employee outcomes such as performance and satisfaction, besides that motivated employees will produce different jobs when compared to employees who are less motivated (Hussain, 2021)

In this study, the first factor to be investigated is motivation. when employees feel comfortable in their organization, employees will work in totality, besides that employees will be fully responsible for their work (Zameer, H., 2014) motivation is said to be very influential for employees to complete their work and motivation is considered a force that makes employees strive to achieve organizational goals (Shahzadi, I., 2014). Employees who have high motivation will feel more satisfied with the results of their work (Ackah 2014). previous research was conducted by Ackah (2014)); Katiandagho *et. al*, (2014) Handoyo *et. al*, (2015), Hanifah *et.al*, (2014); Connie Bao, (2015); Nabil *et.al*, (2017); (Richard 2014)), shows that motivation has a positive and significant effect on employee performance, but there is another study conducted by Muhlis (2014) which states that motivation has a significant but insignificant effect on employee performance.

The second factor that will be examined in this study is job satisfaction. the results of previous research conducted by Shaju & Subhashini (2017) Clouds & Asghar, (2014); (Jordan, 2015) shows that the satisfaction variable has a positive and significant effect on employee performance. in addition, in this study, satisfaction also functions as a mediating variable, which is supported by the results of research conducted by Mauludin, (2018), Prabowo, (2016), Rante *et al*, (2015), Pratama, (2016)), Suharto *et. al*, (2018), Paracha *et.al*, (2012), Wulandari, (2015), Yusuf *et.al*, (2012), Bababola, (2016), HRD Jawa timur park 1 evaluates employee performance in each work period as evaluation material. employees who are in the field and in direct contact with visitors are a very crucial part in assessing visitor satisfaction at Jatim park 1. The performance of employees who interact directly with visitors must be ensured to be good. Employees who work under the auspices of Jatim park 1 have a staffing level structure that causes employee performance appraisals to not only be carried out directly by the personnel department. good employee performance is strongly influenced by how leaders treat, communicate, and motivate their employees.

In addition, the complexity of the rules set by the company, the receipt of salaries, and the existence of overlapping jobs are also suspected of being indicators of the cause of the lack of significant employee performance. Conflicts between employees and even with superiors are also complained of by employees who work at Jatim Park 1. There are employees who feel less close to their superiors, so that makes employees complain about the lack of motivation provided by the company. Employees of Jatim Park 1 also feel that promotion opportunities are not getting enough attention, employees hope that when they start their job interviews, they hope to be immediately appointed as permanent employees and receive a salary increase. But in reality, there are still many employees of East Java Park 1 who are contract and casual employees.

The phenomenon in the preliminary study states that the transformational leadership style in the staffing structure has not been implemented optimally, such as employees who do not feel shy about their superiors, the existence of gaps or division of tasks that are not appropriate, and the provision of training opportunities that are less objective. Employees also feel dissatisfied with the leadership style of their superiors and also with colleagues who tend to prioritize personal selfishness.

Based on the background that has been described, the formulation of the problem that can be taken is: does transformational leadership affect employee performance in East Java Park 1? Does work motivation affect employee performance in East Java Park 1? Does job satisfaction affect employee performance in East Java Park 1? Does transformational leadership affect job satisfaction in East Java Park 1? Does work motivation affect job satisfaction in East Java Park 1? Does transformational leadership affect employee performance through job satisfaction in East Java Park 1? Does work motivation affect performance through employee job satisfaction in East Java Park 1?

LITERATURE REVIEW

Transformational leadership is leadership that contains company values to be imitated by employees in order to achieve organizational goals. Another definition says that the transformative leadership style applied can inspire employees to have a tremendous impact on their work (Robbins, 2015) Transformational leadership is a leadership style that is useful for creating an atmosphere that inspires employees and then fights for the interests of their organization. Siagian, P, (2014) said that there are three emphases on leadership styles, namely effective leadership, appropriate leadership, and the role played by superiors. The indicators of transformational leadership according to Bass, (1990) in Northouse, (2019) are as follows: Charismatic, Inspiration, Intelligence stimulation, Individual attention.

Motivation is a factor that affects employee morale, motivation cannot be separated from Abraham Maslow's theory, which states that in the human body there are 5 levels or levels of human needs (Robbins, 2015). According to Hasibuan, (2015) , motivation means encouragement for someone so that someone wants to work to achieve satisfaction. Another opinion from Hasibuan, (2015) reveals that motivation can move employees to be directed or focused on achieving company goals. The Two Factor Theory introduced

by Herzberg will be used in this study, the theory explains the intrinsic motivation (job experience) which means that employees feel comfortable with their work while if they are not happy with their work it is called Job Content Hasibuan, (2011). According to McClelland in Anoraga, (2014) there are several aspects of employee motivation including employee discipline, high imagination and combination power, self-confidence, resistance to pressure and responsibility in carrying out work.

Performance is the achievement or result of a job (Dessler, 2015). Mathis said performance is the extent to which employees are able to contribute to company goals (Gibson, 2012). According to Sedarmayanti. (2011), employee performance is an important aspect in showing one's achievements, besides that the quality of work is also important in performance. Employee performance is an achievement of employee work that is adjusted to the standards that have been set previously. Meanwhile, according to Vroom in Rivai, (2012) the indicators used are: Work understanding, Work result, Mental attitude

Job satisfaction is part of life satisfaction (Eliyana, A., Ma'arif, S., 2019). High job satisfaction has high morale as well. Conversely, employees with low job satisfaction cause low morale and its impact on work performance is bad. According to (Tolentino, 2013) stated that job satisfaction is an expression of employee feelings related to work in the organization. Basically, job satisfaction is a personal thing, each employee has a different standard of satisfaction level. According to Tolentino (2013) there are 5 indicators that can affect employee job satisfaction, namely: Satisfaction with payments, such as salaries and wages, Satisfaction with the work itself, Satisfaction with coworkers, Satisfaction with promotion, Supervision (Supervision).

Research conducted by berson, shamir et al (2021); Kuswanto, (2017); hardian, (2015) suryo (2010); pambudi (2016) stated that the transformational leadership variable has a positive and significant influence on employee performance. Research conducted by juniantara and riana (2015), setiawan (2015), theodora (2015), sidanti (2015), olusadum and anulika (2018), Zameer, H. (2014), wijaya (2015) stated that motivation has a positive and significant influence on performance. Based on several previous studies, the results show that job satisfaction has a positive and significant effect on employee performance, namely the results of research by nusra (2016), Wulandari (2015), Suharto et. al, (2018), Paracha et.al (2012), Yusuf et.al (2012).

H1: Transformational leadership has a positive and significant effect on employee performance

H2: Work motivation has a positive and significant effect on employee performance

H3: Job satisfaction has a positive and significant effect on employee performance

Based on several previous studies showing transformational leadership has a positive and significant influence on satisfaction, namely research from silvy yuliani dewi (2016), mohammad kamal hussain and rayan abdullah m. khayat (2021), ahmad handoko (2015), and heru cahyono (2019) Based on several previous studies showing the results that work motivation has a positive and significant effect on job satisfaction, namely

research from silvy yuliani dewi (2016), mohammad kamal hussain and rayan abdullah m. khayat (2021), ahmad handoko (2015), and heru cahyono (2019).

H4: Transformational leadership has a positive and significant effect on job satisfaction

H5: Work motivation has a positive and significant effect on job satisfaction

The results of research by Mauludin (2018), Prabowo (2016), Rante et al, (2015), Pratama, (2016), Suharto et. al, (2018), Yusuf et.al, (2012), Bababola, (2016). The results of research by Paracha et.al, (2012), Elgelal and Noermijati (2015) show that transformational leadership style has a positive and significant effect on employee performance through job satisfaction as a mediating variable. Based on several previous studies, it shows that work motivation has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

H6: Transformational leadership style has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

H7: Work motivation has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

Therefore, the conceptual framework from this research is:

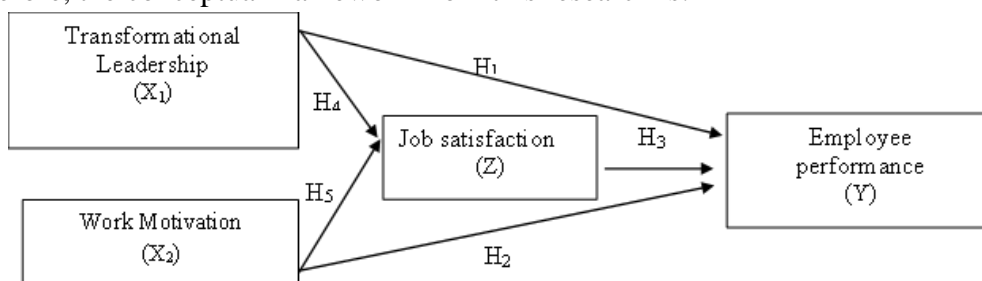


Figure 1. Conceptual Framework

RESEARCH METHOD

This type of research is Explanatory Research with a quantitative approach. The population is a target in a certain quantity (Sugiyono, 2015). The population in this study amounted to 383 employees of East Java Park 1. Based on the slovin formula, the samples that will be used in the study are: Based on the using the Slovin formula, it is known that the research sample obtained as many as 79 respondents from the employees of Jawa Timur Park 1. This study uses primary data types (Sugiyono, 2015). The data collection technique in this study used a questionnaire or commonly referred to as a questionnaire (Sugiyono, 2015). The method of data analysis in this study using PLS which was passed, among outer Model (Measurement Model); Inner Model (Structural Model) and Hypothesis Test.

RESULT AND DISCUSSION

Table 3. Covergent Validity

Indicator	Item	Outer Loading	Information
Transformatuonal Leadership	X1.1	0.798	Valid
	X1.2	0.801	Valid
	X1.3	0.732	Valid

Indicator	Item	Outer Loading	Information
	X1.4	0.829	Valid
	X1.5	0.922	Valid
	X1.6	0.913	Valid
	X1.7	0.866	Valid
	X1.8	0.857	Valid
	X1.9	0.836	Valid
	X1.10	0.821	Valid
	X1.11	0.833	Valid
	X1.12	0.928	Valid
Work Motivation	X2.1	0.906	Valid
	X2.2	0.895	Valid
	X2.3	0.893	Valid
	X2.4	0.881	Valid
	X2.5	0.883	Valid
	X2.6	0.862	Valid
	X2.7	0.884	Valid
	X2.8	0.866	Valid
	X2.9	0.890	Valid
	X2.10	0.878	Valid
	X2.11	0.851	Valid
	X2.12	0.830	Valid
	X2.13	0.821	Valid
	X2.14	0.846	Valid
	X2.15	0.849	Valid
Employee Performance	Y1	0.811	Valid
	Y2	0.791	Valid
	Y3	0.871	Valid
	Y4	0.856	Valid
	Y5	0.861	Valid
	Y6	0.868	Valid
	Y7	0.900	Valid
	Y8	0.877	Valid
	Y9	0.871	Valid
	Y10	0.830	Valid
	Y11	0.804	Valid
	Y12	0.852	Valid
	Y13	0.839	Valid
	Y14	0.825	Valid
	Y15	0.815	Valid
Job Satisfaction	Z1	0.849	Valid
	Z2	0.860	Valid
	Z3	0.839	Valid
	Z4	0.855	Valid
	Z5	0.825	Valid
	Z6	0.822	Valid
	Z7	0.811	Valid
	Z8	0.822	Valid
	Z9	0.816	Valid
	Z10	0.815	Valid
	Z11	0.821	Valid
	Z12	0.830	Valid
	Z13	0.793	Valid
	Z14	0.824	Valid
	Z15	0.821	Valid

Source: Primary Data Processed, 2022

Based on the table, it is known that the outer loading value on all indicators has a value > 0.5 , which means that all indicators are declared to be valid.

Table 4. Discriminant Validity

Variable	AVE	Correlation Value				Description
		TL	WM	JS	EP	
Transformational leadership	0.716	0.846				Valid
Work Motivation	0.756	0.832	0.850			Valid
Job Satisfaction	0.684	0.811	0.799	0.820		Valid
Employee Performance	0.714	0.809	0.822	0.239	0.813	Valid

Source: Primary Data Processed, 2022

Based on the table, it is known that the AVE value is greater than 0.5 and the AVE root value is greater than the correlation value in each variable, meaning that the data results are declared discriminant valid.

Table 5. Composite Reliability

Variable	Composite Reliability	Description
Transformational leadership	0.968	Reliable
Work Motivation	0.979	Reliable
Job Satisfaction	0.970	Reliable
Employee Performance	0.974	Reliable

Source: Primary Data Processed, 2022

Based on the table, it is known that each variable has a composite reliability value above 0.7, meaning that all research indicators are indeed a measure of the construct of each variable.

Table 6. R- Square Test

Variable	R-Square	R-Square Adjusted	Description
Job Satisfaction	0.638	0.618	Moderate
Employee Performance	0.669	0.660	Moderate

Source: Primary Data Processed, 2022

Based on the table, it is known that the adjusted R-square value of the employee performance variable is 0.660, so it is said that X1 and X2 together have an effect on Y of 66.0% with the level of influence including moderate (moderate), and the R-square adjusted value of the job satisfaction variable is 0.618 which it means that the influence on X1, X2 and Y to Z is 61.8% with the level of influence including moderate (moderate).

Table 7. Q-Square Test

Variable	Q-Square
Job Satisfaction	0.671
Employee Performance	0.552

Source: Primary Data Processed, 2022

Based on these results, the Q-square value of the job satisfaction variable is 0.671 or 67.1% and the Q-square value of the employee performance variable is 0.552 or 55.2%, which means that the model in the study has a strong predictive value and indicates that the information in the study has been explained by the model, and the remaining 32.9% and 44.8% were explained by other variables not included in the study.

Table 8. Direct Influence

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics	P-Values
X1 → Z	0.314	0.318	0.501	2.069	0.007
X1 → Y	0.335	0.491	0.404	3.660	0.005
Z → Y	0.401	0.563	0.526	4.590	0.000
X2 → Z	0.504	0.412	0.512	2.018	0.000
X2 → Y	0.468	0.391	0.537	2.226	0.010

Source: Primary Data Processed, 2022

Based on the table, it is known that $t\text{-count} > t\text{-table}$ and $p\text{-values} < 0.05$ so it can be stated that all hypotheses 1 to 5 in this study H_a (there is an effect) are accepted and H_o (there is no effect) is rejected. Based on the results of the research on the first hypothesis, it was obtained that the t-statistic was $3.660 > t\text{-table } 1.665$ and the p-values were $0.005 < 0.05$, so it can be said that there is a significant and positive effect on transformational leadership on employee performance. In other words, H1 in this study is accepted. Based on the results of the research on the second hypothesis obtained t-statistics of $2.226 > t\text{-table } 1.665$ and p-values $0.010 < 0.05$, so it can be said that there is a significant and positive influence on work motivation on employee performance, in other words for H2 in this study accepted.

Based on the results of the third hypothesis research, it was obtained that t-statistics were $4.590 > t\text{-table } 1.665$ and p-values $0.000 < 0.05$, so it can be said that there is a significant and positive effect on job satisfaction on employee performance. In other words, H3 in this study is accepted. Based on the results of the fourth hypothesis research, the t-statistics were $2,069 > t\text{-table } 1,665$ and the p-values were $0.007 < 0.05$, so it can be said that there is a significant and positive effect on transformational leadership on job satisfaction, in other words, for H4 in this study it is accepted.

Based on the results of the fifth hypothesis research, it was obtained that t-statistics were $2,018 > t\text{-table } 1,665$ and p-values $0.000 < 0.05$, so it can be said that there

is a significant and positive effect on work motivation on job satisfaction. In other words, H5 in this study is accepted.

Table 9. Indirect Influence

Variable	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistics	P-Values
X1 → Z → Y	0.403	0.393	0.404	3.062	0.000
X2 → Z → Y	0.390	0.388	0.400	4.017	0.000

Source: Primary Data Processed, 2022

Based on the table, it is known that the P-Values <0.05 so that it can be said that there is an indirect effect on endogenous variables through the mediating variable is significant. So that hypotheses 6 and 7 in this study H_a (there is an effect) is accepted and H_o (there is no effect) is rejected. Based on the results of the sixth hypothesis research, t-statistics were obtained at $3.062 > t\text{-table } 1.665$ and p-values $0.000 < 0.05$, so it can be said that there is a significant and positive influence on transformational leadership on employee performance through job satisfaction in other words for H6 at this research is accepted. Based on the results of the seventh hypothesis research, t-statistics are $4,017 > t\text{-table } 1,667$ and p-values are $0.000 < 0.05$, so it can be said that there is a significant and positive effect on work motivation on employee performance through job satisfaction, in other words for H7 in the study so hypotheses are accepted.

The result of the research is that transformational leadership has a significant and positive effect on employee performance, so H1 of this study is accepted. In the transformational leadership variable, the highest outer loading value is the 12th question item related to the evaluation that is always given by the leadership of Jatipark I, meaning that the leader fulfills the leadership characteristics, namely charisma, inspiration, individual consideration, and intellectual stimulation, and the leader always pays attention to employee performance and is able to guide, direct and communicate well with each employee. In the employee performance variable, the highest outer loading value in question 7 is related to work results that are always satisfactory and in accordance with the leadership's orders. This is in line with routine evaluations that are always given, so that the leadership knows that the work of employees is always in accordance with the needs of the company, and this can stimulate employee skills to continue to develop and will have a direct impact on improving their performance. The results of this study are in line with previous research conducted by Northouse (2019); Berson, shamir et al (2021);

Zafra et al (2018); Carter et al., (2014); Bushra et al, (2011), (Zhang et al., 2020); Kuswanto (2017); hardian, (2015); suryo, (2010) and pambudi (2016) which states that the transformational leadership style has a significant influence on employee performance.

The results of the study are that work motivation has a significant and positive effect on employee performance, so H2 of this study is accepted. In the work motivation variable, the highest outer loading value is question item 1 related to employees who always uphold discipline. This means that employees feel the better the level of one's discipline, the more motivated employees are at work. In the employee performance variable, the highest outer loading value in question 7 is related to work results that are always satisfactory and in accordance with the leadership's orders. This is in line with employees who feel motivated when they see the level of discipline of other employees, meaning that employees always optimize work results in accordance with company expectations and do not want to look worse than other employees. The results of this study are in line with previous research conducted by Zameer, H., (2014); juniantara and riana, (2015); Theodora, (2015); Sidanti, (2015); Setiawan, (2015); Olusadum and anulika, (2018) and Wijaya, (2015) state that work motivation has a positive and significant influence on employee performance.

The result of this research is that job satisfaction has a significant and positive effect on employee performance, so H3 of this study is accepted. In the job satisfaction variable, the highest outer loading value is in question item 2, which is related to the satisfaction felt by employees when they get additional wages (bonuses) when they reach the target. While the employee performance variable has the highest outer loading value in the 7th question related to the work results that are always satisfactory and in accordance with the leadership's orders. These two things are in line with each other because when employees work in accordance with the leadership's orders, the leadership is satisfied with the employee's performance and will always provide additional bonuses when they reach the target. The results of this study are in line with previous research conducted by Yusuf et.al, (2012); Wulandari, (2015); Paracha et.al, (2012); and Suharto et. al, (2018) which states that job satisfaction has a positive and significant effect on employee performance, where the more satisfied employees are with their work, the better their performance.

The result of the research is that transformational leadership has a significant and positive effect on job satisfaction, so H4 of this study is accepted. In the transformational leadership variable, the highest outer loading value is the 12th question item related to the evaluation that is always given by the leadership of Jatipark I. While for the job satisfaction variable the highest outer loading value is in item 2 related to the satisfaction felt by employees when getting additional wages (bonuses). when it reaches the target. This means that the two things are also inter-related, because the more the leadership pays attention or the more routine the leader evaluates the employees, the more satisfied the employees are with their work, especially if they are supported by bonuses or additional wages when employees reach the target, because employees feel cared for by the company. The results of this study are in line with previous research conducted by Silvy yuliani dewi, (2016), Mohammad kamal hussain and rayan abdullah m. khayat, (2021), Ahmad handoko, (2015), and Heru cahyono, (2019) which stated that transformational leadership positive and significant effect on job satisfaction.

The results of the study are teaching activities have a significant and positive effect on employee performance, so H5 of this study is accepted. In the work motivation variable, the highest outer loading value is question item 1 related to employees who always uphold discipline, while in the job satisfaction variable the highest outer loading value is in question item 2 related to the satisfaction felt by employees when getting additional wages (bonuses) when they reach target. This means that employees assume that satisfaction can be obtained when motivated to see other employees have a higher level of discipline, so that employees are encouraged to provide the best results so that they always achieve targets in accordance with the wishes of the company. The results of this study are in line with previous research conducted by Silvy yuliani dewi, (2016), Mohammad kamal hussain and rayan abdullah m. khayat, (2021), Ahmad handoko, (2015), and Heru cahyono, (2019) which stated that work motivation effect on job satisfaction.

The results showed that there was a positive and significant influence between transformational leadership variables on employee performance through job satisfaction, so H6 was accepted. This means that the better the level of leadership applied by Jatipark I superiors, this will have an impact on job satisfaction which will directly affect the performance of its employees. Based on the results of this study, the leader

already has leadership criteria and has succeeded in providing a good level of satisfaction for employees as evidenced by good performance such as, always working to achieve targets, work results that are always appropriate and the harmony between superiors and subordinates. The results of this study are in line with previous research conducted by Yusuf *et al.*, (2012); Bababola, (2016) ; Paracha *et al.*, (2012); Mauludin, (2018); Prabowo (2016) ; Rante *et al.*, (2015); Primary, (2016); Suharto *et al.*, (2018) and Elgelal and Noermijati, (2015) show that transformational leadership style has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

The results showed that there was a positive and significant effect on work motivation on employee performance through job satisfaction, so H7 was accepted. This means that the more motivated employees are to their work, the higher the level of satisfaction and this has a direct impact on the employee's performance. In the results of this study, employees feel motivated by the level of discipline of other employees so that the leader must provide a stimulus so that employees are always interested in their work so that employees maintain their level of discipline. The results of this study are in line with previous research conducted by Prabowo (2016), Syahzadi (2014), Keumala Hayati and Caniago (2012), Wouter Vandenabeele, (2009) which showed that work motivation had a positive and significant effect on employee performance through job satisfaction. as a mediating variable.

CONCLUSION

Based on the results of the analysis and discussion conducted in this study, some conclusions can be drawn as follows: There is a positive and significant influence on the transformational leadership style on employee performance. This means that the better the leadership style, the better the employee performance. There is a positive and significant influence on work motivation on employee performance, meaning that the better the work motivation, the better the performance. There is a positive and significant influence on job satisfaction on employee performance, meaning that the higher the perceived job satisfaction, the higher the level of employee performance. There is a positive and significant influence on the transformational leadership style on job satisfaction, meaning that the more the superior's leadership style, the better the employee's perceived job satisfaction. There is a positive and significant influence on

work motivation on job satisfaction, meaning that the higher the employee's work motivation, the higher the level of satisfaction. There is a positive and significant influence on the transformational leadership style on employee performance through job satisfaction, meaning that the better the superior's leadership style, the better the employee's performance so that it will lead to better job satisfaction felt by employees. There is a positive and significant influence on work motivation on employee performance through job satisfaction, meaning it shows the better employee motivation, the better the employee performance so that it will lead to better job satisfaction felt by employees.

Based on the results of existing research, companies need to provide a more flexible leadership style, considering that increasingly sophisticated technological developments cause employees to want dynamic leadership, not rigid and close or harmonious to employees, so employees are more open and leaders need to provide more stimulation so that employees always work together. Motivated in all directions is not only fixated on other employees, but the employee is motivated or has enthusiasm for himself without being affected by the circumstances of others. It is hoped that further researchers will use the latest supporting theory, apply it to research objects that have a large population so that more samples are used, use a larger number of respondents so that the diversity of data is greater and the research results are more interesting

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