



# The Role of Job Satisfaction as a Mediator of the Influence of Transformational Leadership and Job Innovation on Employee Performance

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## Abstract

The purpose of this study was to test and explain the role of job satisfaction as a mediator of the influence of transformational leadership and work innovation on the performance of employees of the Konda District Office. This study was conducted by distributing questionnaires to all employees of the Konda District Office, totaling 48 respondents. The analysis tool used in this study was the Structural Equation Model with the help of SmartPLS software. The results of the study showed that; (1) transformational leadership directly has a positive but insignificant effect on employee performance; (2) work innovation directly has a positive but insignificant effect on employee performance; (3) transformational leadership directly has a positive and significant effect on job satisfaction; (4) work innovation directly has a positive and significant effect on job satisfaction; (5) job satisfaction directly has a positive and significant effect on employee performance; (6) transformational leadership indirectly has a positive and significant effect on employee performance mediated by job satisfaction; (7) work innovation indirectly has a positive and significant effect on employee performance mediated by job satisfaction.

**Keywords:** Transformational Leadership, Work Innovation, Job Satisfaction, Employee Performance

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## I. INTRODUCTION

Humans have a strategic role as the main element in strengthening the economy, infrastructure, social and institutions. Gibson et al, (2009) argue that the task of human resource management revolves around managing human elements with their potential so that satisfactory and satisfying human resources can be obtained for the organization. Therefore, human resources must always be empowered and developed in order to have good performance so that organizational goals can be achieved and develop in the future. Performance according to Koopsman (2014) is based on individual competence whether the individual is qualified and competent in their field, activities that support the organization, the ability to adapt to the demands of the work environment, and have deliberate actions that aim to harm the organization or members of the organization. Employee performance is employee productivity and output that describes employee development (Hameed and Waheed, 2011).

Employee performance can be influenced by several factors, including leadership style. One of the most frequently discussed leadership focuses by previous researchers is transformational leadership style (Bass, 1985). Transformational leaders as individuals who have certain characteristics, who are positioned to motivate followers to move beyond self-interest and commit to organizational goals, so that they work beyond expectations. Without effective leadership from a leader, the company can experience decline.

Research results (I Made and IdanBagus, 2020; Leonardo, 2021; Husni et al, 2022; Wier and Machmed, 2020) show that transformational leadership has a significant influence on employee performance. However, the results of research by Muhammad Ilham et al (2022) stated that leadership style is not always able to improve employee performance. Therefore, there is still inconsistency between the findings of previous research results, creating a research gap that needs to be studied further.

Another factor that affects employee performance is work innovation. According to Ernanto and Indriyaningrum (2023), innovation has been considered as one of the strategic ways to advance employee efficiency and performance). Work innovation is a fundamental element that determines the competitive

advantage of an organization (Wang et al., 2015). Work innovation is a change of events, acceptance, and implementation of new ideas for technology, products, and work techniques by employees (Yuan & Woodman, 2010) in the workplace to improve individual performance. Aslan and Atesoglu (2022) stated that employee work innovation is an effort to what extent front-line employees create new ways and techniques to overcome problems faced and potential problems and turn them into activities when employees interact with customers. The results of research by Park (2015) and Ernanto and Indriyaningrum (2023) found that work innovation has a positive and significant influence on employee performance.

Based on the results of a review of several previous studies, it shows that job satisfaction is indicated to have a role as a mediator variable (YuniSiswanti et al., 2014; Astuti et al, 2022) in the influence of transformational leadership and work innovation on job satisfaction. Therefore, this study adds job satisfaction to the influence of transformational leadership and work innovation on employee performance.

Konda District is part of the government area of South Konawe Regency. Konda District borders directly with Kendari City. Based on observations in the field, researchers observed that in general the performance of civil servants working at the Konda District office was relatively good, where the community was quite orderly in queuing for services provided by Konda District employees. In this observation, researchers also obtained information that the sub-district head always monitored and asked about the conditions of employees who were providing services, occasionally he gave directions to employees. According to several employees who were willing to be interviewed by researchers, they said that employees were given creativity in improving their service performance, including supporting employees in using communication technology in providing services. This phenomenon shows that the role of transformational leadership and work innovation is important in improving employee performance, especially through the mediation role of job satisfaction. However, in reality in the field, it shows that employee performance is not high even though it is quite good.

## **II. LITERATURE REVIEW AND HYPOTHESIS**

### **2.1. The Influence of Transformational Leadership on Job Satisfaction**

Bass' theory (1985) defines a transformational leader as an individual who has certain characteristics, who is positioned to motivate followers to move beyond self-interest and commit to organizational goals, so that they work beyond expectations. Transformational leadership is a leadership style that considers the needs and their followers demonstrate behaviors designed to stimulate their followers intellectually (Avolio & Bass, 1995) because job satisfaction does not automatically lead to work to achieve its performance results.

According to (Filstad & Karp, 2021) identifying the dynamics of transformational leadership practices is related to the relationship between leaders and employees. Therefore, leaders try to understand how to lead so that job satisfaction can be felt by their subordinates. Bass (1999) stated that the task of transformational leadership is to align the interests of the organization and its members, by inspiring, intellectually stimulating and considering individuals so that they require higher moral development. The results of research by Rabiyaatul et al (2020), Muhammad Ilham et al (2022), I made and Ida Bagus (2020), Leonardo (2021), Wier and Machmud (2020), M Ilham Fathoni et al (2021), Ardelani et al (2021), Joi et al (2021), Fajar et al (2022) and Esther et al (2019) state that transformational leadership is an important factor in efforts to increase employee job satisfaction because transformational leadership has been shown to have a positive and significant effect on employee job satisfaction. Based on this, the proposed hypothesis 1 is:

**Hypothesis 1: Transformational Leadership Has a Positive and Significant Influence on Job Satisfaction**

### **2.2 The Influence of Work Innovation on Job Satisfaction**

According to Aslan and Atesoglu (2021), innovation should affect job satisfaction, because research results show that innovation creates opportunities for individuals to live more challenging and meaningful lives, this leads to greater well-being and life satisfaction. Likewise, innovation should create more challenging and meaningful work and create job satisfaction.

The results of research by Aslan and Atesoglu (2021) and Ernanto and Indriyaningrum (2023) show that work innovation behavior has a positive and significant effect on job satisfaction. Based on this, the proposed hypothesis 2:

**Hypothesis 2: Work Innovation Has a Positive and Significant Effect on Job Satisfaction**

### **2.3 The Influence of Transformational Leadership on Employee Performance**

Bass' theory (1985) defines a transformational leader as an individual who has certain characteristics, who is positioned to motivate followers to move beyond self-interest and commit to organizational goals, thus performing beyond expectations. Intellectual stimulation is defined as encouraging followers to be creative by questioning assumptions, reframing problems, and approaching challenges in different ways, Bass & Riggio, (2006)

The results of the study (I Made and Idan Bagus, 2020; Leonardo, 2021; Husni et al, 2022; Wier and Machmed, 2020) show that transformational leadership has a significant influence on employee performance, Based on this, the proposed hypothesis 3:

**Hypothesis 3: Transformational Leadership Has a Positive and Significant Influence on Employee Performance**

#### **2.4 The Effect of Work Innovation on Employee Performance**

Innovation has been considered as one of the strategic ways to advance employee efficiency and performance (Ernanto and Indriyaningrum, 2023). Organizations in the public sector tend to be less efficient and less innovative than organizations in the private sector. This may be because innovation seems to conflict with the bureaucratic structure of the public sector which is considered traditional. The bureaucratic structure in the public sector may require public institutions to adopt fewer new practices. Promoting innovation in the public sector, in terms of public administration, is important to develop (Park, 2015). Park (2015) and Ernanto and Indriyaningrum (2023) found that work innovation has a positive and significant influence on employee performance. Based on this, the proposed hypothesis 4:

**Hypothesis 4: Work Innovation Has a Positive and Significant Influence on Employee Performance**

#### **2.5. The Influence of Job Satisfaction on Employee Performance**

Job satisfaction is something that must be considered in maintaining and improving employee performance in the company, because employee happiness is something they can really feel. Naturally, when employees are very satisfied, they have a strong incentive to continue working and produce better work results. According to professional views, when someone is driven, committed to the organization, and actively involved in job creation, performance ultimately increases significantly. High employee ability will also affect job satisfaction, and vice versa (Muhammad Ilham et al., 2022). I Made and Ida Bagus (2020) also explained that someone who is unhappy in their job will find it more difficult to find inner satisfaction as a result of dissatisfaction, unwanted behavior that leads to frustration, employees are unable to work well

The results of research by Rabiyyatul et al (2020), I Made and Ida Bagus (2020), Udin and Shaik (2022) and Muhammad Ilham et al., (2022) show that job satisfaction has a positive and significant effect on employee performance. Based on this, the proposed hypothesis 5:

**Hypothesis 5: Job Satisfaction Has a Positive and Significant Influence on Employee Performance**

#### **2.6. The Influence of Transformational Leadership on Employee Performance Mediated by Job Satisfaction**

Bass (1999) stated that the task of transformational leadership is to align the interests of the organization and its members, by inspiring, intellectually stimulating and considering individuals so that they require higher moral development. The results of research by Rabiyyatul et al (2020), Muhammad Ilham et al (2022), I made and Ida Bagus (2020), Leonardo (2021), Wier and Machmud (2020), M Ilham Fathoni et al (2021), Ardelani et al (2021), Joi et al (2021), Fajar et al (2022) and Esther et al (2019) state that transformational leadership is an important factor in efforts to increase employee job satisfaction because transformational leadership has been shown to have a positive and significant influence on employee performance mediated by employee job satisfaction. Based on this, the proposed hypothesis 6 is:

**Hypothesis 6: Transformational Leadership Has a Positive and Significant Influence on Employee Performance Mediated by Job Satisfaction**

### **III. RESEARCH METHOD**

This study uses descriptive research with a quantitative approach, namely revealing the influence between variables and expressed in numbers and explaining it by comparing it with existing theories and using data analysis techniques that are in accordance with the variables in the study. The population in this study were all civil servants at the Konda Sub-district Office in South Konawe Regency, totaling 48 employees. The population size was only 48 employees, so the researcher decided to make all members of this study population respondents. The analysis technique used in this study uses the Structural Equation Modeling (SEM) concept with the SmartPLS (Partial Least Square) program.

**IV. RESEARCH RESULTS AND DISCUSSION**

Data analysis used in this study is by using SmartPLS version 3.0. The results of the outer loading of each indicator and the AVE value are as follows:

**Table 4.1 Outer Loading Results**

Variable	Indicator	Outer Loadings	T-Statistic	P-value
<b>Transformational Leadership</b>	Ideal Influence	0,917	5.063	0
	Motivation Inspiration	<b>0,942</b>	5.429	0
	Intellectual Stimulation	0,938	5.509	0
	Individual Consideration	0,894	4.029	0
<b>Work Innovation</b>	Idea Exploration	0.873	10.456	<b>0</b>
	Idea Generation	0.871	7.286	<b>0</b>
	Idea being championed	0.853	4.965	<b>0</b>
	Idea Implementation	<b>0.918</b>	23.815	<b>0</b>
<b>Job Satisfaction</b>	The Job Itself	0.891	9.165	<b>0</b>
	Salary	0.893	14.892	<b>0</b>
	Promotions	0.867	5.565	<b>0</b>
	Coworkers	<b>0.913</b>	6.233	<b>0</b>
	Supervision	0.900	9.042	<b>0</b>
<b>Employee Performance</b>	Quality	0.916	9.556	0
	Quantity	0.915	7.89	0
	Time	0.900	8.038	0
	Service Orientation	0.908	8.672	0
	Commitment	<b>0.947</b>	14.647	0
	Work Initiative	0.866	6.674	0
	Collaboration	0.928	17.281	0
	Leadership	0.859	8.174	0

Based on Table 4.1, it appears that all indicators that reflect each variable have an outer loading value greater than 0.5 and are statistically significant because the P-value is less than 0.05. Based on Table 4.1. shows that the outer loading value is known that the most dominant indicator in reflecting transformational leadership is the inspirational motivation indicator, the dominant indicator reflecting work innovation is the implementation of ideas, the dominant indicator reflecting job satisfaction is coworkers, the dominant indicator reflecting employee performance is commitment.

The results of the AVE value calculation are presented in Table 4.2 below:

**Table 4.2 AVE Values**

Variables	AVE
Transformational Leadership (X1)	0.851
Work Innovation (X2)	0.773
Job Satisfaction (Y1)	0.798
Employee Performance (Y2)	0.818

Table 4.2 shows that the Average Variance Extracted (AVE) value is above 0.5 so that the requirements for convergent validity testing have been met.

The results of composite reliability between constructs and their indicators can be seen in Table 5.14 as follows:

**Table 4.3 Composite Reliability**

Variable	Composite Reliability
Transformational Leadership (X1)	0,958
Work Innovation (X2)	0,932
Job Satisfaction (Y1)	0,952
Employee Performance (Y2)	0,976

The composite reliability value as seen in table 4.3 above shows that each construct has good reliability, which is above 0.7.

The results of the Goodness of fit Model that have been summarized in Table 4.4 below:

**Table 4.4. R Square**

Variable	R-Square
Transformational Leadership (X1)	
Work Innovation (X2)	
Job Satisfaction (Y1)	0,878
Employee Performance (Y2)	0,865

$$Q^2 = 1 - (1-R_1^2) * (1-R_2^2)$$

The calculation of Q-square using the R-square data in the two models above can be done as follows:

$$Q^2 = 1 - (1 - 0,878) * (1 - 0,865)$$

$$Q^2 = 0,984$$

**A. Testing the Direct Effect Hypothesis**

Based on the results of the bootstrapping process, the value of the direct effect coefficient in this research model can be presented in the following table 4.5

**Table 4.5. Summary of Direct Effect Path Analysis Results**

Research Variable			Original Sample	P-Value	Description
Transformational Leadership (X1)	→	Job satisfaction (Y1)	0,296	0,038	Accepted
Work Innovation (X2)	→	Job satisfaction (Y1)	0,675	0,000	Accepted
Transformational Leadership (X1)	→	Employee performance (Y2)	0,123	0,446	Rejected
Work Innovation (X2)	→	Employee performance (Y2)	0,208	0,316	Rejected
Job Satisfaction (Y1)	→	Employee performance (Y2)	0,625	0,002	Accepted

Based on the results of data processing in table 4.5 above, it can be seen in testing each hypothesis of direct influence that has been proposed:

**1. The Influence of Transformational Leadership on Job Satisfaction**

The first hypothesis proposed in this study is "Transformational leadership has a positive and significant effect on job satisfaction", showing the value of the path coefficient estimate (original sample) of the influence of transformational leadership on job satisfaction of 0.296 and has a positive value. The P-Value value of 0.038 is smaller than the value of  $\alpha = 0.05$ . This value shows that transformational leadership has a positive and significant effect on job satisfaction. Thus, the first hypothesis proposed in this study is accepted. This result can be interpreted as the better the transformational leadership of the leaders of the Konda sub-district office, South Konawe Regency, will also be followed by higher job satisfaction.

**2. The Influence of Work Innovation on Job Satisfaction**

The second hypothesis proposed in this study "work innovation has a positive and significant effect on job satisfaction", showing the value of the path coefficient estimate (original sample) of the influence of work innovation on job satisfaction of 0.675 has a positive value. The P-Value value of 0.000 is smaller than  $\alpha = 0.05$ . This value indicates that work innovation has a positive and significant effect on job satisfaction. Thus, the second hypothesis is accepted, which means that the higher the work innovation, the higher the job satisfaction of civil servants at the Konda sub-district office, South Konawe Regency.

**3. The Influence of Transformational Leadership on Employee Performance**

The third hypothesis proposed in this study "Transformational leadership has a positive and significant effect on employee performance", shows the value of the path coefficient estimate (original sample) of the influence of

transformational leadership on employee performance of 0.123 is positive. The P-Value value of 0.446 is greater than  $\alpha = 0.05$ . This value indicates that transformational leadership has a positive and significant effect on employee performance. Thus, the third hypothesis is rejected, which means that although the better the transformational leadership of the Konda sub-district office leaders, the higher the employee performance will be, but it is not significant.

**4. The Influence of Work Innovation on Employee Performance**

The fourth hypothesis proposed in this study "work innovation has a positive and significant effect on employee performance", shows the value of the path coefficient estimate (original sample) of the influence of work innovation on employee performance of 0.208 is positive. The P-Value value of 0.316 is greater than  $\alpha = 0.05$ . This value indicates that work innovation has a positive but not significant effect on employee performance. Thus, the fourth hypothesis is rejected, which means that the higher the work innovation, the higher the performance of civil servants at the Konda sub-district office, South Konawe Regency, but it is not significant.

**5. The Influence of Job Satisfaction on Employee Performance**

The fifth hypothesis proposed in this study "Job satisfaction has a positive and significant effect on Employee Performance", shows the value of the path coefficient estimate (original sample) of the effect of job satisfaction on employee performance of 0.625 is positive. The P-Value value of 0.002 is smaller than  $\alpha = 0.05$ . This value indicates that job satisfaction has a positive and significant effect on employee performance. Thus, the fifth hypothesis is accepted, which means that the higher the job satisfaction, the higher the performance of civil servants at the Konda sub-district office, South Konawe Regency.

**B. Testing the Hypothesis of Indirect Effect (Mediation)**

Based on the opinion of Hair et al (2016:235), to test the indirect effect (mediating effect) between the variables in this study, it can be done by looking at the value in the Specific Indirect Effect table and the p-value in the Total Indirect Effect table. Where according to Hair et al (2016:241) if the p-value on the indirect effect is smaller than 0.05 then it can be said that the intervening variable in the study has a significant influence in being a mediator between variables. The results of the mediation role path analysis can be presented through the following table:

**Table 4.6 Results of Indirect Influence Analysis (Mediation)**

Exogenous Variables	Intervening Variables	Endogenous Variables	Original sample	P-value	Description
Transformational Leadership	Job Satisfaction	Employee performance	0,185	0,047	Accepted
Work Innovation	Job Satisfaction	Employee performance	0,422	0,010	Accepted

Based on table 4.6 above, the indirect influence hypothesis testing is explained as follows:

**6. The Influence of Transformational Leadership on Employee Performance Through Job Satisfaction**

Based on table 4.6, it shows that the sixth hypothesis, namely the indirect influence of transformational leadership on employee performance through job satisfaction, has a path coefficient value (original sample) of 0.185 with a p-value of 0.047 which is smaller than  $\alpha = 0.05$ . Thus, the sixth hypothesis is accepted, which means that increasing transformational leadership has an impact on increasing employee performance through increasing job satisfaction.

To further ensure that job satisfaction acts as a mediator in the influence of transformational leadership on employee performance, a test was conducted using the Sobel test. Based on the results of data processing, it shows that the value of the path coefficient estimate (original sample) of the direct influence of transformational leadership on employee performance is not significant, while the direct influence of transformational leadership on job satisfaction is significant and the influence of job satisfaction on employee performance is significant. This indicates that job satisfaction is a mediator with the type of mediation being full mediation.

**7. The Influence of Work Innovation on Employee Performance Through Job Satisfaction**

Based on table 4.6, it shows that the seventh hypothesis, namely the indirect influence of work innovation on employee performance through job satisfaction, has a path coefficient value (original sample) of 0.422 with a p-value of 0.010 smaller than  $\alpha = 0.05$ . Thus, the seventh hypothesis is accepted, which means that increasing work innovation has an impact on increasing employee performance through increasing job satisfaction.

To further ensure that job satisfaction acts as a mediator in the influence of work innovation on employee performance, a test was carried out using the Sobel test. Based on the results of data processing, it shows that the

path coefficient estimate value (original sample) of the direct influence of work innovation on employee performance is not significant, while the direct influence of work innovation on job satisfaction is significant and the influence of job satisfaction on employee performance is significant. This indicates that job satisfaction is a mediator with the type of mediation being full mediation.

## V. CONCLUSION AND SUGGESTIONS

Based on the results of the research and discussion, several conclusions can be put forward, namely: (1) Transformational leadership has been proven to have a positive and significant effect on job satisfaction of employees at the Konda sub-district office in South Konawe Regency. (2) Work Innovation has been proven to have a positive and significant effect on job satisfaction. (3) Transformational leadership has been proven to have a positive but insignificant effect on the performance of employees at the Konda sub-district office in South Konawe Regency. (4) Work Innovation has been proven to have a positive but insignificant effect on employee performance. (5) Job satisfaction has been proven to have a positive and significant effect on the performance of employees at the Konda sub-district office in South Konawe Regency. (6) Transformational leadership has been proven to have a positive but insignificant effect on employee performance through job satisfaction. (7) Work Innovation has been proven to have a positive and significant effect on employee performance through job satisfaction.

Based on the results of the research and conclusions, it is recommended: (1) The results of this study indicate that transformational leadership is not directly able to improve employee performance, therefore it is expected for the leaders of the Konda sub-district office to pay attention to the inspiration stimulation indicator because it is the lowest indicator in reflecting transformational leadership. (2) The results of this study show that work innovation is not directly able to improve employee performance, therefore it is recommended that the Konda sub-district office leaders also pay attention to the idea implementation indicator because it is the indicator that plays the smallest role in reflecting work innovation.

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