The Influence of Transformational Leadership and Job Satisfaction on Employee Performance in Ogan Komering Ilir Regency

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ABSTRACT : This paper explores the factors hindering or supporting performance improvement among civil servants (PNS) in Ogan Komering Ilir Regency. The topic is vital due to the critical role of government employees in delivering effective and efficient public services, as well as the need for practical strategies to enhance organizational performance. The study investigates local governments' challenges in improving employee performance, aiming to identify key factors and propose actionable solutions. Using stratified random sampling to gather data from 378 civil servants via Likert scale-based questionnaires, a quantitative approach was employed. The relationship between transformational leadership, job satisfaction, and employee performance was analyzed using SEM-PLS. The analysis revealed that transformational leadership significantly influences job satisfaction and employee performance. Additionally, the results showed a strong correlation between these factors, underscoring key areas where leadership and satisfaction improvements could enhance performance. The study concludes that strengthening transformational leadership and job satisfaction can positively impact employee performance. The findings provide practical implications for local government policymakers to implement targeted interventions to boost organizational efficiency. The key takeaway is that leadership development and job satisfaction are crucial to achieving higher performance in the public sector.

Keywords: Transformational Leadership, Job Satisfaction, Employee Performance.

INTRODUCTION

The success of an organization, especially in the government sector, is greatly influenced by the quality of its human resources (Siddiqui & Sahar, 2019; Tentama, Rahmawati, & Muhopilah, 2019). Employees with high competence are not only the main pillars in achieving the organization's strategic goals but also play an essential role in ensuring the implementation of tasks that support the development process, bureaucratic reform, and effective public services

(Ellitan, 2020; Foss, Klein, Lien, Zellweger, & Zenger, 2021; Riadi & Kurniawati, 2022). However, many government organizations still need help optimizing their employees' performance (Ali, Sherwani, Ali, Ali, & Sherwani, 2020). This is often caused by the need for an integrated and sustainable performance management system (Rimoldi, Shamrock, Kawalec, & Touze, 2021). One tangible example can be seen in Ogan Komering Ilir Regency, where although there was an increase in the assessment of the Government Agency Performance Accountability System (SAKIP) from CC in 2020 to B in 2021, this progress was not maintained in the following years. This temporary success shows efforts to improve performance management but also indicates a system gap that causes a performance decline in the subsequent period (Heil & Schmidhalter, 2017; Irvan, 2018). This unsustainability can be caused by factors such as a lack of consistent evaluation and monitoring, uncoordinated policy changes, or weak coaching and development of employees on an ongoing basis. Therefore, a more effective performance management strategy is needed, including increasing employee capacity, developing a more comprehensive results-based evaluation system, and strengthening the commitment of all levels of the organization to maintain and improve the performance standards that have been achieved (Akhter, Pauyo, & Khan, 2019; Anuraga, 2021).

Empirically, various studies have shown that transformational leadership has a significant influence on improving employee performance. For example, studies by (Harb, Hachem, & Hamdan, 2020) and (Sijabat & Pramudianto, 2019) show that transformational leadership can increase employee motivation and work enthusiasm and contribute positively to achieving organizational targets. Leaders who adopt this leadership style can create a conducive work environment, inspire subordinates, and encourage innovation and creativity. (Sijabat & Pramudianto, 2019). However, these studies have yet to specifically explore the dynamics of transformational leadership in a more specific context, such as in Ogan Komering Ilir Regency. In Ogan Komering Ilir Regency, employee performance issues are still crucial. One of the main factors affecting employee performance is job satisfaction and leadership style (Mundakir & Zainuri, 2018). Job dissatisfaction is often a source of decreased productivity and motivation, ultimately affecting overall performance (Mundakir & Zainuri, 2018). Although many studies support the importance of job satisfaction on performance, several studies, such as those conducted by (AM et al., 2022), show that job satisfaction only sometimes significantly impacts employee performance. This raises an interesting theoretical gap to be explored further, especially in the context of local government, such as in Ogan Komering Ilir Regency, where transformational leadership style and employee job satisfaction play an important role in determining the effectiveness of public services (Ariansy & Kurnia, 2022). In this context, it is essential to explore how transformational leadership and job satisfaction interact and influence employee performance in local government (Halim, Wardhana, Wardoyo, & Winarno, 2023). One key question that needs to be answered is whether transformational leadership can mitigate the negative impact of job dissatisfaction or even improve employee performance even though job satisfaction is not optimal (Fahmi, 2019). This study also opens up opportunities to identify other factors that may influence the relationship between job satisfaction, transformational leadership, and employee performance, such as organizational culture, work climate, and incentive systems (Ridha, Mahfudnurnajamuddin, Semmaila, & Mursalim, 2020)By understanding more deeply how these factors interact, this study can provide deeper insights into

addressing employee performance issues in Ogan Komering Ilir Regency and more effective policy recommendations for local governments.

The urgency of this research lies in the need to improve the quality of public services in Ogan Komering Ilir Regency by optimizing employee performance. Job satisfaction caused by uneven workload distribution, lack of attention from superiors, and lack of support in career development has led to less-than-optimal employee performance. (Egie, Sumardi Hr, & Nurhayati, 2019; Tjahyanti & Chairunnisa, 2021). In the era of bureaucratic reform, where adaptation to change is necessary, government organizations must ensure that employees work according to targets and feel satisfied and motivated. This research is expected to contribute to the literature on employee performance management in the public sector, especially in the regions. This study offers novelty in the form of an empirical analysis of the role of transformational leadership and job satisfaction in influencing employee performance in Ogan Komering Ilir Regency. The results of this study can also provide practical recommendations for local governments to formulate more effective policies to improve employee performance. This study aims to analyze the effect of transformational leadership style and job satisfaction on employee performance in Ogan Komering Ilir Regency. This study aims to identify factors that hinder or support improved performance and provide solutions that local governments can implement to achieve organizational goals more effectively and efficiently.

METHOD

This study uses a quantitative design implemented in Ogan Komering Ilir Regency from June to July 2024. The data consists of primary data from questionnaires distributed to civil servants in the area and secondary data from organizational archives and relevant literature. The study population included 6,759 civil servants, with samples selected using the stratified random sampling method, resulting in 378 respondents.(Creswell, 2022). The research instrument used was a questionnaire with a Likert scale, which was distributed via Google Form. (Am & Setiawati, 2023; AM, Setiawati, Hadi, & Istiyono, 2023). The data analysis technique used was SEM-PLS (Structural Equation Modeling-Partial Least Squares), which was chosen to evaluate the relationship model between latent variables.(Hair, Black, Babin, & Anderson, 2019). This method allows complex analysis with a relatively small sample size, providing flexibility in testing hypotheses related to employee performance.

RESULT AND DISCUSSION
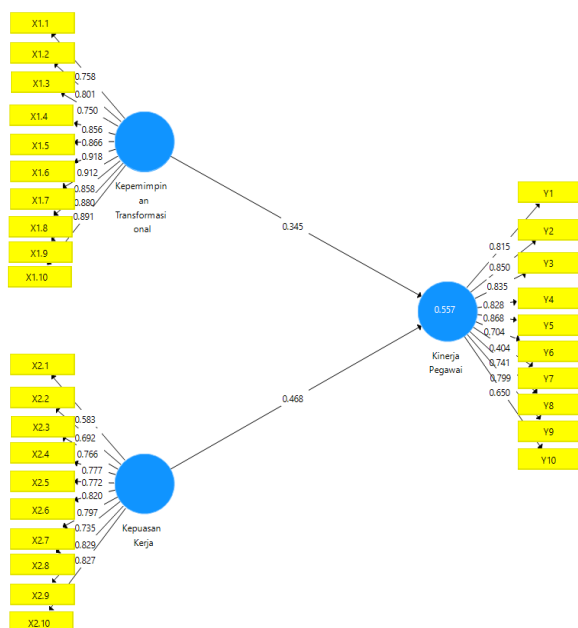
Outer Model Test (Measurement Model)
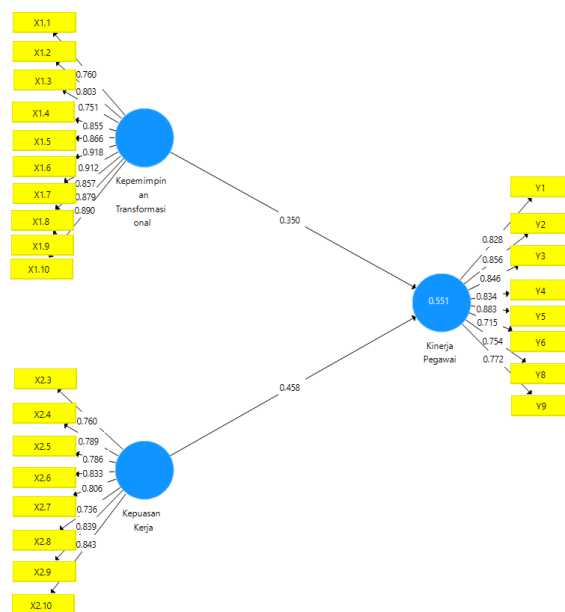

Figure 1. Outer Model before Outlier Figure 2. Outerloading after outlier

Validity and Reliability Test

Convergent Validity Test

As an initial step to validate the data, a convergent validity test was carried out by looking at the value of each construct. According to Sugiyono, 2019, convergent validity is used to evaluate whether a measurement positively correlates with alternative measurements of the same construct. This study used the convergent validity test to ensure the accuracy of measuring variables related to transformational leadership, job satisfaction and employee performance. The convergent validity is accepted if the loading factor criteria value is above 0.70. Based on the results processed after the outlier, in Table 1, the convergent validity test results can be seen as a whole.

Table 1. Convergent Validity Test Results

Item	Transformational Leadership	Job satisfaction	Employee Performance
X1.1	0.760		
X1.10	0.890		
X1.2	0.803		
X1.3	0.751		
X1.4	0.855		
X1.5	0.866		
X1.6	0.918		

X1.7	0.912		
X1.8	0.857		
X1.9	0.879		
X2.10		0.843	
X2.3		0.760	
X2.4		0.789	
X2.5		0.786	
X2.6		0.833	
X2.7		0.806	
X2.8		0.736	
X2.9		0.839	
Y1			0.828
Y2			0.856
Y3			0.846
Y4			0.834
Y5			0.883
Y6			0.715
Y8			0.754
Y9			0.772

Source: Processed by Researchers, 2024

In Table 1, the observed variables show significant loading factors, indicating the contribution of these variables in forming relevant factors. Variables X1.6 and X1.7, with loading factors of 0.918 and 0.912, stand out as the leading indicators of transformational leadership, indicating the consistency and strength of individual perceptions of the aspects of transformational leadership. Variables X2.6, X2.7, X2.9, and X2.10, with loading factors of 0.833, 0.806, 0.839, and 0.843, respectively, show the significance of job satisfaction in this analysis. These results provide in-depth insight into the relationship between these variables and emphasize the diversity of aspects of job satisfaction that need to be considered in further study. Thus, this convergent validity test provides a strong foundation for a better understanding of transformational leadership, job satisfaction, and employee performance in the context of this study.

Discriminant Validity Test

Discriminant Validity refers to the ability to distinguish between different constructs. Table 2 shows the results of the discriminant validity test by considering the relationship between transformational leadership, job satisfaction, and employee performance. The criterion used is the heterotrait-monotrait ratio (HTMT) of less than 0.90, indicating that the variables are significantly different in the context of the observed construct.

Table 2. Results of the Discriminant Validity Test

Variables	Job satisfaction	Transformational Leadership	Employee Performance
Transformational Leadership	0.851		

Job satisfaction	0.680	0,800	
Employee Performance	0.662	0.696	0.813

Source: Processed by Researchers, 2024

The results of the discriminant validity test indicate that the relationship between the variables is within the expected range of values. Different variables, such as transformational leadership, job satisfaction, and employee performance, have been proven to differentiate using the corresponding HTMT ratio. For example, the HTMT ratio between transformational leadership and satisfaction is 0.851, while the HTMT ratio between job satisfaction and transformational leadership is 0.800, and so on. These results indicate that each variable has unique characteristics and can be significantly distinguished from other variables. Thus, the results of this discriminant validity analysis confirm the validity of the constructs observed in the study and emphasize that the variables do reflect different dimensions of employee performance clearly and separately.

Reliability Estimate

In addition to the validity test, a reliability test was also conducted for the constructs being measured. Table 3 shows the reliability test results, including Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE) for transformational leadership, job satisfaction, and employee performance. The reliability assessment criteria include an AVE value greater than 0.50 and a Cronbach's Alpha and Composite Reliability (rho_c) value exceeding 0.70.

Table 3. Reliability Test

Variables	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Transformational Leadership	0.957	0.957	0.963	0.724
Job satisfaction	0.920	0.926	0.934	0.640
Employee Performance	0.926	0.927	0.939	0.661

Source: Processed by Researchers, 2024

The reliability test results indicate that the observed variables have an adequate level of reliability according to the established criteria. For example, the transformational leadership variable shows high reliability with a Cronbach's Alpha value of 0.957, rho_A of 0.957, Composite Reliability of 0.963, and AVE of 0.724. Likewise, job satisfaction and employee performance variables also show adequate reliability values. This indicates that the measurement of these variables is reliable and consistent when measuring the intended construct. Thus, the results of this reliability test ensure that the observed variables can be considered valid instruments for measuring employee performance dimensions in the context of this study.

Inner Model (Structural Model)

After the test on the outer or measurement model is complete, the next step is to analyze the inner or structural model. The parameters used in the inner model analysis include p-value, t-value, and determination value (R²). In Figure 4.4 below, you can see the inner model diagram.
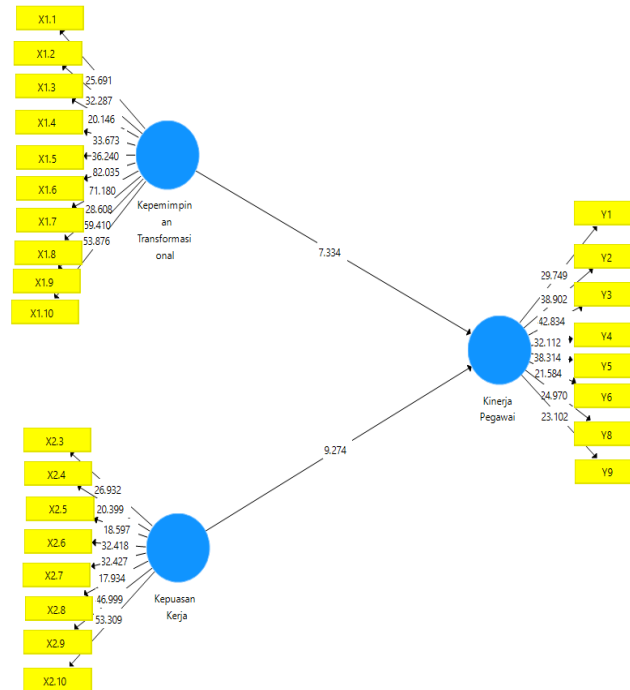

Figure 3. Inner model

Goodness of Fit Analysis

Model feasibility analysis or goodness of fit is used to assess whether the model is suitable for research. It considers the multicollinearity test and coefficient of determination.

Multicollinearity Test

The multicollinearity test provides an overview of the strong relationship between the predictor variables in the regression model. The results of the collinearity statistics for each construct tested. The evaluation criteria used are the Variance Inflation Factor (VIF) value of less than 10, indicating no significant multicollinearity problem in the model. The results of the multicollinearity test show that all variables tested meet the established criteria, with VIF values far below the limit of 10. This indicates no significant multicollinearity problem among the predictor variables in the regression model. For example, variables Y1 and Y2 have VIF values of 2.571 and 3.844, respectively, while other variables also show low VIF values. This indicates that these variables contribute independently to explaining the variation in the dependent variable without any significant interaction between the predictor variables. Therefore, the results of this multicollinearity test confirm the validity of the regression model used in our analysis.

Coefficient of Determination

The coefficient of determination is used to assess how effective the linear regression model is in explaining the variation in the dependent variable. Table 4 presents the employee performance variable's R Square and Adjusted R Square values. The criteria used in the evaluation are that a model is considered weak if R Square <0.25, moderate if 0.25 - 0.50, and vigorous if > 0.75. With this context, we can interpret the analysis results to understand how well the models explain the variation in the dependent variable.

Table 4. R Square

Dependent Variable	R Square	Adjusted R Square
Employee Performance	0.551	0.548

Source: Processed by Researchers, 2024

The analysis results show that the models tested have varying levels of strength in explaining variations in the dependent variable. For example, the R Square value of 0.551 for the employee performance variable indicates that the model can explain about 55.1% of the variation in employee performance. This value shows a relatively good level of explanation but is still considered a moderate model. This means there are still variations in the dependent variable that the independent variables in the model cannot explain. In other words, although these models significantly explain employee performance, other factors outside the model also affect the dependent variable.

F Square (F) Test

F Square (F) is used to interpret the analysis results and understand the extent of the strength of the influence of the independent variables on the dependent variable. Table 5 presents the F Square values for the observed variables, especially employee performance, in response to transformational leadership and job satisfaction. The criteria for assessing the effect size are that the F Square value is considered minor or low if <0.02, medium or moderate if between 0.02 - 0.15, and large or strong if > 0.35.

Table 5. F Square Test

Latent variables	F-Square	Information
Transformational Leadership -> Employee Performance	0.147	currently
Job Satisfaction -> Employee Performance	0.251	currently

Source: Processed by Researchers, 2024

The analysis shows that transformational leadership and job satisfaction significantly contribute to employee performance. For example, the F-square value for transformational leadership on employee performance is 0.147, indicating a moderate effect. Similarly, the F-square value for job

satisfaction on employee performance, 0.251, indicates a moderate effect. This shows that transformational leadership and job satisfaction have comparable impacts on employee performance in the context of this study. Thus, this analysis provides in-depth insight into the magnitude of the influence of independent variables on the dependent variables studied.

Hypothesis Test

Next, a hypothesis test is conducted to explain the interpretation of the analysis results and understand how significant the direct influence is between the observed variables. The analysis results provide in-depth insight into the strength of the direct influence between the variables in this research model and its implications. Table 6 displays the coefficients of the direct influence between the variables studied: transformational leadership, job satisfaction, and employee performance. The significance assessment criteria stipulate that the path coefficient is considered significant if its p-value is less than 0.05, indicating a considerable influence on the model.

Table 6. Path Coefficient of Direct Influence

Hypothesis	T Statistics	P Values	Description
Transformational Leadership -> Employee Performance_	7,334	0.000	Significant Influence
Job Satisfaction -> Employee Performance	9.274	0.000	Significant Influence
Transformational Leadership_ -> Job Satisfaction -> Employee Performance	7,831	0.000	Significant Influence

Source: Processed by Researchers, 2024

Table analysis shows that most direct influence paths between the observed variables are statistically significant. Transformational leadership affects employee performance with a coefficient of 0.350 and a p-value of 0.000. At the same time, job satisfaction has a significant effect with a coefficient of 0.458 and a p-value of 0.000. The combination of the two produces a coefficient of 0.311 and a p-value of 0.000, indicating a significant effect on employee performance.

This study describes the characteristics of 378 civil servant (PNS) respondents in Ogan Komering Ilir Regency based on demographic data and work units. Most respondents were female (61.1%) and over 40 (66.7%), indicating that most PNS are mature and have high work experience. Most respondents are in group III (66.4%) and have a final education of S1 (66.9%), indicating an adequate level of education to meet job qualifications. Most employees have worked for over 5 years (91%), with the most significant work units coming from the Health Office and Community Health Centers (13.25% each). This indicates that respondents have experience and educational backgrounds that support optimal performance in their duties.

Descriptive analysis of research variables was conducted to evaluate respondents' perceptions of transformational leadership, job satisfaction, and employee performance using the average of respondents' answers. The scale range used was 0.8, with five categories ranging from very low

to very high. The analysis showed that the perception of transformational leadership in Ogan Komering Ilir Regency was high, with an average score of 3.89. The highest score was for the statement. The leader provides instructions and directions to complete the work," with a score of 4.11, while the lowest score was "The leader tries to improve my self-development," with a score of 3.79, which remains in the high category. For job satisfaction, the analysis results showed an average score of 3.86, also in the high category. The statement with the highest score was "I have friendly and supportive coworkers," with a score of 3.99, indicating the importance of a positive social environment for job satisfaction. Conversely, the statement with the lowest score was "The amount and type of benefits received are appropriate," with a score of 3.71. Although still in the high category, this shows that there is room for further evaluation regarding benefits to better suit employee needs.

The analysis of the perception of civil servant performance in Ogan Komering Ilir Regency showed an average score of 3.94, included in the high category. This indicates that most employees assess their performance well, especially in terms of accuracy and compliance in carrying out tasks, with the statement "I carry out the tasks assigned to me carefully" getting the highest score of 4.03. However, the statement "I can work alone" got the lowest score of 3.51, indicating that some employees still face difficulties completing tasks independently and often need help from coworkers. This shows that the indicator of employee independence could be more optimal, which can affect the organization's efficiency and completion of tasks.

This study shows that transformational leadership significantly influences employee performance in Ogan Komering Ilir Regency, with a coefficient of 0.350 and a p-value of 0.000. Increasing the effectiveness of transformational leadership, such as individual attention and interpersonal approaches by the head of the department, can encourage increased employee performance (Harb et al., 2020). Charismatic leaders who can involve subordinates in decision-making will increase employee motivation and involvement, ultimately positively impacting their performance. Job satisfaction has also been proven to significantly influence employee performance, with a coefficient of 0.458 and a p-value of 0.000. Employees who are satisfied with their jobs tend to have better performance (Triana, Richard, & Yücel, 2017)Positive relationships with coworkers, job suitability with skills, and support from superiors are essential in increasing job satisfaction and improving employee performance.

This study found that transformational leadership and job satisfaction significantly affect employee performance. Combining both can increase employee work awareness and motivation and create a more productive work environment. This finding supports previous studies that show that transformational leadership and job satisfaction positively impact employee performance individually and collectively.

CONCLUSION

A study involving 378 Civil Servants (PNS) in Ogan Komering Ilir Regency revealed several essential findings on the influence of transformational leadership and job satisfaction on employee performance. First, transformational leadership has been shown to significantly influence PNS performance. This leadership style can increase employee motivation and

performance by paying special attention to individual needs and encouraging them to achieve organizational goals. In addition, job satisfaction was also found to have a significant impact on employee performance. Employees who are satisfied with their jobs tend to show better performance and are more active in contributing to achieving organizational goals. Furthermore, the combination of transformational leadership and job satisfaction significantly influences PNS performance in Ogan Komering Ilir Regency, indicating that effective leadership and high levels of job satisfaction can substantially improve employee performance.

This study has several limitations that need to be considered. First, the scope of this study is limited to Civil Servants (PNS) in Ogan Komering Ilir Regency, so the results obtained may need to be more generalizable to a broader context, such as other regions or other types of jobs in the public sector. Second, this study only focuses on two variables, transformational leadership and job satisfaction, without considering other factors that may also affect employee performance, such as work discipline and work environment. This limitation may lead to a need for a more holistic understanding of the factors affecting employee performance. Finally, the research method used, namely a survey via Google Form, may need to be revised regarding the depth of data obtained. Other, more in-depth techniques, such as interviews or case studies, may provide more prosperous and comprehensive insights into the studied topic.

For further research, it is recommended that the analysis be expanded by adding variables such as work discipline and work environment, and involving more diverse respondents, including other State Civil Apparatus, such as PPPK, to develop the generalizability of the findings. More varied research methods, such as case studies or in-depth interviews, are also recommended to gain more detailed insights. For the Ogan Komering Ilir Regency Government, it is recommended to focus more on implementing transformational leadership, conducting evaluations and adjustments to allowances, providing awards based on achievement, and providing appropriate training to improve employee performance.

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