

The Influence of Transformational Leadership and Job Satisfaction on Employee Performance with Work Motivation as a Mediating Variable (A Study on Employees of PT. Narendra Mandara Sukses)

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ABSTRACT: Employee performance is a critical factor in achieving organizational goals. PT. Narendra Mandara Sukses faces challenges related to suboptimal employee performance, low work motivation, limited leadership innovation, and unsatisfactory job satisfaction. This study aimed to analyze the influence of transformational leadership and job satisfaction on employee performance, to analyze the influence of transformational leadership and job satisfaction on work motivation, and to examine the mediating role of work motivation in the relationship between transformational leadership, job satisfaction, and employee performance at PT. Narendra Mandara Sukses. This study employed a quantitative approach using Structural Equation Modeling-Partial Least Square (SEM-PLS). The study population consisted of 92 employees, from which a sample of 75 respondents was determined using the Slovin formula at a 5% margin of error. Data were collected through questionnaires using a 1-5 Likert scale and were analyzed using the SmartPLS application. The results showed that transformational leadership had a positive and significant effect on employee performance ($\beta = 0.606$; $p = 0.000$). Job satisfaction also had a positive and significant effect on employee performance ($\beta = 0.155$; $p = 0.029$). Transformational leadership had a positive and significant effect on work motivation ($\beta = 0.708$; $p = 0.000$), while job satisfaction had a positive and significant effect on work motivation ($\beta = 0.282$; $p = 0.000$). Work motivation was found to significantly and positively mediate the effect of transformational leadership on employee performance ($\beta = 0.166$; $p = 0.036$) as well as the effect of job satisfaction on employee performance ($\beta = 0.066$; $p = 0.047$). The R-square value of 0.960 indicates that 96% of the variance in employee performance can be explained by transformational leadership, job satisfaction, and work motivation. This study concludes that transformational leadership and job satisfaction have a positive and significant effect on employee performance, both directly and through work motivation as a mediating variable. Therefore, the company needs to strengthen transformational leadership practices, improve job satisfaction, and develop work motivation as a strategy to enhance employee performance.

KEYWORDS: transformational leadership; job satisfaction; work motivation; employee performance; SEM-PLS.

INTRODUCTION

An organization's ability to respond to internal and external change is a key determinant of its competitiveness amid global dynamics, and this resilience depends heavily on the optimal management of human resources (HR). Moeheriono (2019) states that HR potential can determine competitive advantage in international competition, and companies that successfully develop this potential tend to sustain productivity and consistently achieve their strategic goals. Effective HR management cannot be separated from employee performance as the primary indicator of organizational effectiveness. Afandi (2020) defines performance as the outcome of work achieved by an individual in accordance with their authority and responsibilities, while Nguyen et al. (2020) emphasize that performance is strongly influenced by each employee's unique competencies, in addition to the organization's role in providing support. Qalati et al. (2022) and Djuraiddi and Laily (2020) further reinforce this view, noting that employee contribution to task execution quality is highly significant for company progress.

Work motivation is one of the primary determinants of employee performance, as it reflects the internal and external drives that lead individuals to act toward achieving specific goals. Lukito et al. (2025) show that work motivation plays an important role

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in determining employee loyalty and productivity, while Kasmir (2019) adds that leadership style and job satisfaction also influence employee performance and are closely interrelated with work motivation.

Leadership style, particularly transformational leadership, is considered a relevant factor influencing employees' psychological conditions and performance in the workplace. Schermerhorn (2020) describes leadership as the process of influencing others to jointly achieve organizational goals, while Robbins (2019) states that transformational leaders are able to build trust, respect, and loyalty through idealized influence, intellectual stimulation, and individualized consideration. Efendi and Fiton (2022) found that transformational leadership enhances motivation and performance both directly and indirectly through increased job satisfaction, a finding supported by Bakker et al. (2023) and Lawrason et al. (2023), who emphasize the role of this leadership style in building intrinsic motivation and a positive work climate.

Job satisfaction is also an important aspect influencing employee motivation, loyalty, and productivity. Robbins and Judge (2019) state that satisfied employees tend to be more loyal and willing to contribute maximally, while Nurfaishah et al. (2024) show that job satisfaction is closely related to mental and emotional well-being as well as individual performance. Tasmin Idrus et al. (2024) emphasize that job dissatisfaction can lead to low attendance, conflict, and turnover intention, while Aliya and Romat (2020), Nasution and Mujiatun (2024), Popoola et al. (2023), and Gazi et al. (2024) show that factors such as compensation, training, working environment, and benefit policies contribute to employee satisfaction and motivation to continue performing well.

PT. Narendra Mandara Sukses faces the challenge of suboptimal employee performance, reflected in limited innovation, low motivation, and disorganized recordkeeping and administration. Employees also report dissatisfaction with their positions and the facilities provided, which negatively affects their work morale. This condition indicates a gap between the concept of transformational leadership and its implementation in practice, as leadership that should inspire and drive achievement has not yet produced a significant improvement in individual performance.

This phenomenon highlights the importance of understanding the mediating variable in the relationship between leadership and performance. Feb et al. (2022) show that transformational leadership style influences performance through motivation, while Yusuf Iis et al. (2022) explain that motivation is a psychological drive that influences individual competitiveness, with motivated employees tending to be more satisfied and productive. Lukito et al. (2025) and Rosna et al. (2023) support these findings, showing that motivation serves as a link between job satisfaction and performance.

Based on the foregoing, this study aims to empirically examine the relationship between transformational leadership and job satisfaction on employee performance, with work motivation as a mediating variable, using PT. Narendra Mandara Sukses as the case study site. Specifically, this study aims to (1) analyze the effect of transformational leadership on employee performance, (2) analyze the effect of job satisfaction on employee performance, (3) analyze the effect of transformational leadership and job satisfaction on work motivation, and (4) analyze the mediating role of work motivation in these relationships. The findings of this study are expected to provide practical input for the management of PT. Narendra Mandara Sukses in designing more effective leadership and HR management strategies, as well as to enrich the scientific literature in the field of human resource management.

RESEARCH METHOD

Research Design

This study employs a quantitative approach to examine the relationships among transformational leadership, work motivation, job satisfaction, and employee performance at PT. Narendra Mandara Sukses. The objectives of this study are (1) to analyze the effect of transformational leadership and job satisfaction on employee performance, and (2) to examine the role of work motivation as a mediating variable in that relationship. A quantitative approach was selected because it allows the relationships among variables to be measured and hypotheses to be tested objectively through numerical data (Sugiyono, 2020; Aliaga & Gunderson, as cited in Apuke, 2017). Primary data were collected through questionnaires, while data analysis was conducted using the Partial Least Squares (PLS) approach with SmartPLS version 3.1.

Research Location and Time

This study was conducted at PT. Narendra Mandara Sukses, located at Jalan Ikan Tuna Raya IV No. 17, Benoa Harbor, Denpasar, Bali. The location was selected purposively, based on the consideration that the company faces challenges related to employee motivation, innovation, and job satisfaction, making it representative for examining the relationships among the research variables. The researcher also had direct access to respondents and supporting documents through management's permission, and the company's relatively simple organizational structure facilitated direct observation of interactions between employees and leaders. The research was conducted from July to September 2025.

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Data Sources and Respondents

This study used both primary and secondary data. Primary data were obtained directly from respondents—employees of PT. Narendra Mandara Sukses—through the distribution of a questionnaire developed based on indicators of the transformational leadership, job satisfaction, work motivation, and employee performance variables. Secondary data were obtained from company documents, annual reports, attendance records, employee profiles, and literature such as journals, books, and previous studies (Creswell & Creswell, 2018; Sugiyono, 2019).

The study population consisted of 92 employees, comprising 14 operational support staff (drivers, security guards, cleaning service), 32 production staff, 10 administrative staff, 10 finance staff, and 26 marketing staff. Because the population size was known, the sample size was determined using the Slovin formula with a margin of error (e) of 5%:

$$n = N / (1 + N \cdot e^2)$$

Based on this calculation, $n = 92 / (1 + 92 \times 0.05^2) = 74.79 \approx 75$. Accordingly, the research sample used consisted of 75 respondents, selected from the population of 92 employees of PT. Narendra Mandara Sukses.

Research Variables

This study consists of four variables: transformational leadership (X1) and job satisfaction (X2) as independent variables, work motivation (Z) as the mediating variable, and employee performance (Y) as the dependent variable. The operational definition of each variable is presented in Table 1 below.

Table 1. Research Variables

No	Variable	Indicators	Measurement
1	Transformational Leadership (X1)	Intelligence; maturity and breadth of social relationships; self-motivation and achievement drive (Thoha, 2019)	Ordinal Scale
2	Job Satisfaction (X2)	Satisfaction with pay/wages, the work itself, supervisor attitude, coworkers, and promotion (Widodo & Riyadi, 2020)	Ordinal Scale
3	Work Motivation (Z)	Need for achievement, affiliation, and power (McClelland, as cited in Prabu, 2017)	Ordinal Scale
4	Employee Performance (Y)	Performance planning, feedback, performance appraisal, training, and rewards (Siraj & Hagen, 2023)	Ordinal Scale

All indicators were converted into questionnaire statement items and measured using a 1–5 Likert scale, as originally developed by Rensis Likert in 1932 as an attitude measurement technique (Edmondson, 2005). The scoring weights used are presented in Table 2.

Table 2. Determination of Research Score Weights

No	Description	Score Weight
1	Strongly Agree (SA)	5
2	Agree (A)	4
3	Neutral (N)	3
4	Disagree (D)	2
5	Strongly Disagree (SD)	1

Research Instrument

The research instrument used was a structured questionnaire containing a list of statements to measure each indicator of the research variables. The questionnaire method was selected because it is an effective method for analyzing large volumes of

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data (Soga et al., 1995). The questionnaire survey procedure comprised six stages: identifying the research objective, developing the questionnaire content, executing the survey, collecting the data, analyzing the data, and formulating an improvement/innovation plan based on the results of the analysis (Soga et al., 1995).

Research Procedure

This study was carried out through the following stages:

- a. Identifying, selecting, and formulating the research problem.
- b. Conducting a literature review relevant to the research variables.
- c. Establishing the research objectives.
- d. Developing and distributing the questionnaire to 75 respondents.
- e. Collecting and tabulating the questionnaire data.
- f. Analyzing the data using the PLS-SEM approach with SmartPLS 3.1.
- g. Interpreting the results of the analysis and reporting the findings and research recommendations (Apuke, 2017). **Data**

Analysis Technique

Questionnaire data were compiled into a score distribution table based on the Likert scale, then analyzed using the Partial Least Squares (PLS) approach with the assistance of SmartPLS version 3.1. PLS is a soft-modeling approach that does not require normally distributed data and can still be used with relatively small sample sizes, i.e., fewer than 100 respondents (Ghozali, 2013). The sample in this study was selected using a purposive sampling technique, in which respondents are determined based on specific criteria relevant to the research objective.

a. Outer Model Analysis

Outer model analysis was conducted to test the validity and reliability of the measurement instrument, based on the following criteria (Hair et al., 2014):

- a) **Convergent Validity** — an indicator is considered reliable if its outer loading value is > 0.7 (Sarwono, 2014) and is removed from the model if it is < 0.4 (Ghozali, 2014). An Average Variance Extracted (AVE) value > 0.5 indicates good convergent validity.
- b) **Discriminant Validity** — assessed by comparing an indicator's loading on its own construct with its loadings on other constructs, to ensure that each construct is measured distinctly.
- c) **Composite Reliability and Cronbach's Alpha** — a variable is considered reliable if its composite reliability value is > 0.7 and its Cronbach's alpha value is > 0.6 (Ghozali, 2014).

b. Inner Model Analysis

Inner model (structural model) analysis aims to test the accuracy and robustness of the constructed model, based on the following indicators (Vinzi et al., 2016):

- a) **Q² Predictive Relevance** — a value of 0.02 indicates weak predictive relevance, 0.15 indicates moderate relevance, and 0.35 indicates high relevance.
- b) **Model Fit** — assessed based on the SRMR value; the model is considered to meet the fit criteria if $SRMR < 0.08$.
- c) **Effect Size (f^2)** — a value of 0.02 indicates a small effect, 0.15 a medium effect, and 0.35 a large effect.
- d) **Coefficient of Determination (R^2)** — measures the proportion of the dependent variable's variance that can be explained by the independent variables, ranging from 0 to 1; the higher the R^2 value, the better the model's ability to explain the dependent variable (Ghozali, 2013).

c. Hypothesis Testing

Hypothesis testing was based on the t-statistic and p-value at a 5% (0.05) significance level (alpha), with a critical t-statistic value of 1.96 (Anuraga et al., 2021). A hypothesis is accepted if the t-statistic value is > 1.96 and the p-value is < 0.05 .

RESULTS AND DISCUSSION

1. General Overview of the Research Location

PT. Narendra Mandara Sukses is a company engaged in agricultural product marketing, particularly fresh fruit sourced from local farmers in Bali and its surrounding areas. The company was established in 2015 with a commitment to becoming an efficient, sustainable, and quality-based bridge between agricultural producers and consumers. Since its founding, the company has focused on fruit marketing activities for both export needs and domestic marketing, particularly for the hotel, restaurant, and modern market segments in the Bali region. PT. Narendra Mandara Sukses has grown into one of the business players with a strong reputation for maintaining product quality standards and business partner trust. Marketing activities are carried out in an

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integrated manner, from fruit selection, sorting, and packaging, through to distribution to customers. An efficient work system and the application of quality standards are the company's competitive advantages in the dynamic agribusiness industry.

PT. Narendra Mandara Sukses has several main facilities that support its operational activities, namely:

- a. The Head Office is located at Jalan Tukad Pakerisan No. 68, Panjer, Denpasar, Bali. The head office serves as the center for administration, finance, and company management, as well as a place for strategic coordination between divisions.
- b. The Fruit Packing House (for sorting, grading, and packaging fruit before it is shipped to customers or exported; the packing house is equipped with a cold room, sorting area, and storage warehouse that maintains product quality) and the Fishery Processing and Marketing Facility (a seafood processing center equipped with cooling facilities, a hygienic processing room, and cold storage for storing processed products) are located at Jl. Ikan Tuna Raya No. 17, Benoa Harbor, Pedungan Village, South Denpasar District, Denpasar City, Bali.

In 2025, the company expanded its business into the fishery processing and marketing sector. This strategic step was a response to increasing market demand for processed marine products as well as the significant potential of fishery resources in the Bali region. With the addition of this new sector, PT. Narendra Mandara Sukses is determined to become an integrated agribusiness and maritime company oriented toward competitiveness, innovation, and sustainability. The company's vision is to become a leading, competitive, integrated agribusiness and maritime company oriented toward sustainability and community welfare. The company's mission is:

1. To develop an efficient, transparent, and sustainable agricultural and fishery product marketing system.
2. To improve product quality and competitiveness through innovation and the consistent application of quality standards.
3. To build harmonious partnerships with local farmers and fishermen to increase shared economic value and welfare.
4. To optimize professional, productive, and highly principled human resources.
5. To expand the distribution and market network, both nationally and internationally.

The number of employees at PT. Narendra Mandara Sukses is 87, consisting of permanent and daily employees across various divisions. This workforce composition is divided into managerial staff, administrative and finance staff, production and processing staff, marketing staff, and support personnel such as security guards, drivers, customer service staff, and night watchmen. The company is committed to developing the capability and professionalism of its human resources through training, coaching, and the implementation of a performance-based work system. This effort is undertaken so that all employees are able to adapt to technological developments and market dynamics.

1. Characteristics of Research Respondents

Gender of Respondents

The characteristics of respondents in this study begin with the distribution based on gender, as this factor is considered important in understanding differences in attitude and behavioral tendencies. The presentation of gender data also provides a picture of the proportion of male and female respondents, making it possible to determine the balance of sample representation. The distribution of respondents by gender is shown in Table 4 below.

Table 4. Characteristics of Employees at PT. Narendra Mandara Sukses by Gender

No	Gender	Number (People)	(%)
1	Male	42	56
2	Female	33	44
	Total	75	100

Source: Primary data processed, 2025

Table 1 shows that of the employee respondents at PT. Narendra Mandara Sukses, 42 people (56%) were male and 33 people (44%) were female. This composition indicates that male employees are more numerous because most of the work at this company is operational in nature and requires physical labor. Meanwhile, female employees generally occupy administrative, finance, and service positions that require thoroughness and communication skills. This proportion reflects a division of work roles that corresponds to the nature of the tasks, while also showing a fairly balanced employment opportunity between men and women within the company.

Age of Respondents

The characteristics of respondents based on age are important to know because the age range can influence patterns of thinking, experience, and the level of maturity in answering the research questionnaire. Age differences are also often related to

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variations in motivation, attitude, and the level of acceptance of a policy or phenomenon being studied. The distribution of respondents by age is shown in Table 5 below.

Table 5. Characteristics of Employees at PT. Narendra Mandara Sukses by Age

No	Age	Number (People)	(%)
1	20–30 Years	17	23
2	31–40 Years	30	40
3	41–50 Years	15	20
4	51–60 Years	13	17
	Total	75	100

Source: Primary data processed, 2025

Table 5 shows that of the 75 employee respondents at PT. Narendra Mandara Sukses, 17 people (23%) were 20–30 years old, 30 people (40%) were 31–40 years old, 15 people (20%) were 41–50 years old, and 13 people (17%) were 51–60 years old. This composition shows that the majority of employees are of productive age, particularly in the 31–40 year range, who generally have optimal work capability, sufficient experience, and stable responsibility. This proportion reflects that the company is dominated by a professionally mature yet still adaptable workforce, and shows a balance between younger generations and experienced employees in supporting organizational performance.

Marital Status of Respondents

Respondents' marital status was also considered in this study because it can provide an additional perspective on individual social conditions and responsibilities. Married respondents may have different views or experiences compared to unmarried respondents, particularly regarding workload, motivation, and decision-making. The presentation of data on respondents' marital status will help provide a more comprehensive understanding of the sample's social profile, as presented in Table 6 below.

Table 6. Characteristics of Employees at PT. Narendra Mandara Sukses by Marital Status

No	Marital Status	Number (People)	(%)
1	Unmarried	28	37
2	Married	32	43
3	Not married	6	8
4	Widower/widow	9	12
	Total	75	100

Source: Primary data processed, 2025

Table 6 shows that of the 75 employee respondents at PT. Narendra Mandara Sukses, 28 people (37%) were unmarried, 32 people (43%) were married, 6 people (8%) were not married, and 9 people (12%) were widowed. This composition indicates that most employees are married, who generally have a higher level of responsibility and work stability due to family demands. Meanwhile, unmarried employees tend to have greater flexibility and work mobility. This diversity in marital status illustrates a balance between career-oriented employees and family-oriented employees, which together can support the creation of optimal dynamics and work productivity within the company.

Highest Level of Education

The characteristic of respondents' highest level of education is an important aspect to present, as the level of education is closely related to analytical ability, perspective, and understanding of the information conveyed in the study. Differences in educational background can provide a diversity of perspectives on the research variables studied. The distribution of respondents by highest level of education is presented in Table 4 to show the level of heterogeneity of the sample studied.

Table 7. Characteristics of Employees at PT. Narendra Mandara Sukses by Highest Level of Education

No	Highest Education	Number (People)	(%)
1	Senior High School	38	51
2	Diploma (D1/D2/D3/BA)	24	32
3	Bachelor's/Master's/Doctoral (S-1/S-2/S-3)	13	17
	Total	75	100

Source: Primary data processed, 2025

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Table 7 shows that of the 75 employee respondents at PT. Narendra Mandara Sukses, 13 people (17%) were graduates of Bachelor's/Master's/Doctoral programs, 24 people (32%) were Diploma graduates (D1/D2/D3/BA), and 38 people (51%) were Senior High School graduates. This composition shows that the majority of employees have a secondary-level education, who generally occupy operational and technical positions within the company. The smaller proportion of diploma and bachelor's graduates reflects a need for a workforce with more practical skills than conceptual ability, consistent with the nature of the company's business. This condition also shows that the workforce structure at PT. Narendra Mandara Sukses is more oriented toward task-execution efficiency than toward advanced academic expertise requirements.

2. Outer Model Analysis

Validity Test

a. Convergent Validity (Outer Loading)

Test Hypothesis, where:

H0: The indicator is not convergently valid

H1: The indicator is convergently valid

Critical Region, where:

If the outer loading value > 0.7 , reject H0, meaning the indicator is convergently and discriminantly valid

If the outer loading value < 0.7 , fail to reject H0, meaning the indicator is not convergently and discriminantly valid

Calculated Statistics: The PLS output produced the following outer loading values:

Table 8. Convergent Validity (Outer Loading)

Variable	Indicator	Outer Loading
Transformational Leadership (X1)	X1.1	0.774
	X1.2	0.791
	X1.3	0.856
	X1.4	0.886
	X1.5	0.873
	X1.6	0.866
	X1.7	0.884
	X1.8	0.874
	X1.9	0.875
	X1.10	0.858
	X1.11	0.891
	X1.12	0.866
Job Satisfaction (X2)	X2.1	0.772
	X2.2	0.735
	X2.3	0.771
	X2.4	0.707
	X2.5	0.786
	X2.6	0.846
	X2.7	0.798
	X2.8	0.772
	X2.9	0.780
	X2.10	0.832
	X2.11	0.867
	X2.12	0.813
	X2.13	0.752
Employee Performance (Y)	X2.14	0.845
	X2.15	0.834
	Y1	0.810
	Y2	0.782
	Y3	0.793
	Y4	0.798
	Y5	0.801
	Y6	0.842

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Variable	Indicator	Outer Loading
Work Motivation (Z)	Y7	0.842
	Y8	0.842
	Y9	0.837
	Y10	0.853
	Y11	0.786
	Y12	0.751
	Y13	0.729
	Y14	0.827
	Y15	0.777
	Y16	0.832
	Y17	0.791
	Y18	0.842
	Y19	0.849
	Y20	0.775
	Z1	0.856
	Z2	0.826
	Z3	0.818
	Z4	0.877
	Z5	0.815
	Z6	0.829
	Z7	0.848
	Z8	0.862
	Z9	0.866
	Z10	0.856
	Z11	0.846
	Z12	0.852
	Z13	0.865
	Z14	0.843
	Z15	0.857

The output shows that all indicator outer loading values are > 0.7, from which the following conclusions can be drawn:

- For the Transformational Leadership construct (X1), all outer loading values for each variable are > 0.70, so H0 is rejected, meaning the data is convergently and discriminantly valid.
- For the Job Satisfaction construct (X2), all outer loading values for each variable are > 0.70, so H0 is rejected, meaning the data is convergently and discriminantly valid.
- For the Work Motivation construct (Z), all outer loading values for each variable are > 0.70, so H0 is rejected, meaning the data is convergently and discriminantly valid.
- For the Employee Performance construct (Y), all outer loading values for each variable are > 0.70, so H0 is rejected, meaning the data is convergently and discriminantly valid.

b. Convergent Validity (AVE)

Test Hypothesis, where

H0: The indicator is not convergently valid

H1: The indicator is convergently valid

$\alpha = 0.05$

Critical Region, where:

If the Average Variance Extracted (AVE) > 0.5, reject H0, meaning the indicator is convergently valid

If the Average Variance Extracted (AVE) < 0.5, fail to reject H0, meaning the indicator is not convergently valid

Calculated Statistics: The PLS output produced the following AVE values:

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Table 9. Convergent Validity (AVE)

Variable	Average Variance Extracted (AVE)
Transformational Leadership (X1)	0.737
Job Satisfaction (X2)	0.632
Employee Performance (Y)	0.654
Work Motivation (Z)	0.719

The output shows that all Average Variance Extracted (AVE) values are > 0.5 , so H_0 is rejected, meaning the indicators are convergently valid — that is, the latent variables can explain, on average, more than half of the variance of their indicators.

Reliability Test

a. Composite Reliability

Test Hypothesis

H_0 : The indicator variable does not satisfy composite reliability.

H_1 : The indicator variable satisfies composite reliability.

$\alpha = 0.05$

Critical Region, where:

If the composite reliability value of the indicator variable > 0.7 , reject H_0 , meaning the indicator variable can be stated to satisfy composite reliability

If the composite reliability value of the indicator variable < 0.7 , fail to reject H_0 , meaning the indicator variable does not satisfy composite reliability

Table 10. Composite Reliability

Variable	Composite Reliability
Transformational Leadership (X1)	0.971
Job Satisfaction (X2)	0.963
Employee Performance (Y)	0.974
Work Motivation (Z)	0.975

All composite reliability values of the indicator variables are > 0.7 , so H_0 is rejected, meaning the indicator variables can be stated to satisfy composite reliability, because a composite reliability value > 0.7 indicates that the data has high reliability.

b. Cronbach's Alpha

Test Hypothesis

H_0 : The indicator variable is not reliable or does not satisfy Cronbach's alpha

H_1 : The indicator variable is reliable or satisfies Cronbach's alpha

$\alpha = 0.05$

Critical Region, where

If the Cronbach's alpha value of the indicator variable > 0.6 , reject H_0 , meaning the indicator variable is reliable / satisfies Cronbach's alpha

If the Cronbach's alpha value of the indicator variable < 0.6 , fail to reject H_0 , meaning the indicator variable is not reliable / does not satisfy Cronbach's alpha

Table 11. Cronbach's Alpha

Variable	Cronbach's Alpha
Transformational Leadership (X1)	0.967
Job Satisfaction (X2)	0.958
Employee Performance (Y)	0.972
Work Motivation (Z)	0.972

All Cronbach's alpha values of the indicator variables are > 0.6 , so H_0 is rejected, meaning the indicator variables are reliable or satisfy Cronbach's alpha.

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3. Inner Model Analysis

Q² Predictive Relevance

The model is considered to have weak predictive relevance if the Model Q² value is 0.02; moderate predictive relevance if the Model Q² value is 0.15; and high predictive relevance if the Model Q² value is 0.35.

Table 12. Q² Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Transformational Leadership (X1)	900.000	900.000	—
Job Satisfaction (X2)	1125.000	1125.000	—
Employee Performance (Y)	1500.000	580.210	0.613
Work Motivation (Z)	1125.000	375.285	0.666

The calculation results of Q-Square in this study amount to 0.613, or 61.3%, so it can be concluded that the model in this study has a high predictive relevance value, where the model used can explain 61.3% of the information contained in the research data.

PLS Model Goodness of Fit Test

Test Hypothesis

H0: The model is considered not fit, or the model has no compatibility with the data

H1: The model is considered a very good fit, or the model is compatible with the data.

$\alpha = 0.05$

Critical Region

If the SRMR value < 0.080, reject H0, meaning the model is considered a very good fit

If the SRMR value > 0.080, fail to reject H0, meaning the model is considered not fit

Calculated Statistics:

Table 13. PLS Model Goodness of Fit Test

	Saturated Model	Estimated Model
SRMR	0.059	0.059
d_ULS	6.780	6.780
d_G	23.521	23.521
Chi-Square	4533.726	4533.726
NFI	0.501	0.501

The SRMR value = 0.059, meaning the model is considered a very good fit, or the model is compatible with the data.

F-Square Test

Table 14. F-Square Test

	Employee Performance (Y)	Work Motivation (Z)
Transformational Leadership (X1)	0.610	1.556
Job Satisfaction (X2)	0.082	0.247
Work Motivation (Z)	0.075	—

The F-square values obtained can be categorized as having a small effect (F-square = 0.02), a medium effect (F-square = 0.15), and a large effect (F-square = 0.35). Table 11 shows that the effect of Work Motivation (Z) on Employee Performance (Y) is 0.075, categorized as small; the effect of Transformational Leadership (X1) on Employee Performance (Y) is 0.610, categorized as large; and the effect of Job Satisfaction (X2) on Employee Performance (Y) is 0.082, categorized as small. Furthermore, the table shows that the effect of Transformational Leadership (X1) on Work Motivation (Z) is 1.556, categorized as large, and the effect of Job Satisfaction (X2) on Work Motivation (Z) is 0.247, categorized as large.

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Coefficient of Determination (R-Square)

An R-Square of 0.75 indicates the model is strong, 0.50 indicates the model is moderate, and 0.25 indicates the model is weak. The PLS output produced the following:

Table 15. R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0.960	0.958
Work Motivation (Z)	0.945	0.944

Based on the results in the table, the R-square value for the Employee Performance (Y) variable is 0.960, meaning variability in Employee Performance (Y) can be explained by 96% by the variables Work Motivation (Z), Transformational Leadership (X1), and Job Satisfaction (X2), while the remaining 4% is influenced by other variables not examined in this study. The R-square value for the Work Motivation (Z) variable is 0.945, meaning variability in Work Motivation (Z) can be explained by 94.5% by the variables Transformational Leadership (X1) and Job Satisfaction (X2), while the remaining 5.5% is influenced by other variables not examined in this study.

4. t-Test (Hypothesis Testing)

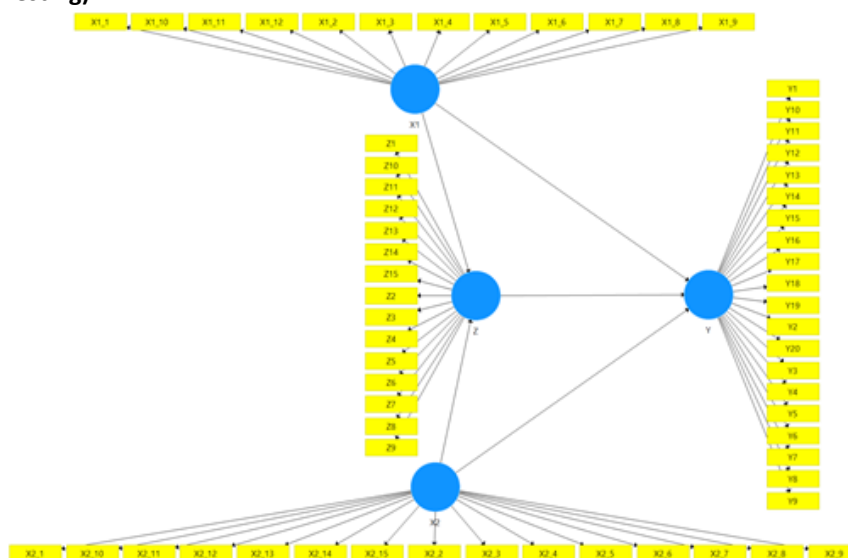


Figure 1 t-Test

Test Hypothesis:

- H1: The effect of transformational leadership on employee performance
- H1.0: There is no significant effect of transformational leadership on employee performance at PT. Narendra Mandara Sukses.
- H1.1: There is a significant effect of transformational leadership on employee performance at PT. Narendra Mandara Sukses.
- H2: The effect of job satisfaction on employee performance
- H2.0: There is no significant effect of job satisfaction on employee performance at PT. Narendra Mandara Sukses.
- H2.1: There is a significant effect of job satisfaction on employee performance at PT. Narendra Mandara Sukses.
- H3: The effect of transformational leadership and job satisfaction on work motivation
- H3.0: There is no significant effect of transformational leadership and job satisfaction on work motivation at PT. Narendra Mandara Sukses.
- H3.1: There is a significant effect of transformational leadership and job satisfaction on work motivation at PT. Narendra Mandara Sukses.
- H4: The effect of work motivation as a mediating variable in the relationship between transformational leadership and job satisfaction on employee performance

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- k) H4.0: There is no significant effect of work motivation as a mediating variable in the relationship between transformational leadership and job satisfaction on employee performance at PT. Narendra Mandara Sukses.
- l) H4.1: There is a significant effect of work motivation as a mediating variable in the relationship between transformational leadership and job satisfaction on employee performance at PT. Narendra Mandara Sukses.

$\alpha = 0.05$

Critical Region

If $t\text{-calculated} > t\text{-table} = 1.96$, or significance < 0.05 , reject H_0

If $t\text{-calculated} < t\text{-table} = 1.96$, or significance > 0.05 , fail to reject H_0

Calculated Statistics:

Table 16. Hypothesis Test

Hypothesis	Path	Path Coeff. (O)	t-calc.	Sig. (P)	Decision
H1	Transformational Leadership (X1) → Employee Performance (Y)	0.606	5.856	0.000	H1 accepted
H2	Job Satisfaction (X2) → Employee Performance (Y)	0.155	2.189	0.029	H2 accepted
H3	Transformational Leadership (X1) → Work Motivation (Z)	0.708	12.465	0.000	H3 accepted
	Job Satisfaction (X2) → Work Motivation (Z)	0.282	4.721	0.000	
H4	Work Motivation (Z) mediates Transformational Leadership (X1) → Employee Performance (Y)	0.166	2.106	0.036	H4 accepted
	Work Motivation (Z) mediates Job Satisfaction (X2) → Employee Performance (Y)	0.066	1.992	0.047	

Equations:

$$Y = 0.606 X_1 + 0.155 X_2$$

$$Z = 0.708 X_1 + 0.282 X_2$$

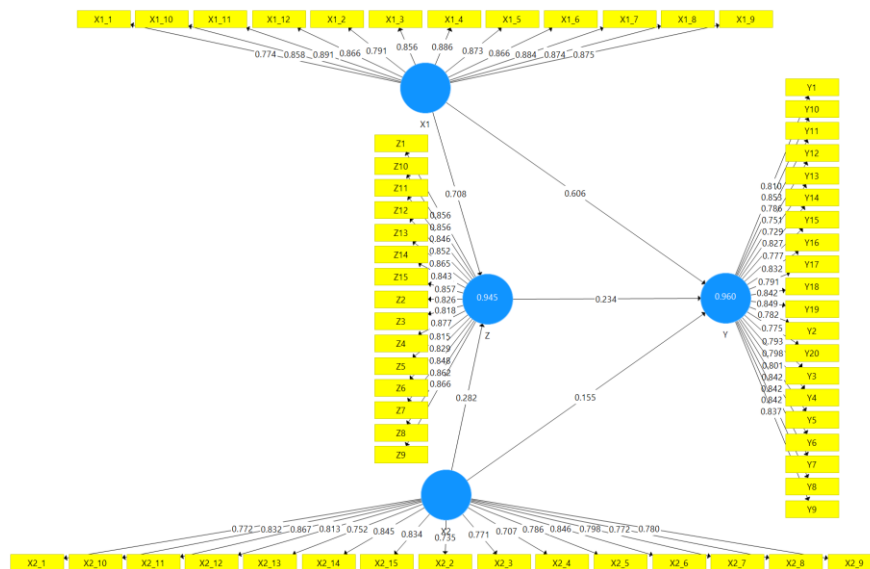


Figure 2. Hypothesis Test

- a) H1: The $t\text{-calculated}$ value of Transformational Leadership (X1) = 5.856 $>$ 1.96 = $t\text{-table}$, or the significance of Transformational Leadership (X1) = 0.000 $<$ 0.05, and the Path Coefficient = 0.606 $>$ 0, so H1 is accepted. Transformational Leadership (X1) has a positive and significant effect on Employee Performance (Y) at PT. Narendra Mandara Sukses; if Transformational Leadership (X1) increases by 1 unit, Employee Performance (Y) at PT. Narendra Mandara Sukses increases by 0.606.
- b) H2: The $t\text{-calculated}$ value of Job Satisfaction (X2) = 2.189 $>$ 1.96 = $t\text{-table}$, or the significance of Job Satisfaction (X2) = 0.029 $<$ 0.05, and the Path Coefficient = 0.155 $>$ 0, so H2 is accepted. Job Satisfaction (X2) has a positive and significant effect on

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Employee Performance (Y) at PT. Narendra Mandara Sukses; if Job Satisfaction (X2) increases by 1 unit, Employee Performance (Y) at PT. Narendra Mandara Sukses increases by 0.155.

- c) H3: The t-calculated value of Transformational Leadership (X1) = $12.465 > 1.96 = t\text{-table}$, or the significance of Transformational Leadership (X1) = $0.000 < 0.05$, and the Path Coefficient = $0.708 > 0$, so Transformational Leadership (X1) has a positive and significant effect on Work Motivation (Z); if Transformational Leadership (X1) increases by 1 unit, Work Motivation (Z) increases by 0.708. The t-calculated value of Job Satisfaction (X2) = $4.721 > 1.96 = t\text{-table}$, or the significance of Job Satisfaction (X2) = $0.000 < 0.05$, and the Path Coefficient = $0.282 > 0$, so Job Satisfaction (X2) has a positive and significant effect on Work Motivation (Z); if Job Satisfaction (X2) increases by 1 unit, Work Motivation (Z) increases by 0.282. It can therefore be concluded that H3 is accepted, meaning there is a significant effect of Transformational Leadership (X1) and Job Satisfaction (X2) on Work Motivation (Z) at PT. Narendra Mandara Sukses.
- d) H4: The t-calculated value of Transformational Leadership (X1) as mediated by Work Motivation (Z) = $2.106 > 1.96 = t\text{-table}$, or the significance = $0.036 < 0.05$, and the Path Coefficient = $0.166 > 0$, so Work Motivation (Z) positively and significantly mediates Transformational Leadership (X1) on Employee Performance (Y) at PT. Narendra Mandara Sukses; if Transformational Leadership (X1) as mediated by Work Motivation (Z) increases by 1 unit, Employee Performance (Y) at PT. Narendra Mandara Sukses increases by 0.166. The t-calculated value of Job Satisfaction (X2) as mediated by Work Motivation (Z) = $1.992 > 1.96 = t\text{-table}$, or the significance = $0.047 < 0.05$, and the Path Coefficient = $0.066 > 0$, so Work Motivation (Z) positively and significantly mediates the effect of Job Satisfaction (X2) on Employee Performance (Y) at PT. Narendra Mandara Sukses; if Job Satisfaction (X2) as mediated by Work Motivation (Z) increases by 1 unit, Employee Performance (Y) at PT. Narendra Mandara Sukses increases by 0.066. It can therefore be concluded that H4 is accepted, meaning there is a significant effect of Work Motivation (Z) mediating Transformational Leadership (X1) and Job Satisfaction (X2) on Employee Performance (Y) at PT. Narendra Mandara Sukses.

5. Mediation Effect Using Variance Accounted For (VAF)

The basis for decision-making from the VAF values is as follows:

- If $VAF > 0.80$ or $> 80\%$, the role of the mediating variable is full mediation.
- If $0.20 \leq VAF \leq 0.80$ or $20\% \leq VAF \leq 80\%$, the role of the mediating variable is partial mediation.
- If $VAF < 0.20$ or $< 20\%$, the mediating variable has no mediating role, or there is no mediation.

Table 17. Path Coefficients Before Mediation

	Employee Performance (Y)
Transformational Leadership (X1)	0.606
Job Satisfaction (X2)	0.155
Work Motivation (Z)	0.235

Table 18. Path Coefficients After Mediation

	Employee Performance (Y)	Work Motivation (Z)
Transformational Leadership (X1)	0.606	0.708
Job Satisfaction (X2)	0.155	0.282
Work Motivation (Z)	0.234	—

VAF Calculation:

- Transformational Leadership (X1)

Table 19. Development of Transformational Leadership (X1)

Transformational Leadership (X1)			
Direct Effect	(a)	0.708062	0.708062
Indirect Effect	(b)×(c)	0.234445×0.606461	0.142181
Total Effect	(a)+(b)×(c)		0.850244
VAF	(a)/((a)+(b)×(c))		0.832776

Table 19 shows a VAF value of $0.832776 > 0.80$, or $83.28\% > 80\%$, so the role of the mediating variable is full mediation.

- Job Satisfaction (X2)

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Table 20. Development of Job Satisfaction (X2)

Job Satisfaction (X2)			
Direct Effect	(a)	0.282313	0.282313
Indirect Effect	(b)×(c)	0.234445 × 0.155007	0.036340
Total Effect	(a)+((b)×(c))		0.318653
VAF	(a)/(a)+((b)×(c))		0.885956

Table 20 shows a VAF value of $0.885956 > 0.80$, or $88.60\% > 80\%$, so the role of the mediating variable is full mediation.

6. Discussion

Transformational Leadership on Employee Performance at PT. Narendra Mandara Sukses

Based on the results in Table 13, it can be seen that (H1) the t-calculated value of Transformational Leadership (X1) on Employee Performance (Y) = $5.856 > 1.96 = t\text{-table}$, with a significance value = $0.000 < 0.05$ and a Path Coefficient = $0.606 > 0$, so H1 is accepted. This means that Transformational Leadership (X1) has a positive and significant effect on Employee Performance (Y) at PT. Narendra Mandara Sukses. If Transformational Leadership increases by 1 unit, Employee Performance will increase by 0.606. This finding confirms that a transformational leadership style is one of the important factors capable of significantly improving employee performance. The positive relationship proven by the analysis results shows that the better the application of transformational leadership, the higher the performance displayed by employees. This is consistent with the understanding that employee performance plays an essential role in an organization because it contributes directly to the achievement of goals.

Performance plays a very essential role in an organization or company because it contributes directly to the achievement of goals. Every organization requires employees to work earnestly in accordance with their competencies, so that optimal work results can be achieved. Without good performance from all employees, the organization's success in realizing its vision and mission will be difficult to achieve effectively.

Employee performance within a company cannot be separated from various factors that influence it, one of which is leadership. The leadership pattern applied by the organization's leader has the potential to have a significant impact on the effectiveness of employees' work. If the leadership style used is appropriate to the organization's conditions and needs, then the execution of employees' duties and responsibilities can proceed more optimally. One leadership style considered capable of encouraging improved employee performance is transformational leadership, which emphasizes motivation, inspiration, and the empowerment of organizational members.

According to Rohman Wilian (2023), leadership style is a method used by a leader to influence, direct, encourage, and control employees in order to achieve organizational goals efficiently and effectively. Employees and leaders contribute enormously to a company, because without either of them, the company could not run. Therefore, a great leader cannot realize organizational goals without direction from good leadership; in their leadership, a leader must be able to position themselves as the head of every field within the company so that they can organize employees to work well and also be able to motivate employees.

Several previous studies have shown a significant positive effect of transformational leadership on performance (Randy et al., 2019). Aqmarina et al. (2016) found a negative relationship between transformational leadership and performance. Nurdin & Rohendi (2016) found that transformational leadership had no effect on performance.

Job Satisfaction on Employee Performance at PT. Narendra Mandara Sukses

Based on the results in Table 16, it can be seen that (H2) the t-calculated value of Job Satisfaction (X2) on Employee Performance (Y) = $2.189 > 1.96 = t\text{-table}$, with a significance value = $0.029 < 0.05$ and a Path Coefficient = $0.155 > 0$, so H2 is accepted. This means that Job Satisfaction (X2) has a positive and significant effect on Employee Performance (Y). If Job Satisfaction increases by 1 unit, Employee Performance increases by 0.155. This finding indicates that job satisfaction is an important factor influencing the effectiveness of employees' work within an organization.

Furthermore, this result is consistent with the theoretical view that employees are a strategic factor in determining a company's success, particularly in service-based organizations. Human resources not only play a supporting role in operational activities but are also a vital component in achieving the company's overall goals. Thus, increased job satisfaction felt by employees can directly contribute to improved performance, thereby supporting the company's long-term sustainability and success.

Employees hold a strategic position as a determining factor in a company's success, particularly in organizations operating in the service sector. The presence of human resources is a vital element that not only supports operations but also plays an important role in optimally achieving the company's goals.

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Job satisfaction is a pleasurable emotional state experienced by employees in relation to the work they do. Job satisfaction reflects a person's feelings toward their job. This can be seen in their attitude toward their work and everything within their work environment. Job satisfaction is one of the factors that can encourage and influence employees' morale, enabling them to work well and achieve (Syah Endra, 2021).

A company able to satisfy its employees' job satisfaction will not experience obstacles in managing its human resources. Job satisfaction, in short, is a person's sense of satisfaction with their job. This is supported by the findings of Sri Nawatmi (2024), which show that job satisfaction and work motivation have a positive effect on employee performance.

Transformational Leadership and Job Satisfaction on Work Motivation at PT. Narendra Mandara Sukses

Based on the analysis results in Table 16, it is known that Transformational Leadership (X1) and Job Satisfaction (X2) simultaneously have a positive and significant effect on the Work Motivation (Z) of employees at PT. Narendra Mandara Sukses. This is evidenced by a t-calculated value for Transformational Leadership (X1) = 12.465 > 1.96 and a significance value = 0.000 < 0.05, with a Path Coefficient of 0.708, as well as a t-calculated value for Job Satisfaction (X2) = 4.721 > 1.96 and a significance value = 0.000 < 0.05, with a Path Coefficient of 0.282. These results show that a one-unit increase in Transformational Leadership will increase Work Motivation by 0.708, while a one-unit increase in Job Satisfaction will increase Work Motivation by 0.282. Thus, H3 is accepted, meaning there is a significant effect of Transformational Leadership and Job Satisfaction on employees' Work Motivation.

This research result reinforces the theory that leadership and job satisfaction are two important psychological factors that complement one another in shaping work motivation. Transformational leadership provides inspiration, direction, and role modeling for employees through a strong organizational vision and values. Transformational leaders are able to build employees' self-confidence, boost morale, and instill a deeper sense of meaning in their work. In line with the opinion of Michael Veliando (2021), transformational leadership is needed to inspire an organization in increasing motivation and innovation, so that employees are driven to work beyond expectations.

In addition, job satisfaction also plays a very important role in increasing motivation. Employees who feel satisfied with their working conditions — whether in terms of rewards, work environment, or relationships with superiors — will be more motivated to deliver their best performance. Conversely, job dissatisfaction can lower motivation, hinder performance, and even give rise to negative attitudes toward the organization. This is consistent with the research findings of Chya Liesta Suddin (2022), which showed a positive and significant effect between job satisfaction and work motivation, as well as the research of Arniah (2024), which proved that transformational leadership significantly increases employees' work motivation.

It can therefore be concluded that the combination of a transformational leadership style and a high level of job satisfaction will create a work environment conducive to increasing employee motivation. A leader who is able to foster inspiration and provide room for participation, together with an organization that pays attention to employee welfare and job satisfaction, will produce a workforce that is more enthusiastic, committed, and productive in achieving the company's goals.

Work Motivation in Mediating the Effect of Transformational Leadership and Job Satisfaction on Employee Performance at PT. Narendra Mandara Sukses

Based on the analysis results in Table 16, it was found that Work Motivation (Z) is proven to positively and significantly mediate the effect of Transformational Leadership (X1) and Job Satisfaction (X2) on Employee Performance (Y) at PT. Narendra Mandara Sukses. This is shown by a t-calculated value for Transformational Leadership as mediated by Work Motivation of 2.106 > 1.96, with a significance value of 0.036 < 0.05 and a Path Coefficient of 0.166 > 0. This means that a one-unit increase in Transformational Leadership as mediated by Work Motivation will increase Employee Performance by 0.166.

Meanwhile, the t-calculated value for Job Satisfaction as mediated by Work Motivation of 1.992 > 1.96, with a significance of 0.047 < 0.05 and a Path Coefficient of 0.066 > 0, shows that a one-unit increase in Job Satisfaction as mediated by Work Motivation will increase Employee Performance by 0.066. Thus, H4 is accepted, meaning that Work Motivation simultaneously mediates the effect of Transformational Leadership and Job Satisfaction on Employee Performance positively and significantly.

This result indicates that an organization's success in improving employee performance depends not only on leadership and job satisfaction directly, but also on the extent to which these factors are able to foster employees' internal work motivation. Effective transformational leadership not only provides direction and inspiration but also creates a work environment that encourages employees to be committed and enthusiastic in carrying out their duties. Transformational leaders tend to build strong interpersonal relationships, provide individualized attention, and encourage subordinates' self-development. When this

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leadership style is able to generate work motivation, employees will be driven to demonstrate higher performance, even exceeding organizational targets.

On the other hand, job satisfaction is also a major driver in generating sustained work motivation. Employees who are satisfied with their work, work environment, and relationships with superiors and colleagues will have a strong drive to work better. This sense of satisfaction fosters positive energy that strengthens intrinsic motivation, which then manifests in improved performance. Conversely, if job satisfaction is low, motivation will also decrease, and this directly impacts a decline in productivity and loyalty to the company.

This finding is consistent with the research conducted by I. Komang Ardana (2020), which states that work motivation acts as a significant mediator in the relationship between transformational leadership and employee performance. In addition, the research findings of Siti Aesah (2022) also support that work motivation positively and significantly mediates the effect of job satisfaction on employee performance. This means that both transformational leadership and job satisfaction have an indirect effect on performance through increased work motivation.

This result reinforces the view that work motivation is a variable that bridges the relationship between managerial factors (such as leadership and job satisfaction) and individual performance outcomes. Motivation acts as a driving force that directs work behavior toward the achievement of organizational goals. When a leader is able to inspire and the organization is able to create job satisfaction, employees will be more motivated to contribute maximally.

It can therefore be concluded that work motivation plays a strategic role as a mediator that strengthens the effect of transformational leadership and job satisfaction on employee performance at PT. Narendra Mandara Sukses. An inspiring leadership style combined with a high level of job satisfaction will be an effective combination in building strong work motivation, which ultimately has a direct impact on increasing productivity and the achievement of overall organizational performance.

CONCLUSION

Based on the results of the research conducted by the author, the following conclusions can be drawn:

1. Transformational leadership has a positive and significant effect on employee performance, meaning that the better the leadership style applied, the higher the employee performance.
2. Job satisfaction has a positive and significant effect on employee performance, indicating that employees who are satisfied with their work tend to work more productively.
3. Transformational leadership and job satisfaction have a significant effect on work motivation, where both are able to increase employees' work spirit and drive.
4. Work motivation significantly mediates the effect of transformational leadership and job satisfaction on employee performance, making motivation an important factor that strengthens the relationship between leadership, satisfaction, and performance.

ADVICE

The recommendations in this study are as follows:

1. For company leadership, it is recommended to continue developing a transformational leadership style by providing inspiration, motivation, and individualized attention to employees. Leaders should be able to serve as role models and facilitators of change who encourage work spirit, innovation, and a sense of belonging to the organization.
2. For Human Resource Management, efforts need to be made to increase employee job satisfaction through policies that support a balance between workload, reward systems, and a conducive work environment. Training programs, career development, and effective internal communication can strengthen employee satisfaction and loyalty to the company.
3. For employees, it is hoped that they will continue to increase their internal work motivation by fostering commitment, discipline, and awareness of their important role in achieving organizational goals. Employees need to make use of support from leaders and the work environment to continuously develop their potential.
4. For future researchers, it is recommended to expand the research object to other sectors or companies so that the results can be compared and enrich the empirical study of the relationship between transformational leadership, job satisfaction, work motivation, and employee performance. In addition, the use of additional moderating or mediating variables such as work environment, organizational culture, or organizational commitment could provide a deeper understanding of the relationship model among these variables.

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