

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND TRAINING ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. XYZ IN YOGYAKARTA

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Abstract. This study is entitled "Analysis of the Influence of Transformational Leadership and Training on Employee Performance Through Job Satisfaction as an Intervening Variable at PT.XYZ in Yogyakarta." The purpose of this study was to determine the mediating effect of job satisfaction in the relationship between transformational leadership and training on employee performance. This study uses quantitative methods and uses questionnaires for data collection. This study used a population of 193 employees. The sampling technique in this study used the census method for all sewing department employees, with a sample size of 193 employees. This study uses simple and multiple linear regression analysis methods, t-test, F-test, and path analysis. The results showed that transformational leadership had a positive and significant effect on employee performance, training had a positive and significant effect on employee performance, transformational leadership had a positive and significant effect on job satisfaction, training had a positive and significant effect on job satisfaction, job satisfaction had a positive and significant effect on employee performance, job satisfaction could mediate the relationship between transformational leadership and employee performance, and job satisfaction could mediate the relationship between training and employee performance.

Keywords: *Employee Performance, Job Satisfaction, Training, Transformational Leadership*

I. INTRODUCTION

Employee performance is a measure of a company's progress. According to Mangkunegara (2013) employee performance is the result of work in terms of quality and quantity that has been done by employees in carrying out their duties in accordance with the responsibilities given. Meanwhile, according to Hasibuan (2014) employee performance is the manager's activity to evaluate employee work performance behavior and determine further policies. Meanwhile, according to Mathis & Jackson (2006) performance refers to the extent to which they can contribute to the organization. From the several definitions above, it can be concluded that performance is the manager's activity to evaluate the extent to which employees can contribute in carrying out their duties.

Transformational leadership affects employee performance. According to Bass & Riggio (2006), transformational leadership is a leader who involves employees to commit to realizing the company's vision and goals together, challenges them to be able to solve a problem innovatively and with solutions, develops potential, and leadership capacity through coaching, mentoring, and support. According to Burns in Juhro (1978), transformational leadership is a form of process from leaders and employees to provide increased morality and high

motivation. Meanwhile, according to Robbins and Judge (2008), stated that a transformational leader is a leader who inspires his followers to put aside personal interests for the good of the organization and also has a great influence on his followers. It can be concluded from the three definitions according to experts, transformational leadership is the involvement of leaders in inspiring or involving employees in realizing the company's vision and goals.

Training affects employee performance. According to Mangkunegara (2016:44) training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited objectives. Bohlader & Snell (2013) stated that training is any effort made by a company to encourage the learning of its company members. Meanwhile, according to Bangun (2012) training is a process of improving employee work skills to help achieve company goals. In the sense above, it can be concluded that training is a process to improve employee abilities so that employees can do their jobs effectively so that they can achieve organizational goals.

Job satisfaction affects employee performance. According to Luthans (2006) stated that job satisfaction is an emotion that is a response to the work situation, so that job satisfaction cannot be seen but can be felt and will be reflected in attitudes

such as being more loyal to the organization, working optimally, and complying with the regulations made in the organization. According to Mangkunegara (2013) job satisfaction is a feeling that supports or does not support the employee's self related to his work or his condition. Meanwhile, according to Rivai (2004) job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. Based on the statement above, it can be concluded that job satisfaction is an important aspect of employees in working hard to complete their tasks as much as possible and get good results.

Transformational leadership affects employee performance. This was found in previous studies by Hilton et al. (2021), Silaban et al. (2023), Saiin et al. (2023), Gunawan et al. (2022), Iryani (2022), Sriastuti & Suryadi (2023) which explained that transformational leadership has a positive and significant effect on employee performance. Isrokudin et al. (2022), Meiryani et al. (2022), Sitorus (2021) which stated that transformational leadership has a negative effect on employee performance. From previous studies, it can be concluded that transformational leadership has a positive and negative effect on employee performance. This study aims to prove whether transformational leadership has a positive and significant effect on employee performance.

Training affects employee performance. This was found in previous studies by Novita et al. (2023), Putri et al. (2021), Rochman et al. (2023), Febriyarso et al. (2021), Sitorus (2021) which explained that training has a positive and significant effect on employee performance. Setiawan et al. (2021), Libani et al. (2022) which stated that training has a negative effect on employee performance. From several previous studies, it can be concluded that training has a positive and negative effect on employee performance. This study aims to prove whether training has a positive and significant effect on employee performance.

Transformational leadership affects job satisfaction. This was found in previous studies by Sulistyawati et al. (2022), Sriyani et al. (2023), Utami et al. (2023), Hayati et al. (2021) which explained that transformational leadership has a positive and significant effect on job satisfaction. Meanwhile, according to Rezeki (2023), Rezeki (2022) who stated that transformational leadership has a negative effect on job satisfaction. From several studies, it can be concluded that transformational leadership has a positive and negative effect on job satisfaction. This study aims to prove whether transformational leadership has a positive and significant effect on job satisfaction.

Training affects job satisfaction. This was found in previous studies by Supatmi et al. (2021), Zahri et al. (2022), Prada et al. (2023), Lestari et al. (2023), Efendi & Winenriandhika (2021) which explained that training has a positive and significant effect on job satisfaction. Meanwhile, according to Amar et al. (2021) which resulted in a negative effect on job satisfaction. From several studies, it can be concluded that training has a positive and negative effect on job satisfaction. This study aims to prove whether training has a positive and significant effect on job satisfaction.

Job satisfaction affects employee performance. This was found in previous studies by Pratiwi & Fatoni (2023), Bakara (2023), Laily et al. (2023), Nurhasanah et al. (2022), Aniversari (2022) which explained that job satisfaction has a positive and significant effect on employee performance. Meanwhile, according to Rohimah et al. (2023), Yusuf (2021) who stated that job satisfaction has a negative effect on employee performance. From several studies above, it can be concluded that job satisfaction has a positive and negative effect on employee performance. This study aims to prove whether job satisfaction has a positive and significant effect on employee performance.

Transformational leadership affects employee performance through job satisfaction. This was found in previous studies by Hilmawan (2021), Wibisono et al. (2022), Sumarno et al. (2022), Mashudi et al. (2021), Verameta et al. (2021) which explained that transformational leadership has a positive and significant effect on employee performance. Meanwhile, according to Yusuf et al. (2021), Ainan et al. (2021) which stated that transformational leadership has a negative effect on employee performance through job satisfaction. This shows that transformational leadership has a positive and negative effect on employee performance through job satisfaction. From the results of this study, the researcher wants to prove whether transformational leadership has a positive and significant effect on employee performance through job satisfaction.

Training affects employee performance through job satisfaction. This was found in previous studies by Astuti et al. (2022), Lestari et al. (2022), Nurwasilah et al. (2023), Prayatni et al. (2022) which explained that training has a positive and significant effect on employee performance through job satisfaction. Meanwhile, according to Prasetya et al. (2020), Aturohama et al. (2022) which stated that training has a negative effect on employee performance through job satisfaction. This shows that training has a positive and negative effect on employee performance through job satisfaction. From the results of this study, the researcher wants to prove whether training has a positive and significant effect on employee performance through job satisfaction.

II. RESEARCH METHODS

In this study, the researcher used a quantitative research method. This study was conducted at one of the companies that produces ready-to-wear clothing and hats, namely PT. XYZ, located Sleman Yogyakarta (55571). The population that the researcher will use as the object of research is the sewing department employees at PT. XYZ, totaling 200 employees. The sample in the study that the researcher will conduct is 200 employees. The data collection technique used in this study uses a questionnaire. Data analysis used in this study is linear regression test and path analysis.

III. RESULT AND DISCUSSION

This chapter will discuss the influence of transformational leadership and training on employee performance through job

satisfaction as an intervening variable in the Sewing section at PT. XYZ. In this study, there were 200 questionnaires distributed to respondents with a total of 193 questionnaires returned. This shows a questionnaire return rate of 96.50 percent. This discussion includes a description of the characteristics of respondents, descriptions of research variables, regression testing and path analysis. The technique used in processing data is IBM SPSS 26 software:

A. The Influence of Transformational Leadership and Training on Employee Performance

The results of the regression test of transformational leadership and training on employee performance are presented in Table 1 to facilitate analysis and observation.

TABLE 1
MULTIPLE LINEAR REGRESSION RESULT I

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constant)	1,005	0.185		5,433	0,000
Transformational Leadership	0.441	0.062	0.497	7,078	0,000
Training	0.254	0.061	0.293	4,171	0,000

a. Dependent Variable: Employee Performance

The results of the data test show that transformational leadership has a positive and significant influence on employee performance. This is evidenced by the results of the regression test in Table 1 showing a significance value of 0.000 (less than 0.05) and a positive B value of 0.441. This shows that every one unit increase in transformational leadership will result in an increase in employee value of 0.441. This means that the higher the level of transformational leadership at PT. XYZ, the better their performance.

The results of the data test show that training has a positive and significant effect on employee performance. This is evidenced by the results of the regression test in Table 1 which shows that the significance value is 0.000 which means it is smaller than 0.05 and the positive B coefficient value is 0.254. So it can be interpreted that if the training variable increases by 1 unit, then the training value will increase by 0.254.

B. The Influence of Transformational Leadership and Training on Job Satisfaction

The results of the regression test of transformational leadership and training on job satisfaction are presented in Table 2 to facilitate analysis and observation.

TABLE 2
MULTIPLE LINEAR REGRESSION RESULT II

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.569	0.135		4,221	0,000
Transformational Leadership	0.526	0.045	0.581	11,589	0,000
Training	0.320	0.044	0.360	7,193	0,000

a. Dependent Variable: Job Satisfaction

The results of the data test show that transformational leadership has a positive and significant influence on job satisfaction. This is evidenced by the results of the regression test in Table 2 which shows that the significance value of the transformational leadership variable is 0.000 or less than 0.05 and has a positive B coefficient value of 0.526 so that H_0 is rejected and H_a is accepted. So, the higher the level of transformational leadership felt by PT. XYZ employees, the higher the employee job satisfaction. And the meaning of each unit of transformational leadership, job satisfaction will increase by 0.526.

The results of the data test show that training has a positive and significant effect on job satisfaction. This is evidenced by the results of the regression test in Table 2 that the significance value of the training variable is 0.000 and can be interpreted that the value is smaller than 0.05 and has a positive B coefficient value of 0.320, so H_0 is rejected and H_a is accepted. So, if there is an increase of one unit in the training variable, it will increase 0.320 units in the job satisfaction variable. This means that the greater the training provided by the company, the job satisfaction will also increase.

C. The Influence of Job Satisfaction on Employee Performance

The following are the results of the regression test of job satisfaction variables on employee performance, presented in Table 3, which is a copy of Table 3 to facilitate analysis and observation.

TABLE 3. SIMPLE LINEAR REGRESSION RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.803	0.178		4,515	0,000
Job satisfaction	0.754	0.045	0.770	16,671	0,000

a. Dependent Variable: Employee Performance

The results of the data test show that job satisfaction has a positive and significant influence on employee performance. This is evidenced by the results of the regression test in Table 3 that the job satisfaction variable has a significance value of 0.000 which means it is smaller than 0.05 and a positive B coefficient value of 0.754, it can be concluded that H_0 is rejected and H_a is accepted. The higher the level of job satisfaction in the company, the employee performance will increase.

D. The Influence of Transformational Leadership on Employee Performance through Job Satisfaction

In this study, to determine the effect of transformational leadership on employee performance through job satisfaction as an intervening variable using path analysis.

TABLE 4
RESULTS OF TRANSFORMATIONAL LEADERSHIP REGRESSION ON
JOB SATISFACTION

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constant)	0.869	0.144		6,026	0,000
Transformational Leadership	0.759	0.036	0.838	21,186	0,000

a. Dependent Variable: Job Satisfaction

Based on Table 4, it is the result of linear regression of X1 against Z. The transformational leadership variable shows a standardized coefficients beta value of 0.837 which is referred to as P2(a). The linear regression equation is as follows:

$$Z = \alpha + b_1X1 + E$$

$$Z = 0.869 + 0.759X1 + E \quad (1)$$

The following are the results of the values of X1 and Z against Y which are presented in Table 5.

TABLE 5
RESULTS OF TRANSFORMATIONAL LEADERSHIP REGRESSION
AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.733	0.178		4,123	0,000
Transformational Leadership	0.180	0.074	0.203	2,432	0,016
Job satisfaction	0.588	0.082	0.600	7,188	0,000

a. Dependent Variable: Employee Performance

Based on Table 5 regarding the results of the linear regression of X1 and Z against Y, it shows

$$Y = \alpha + b_1X1 + b_2Z + E$$

$$Y = 0.733 + 0.180X1 + 0.588Z + E \quad (2)$$

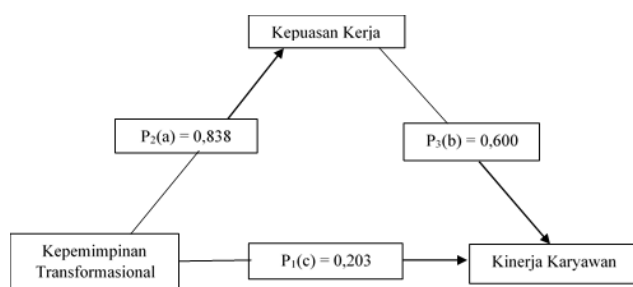


Fig. 1 Analysis of Leadership Path (X1) towards Employee Performance (Y) through Job Satisfaction (Z)

Based on the two regressions above, there is an indirect influence on X1 towards Y through Z calculated by multiplying the path of X1 towards Y by the path of Z towards Y, thus obtaining $0.759 \times 0.588 = 0.446$.

$$e = \sqrt{1 - R^2} \quad (3)$$

From the model summary table for each regression, we can calculate the R2 value for each regression of training on job

satisfaction and the regression of training and job satisfaction on employee performance:

TABLE 6
MODEL SUMMARY I

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.838a	0.701	0.700	0.30007

a. Predictors: (Constant), Transformational Leadership
b. Dependent Variable: Job Satisfaction

TABLE 7
MODEL SUMMARY II

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.778a	0.605	0.601	0.33899

a. Predictors: (Constant), Training, Transformational Leadership

Based on the data in Table 6 and Table 7 above, it shows that the results of the variance value (e1) of job satisfaction (Z) which cannot be explained by the transformational leadership variable (X1) and the variance (e2) of the employee performance variable (Y) which cannot be explained by variables X1 and Z are as follows:

$$e1 = \sqrt{1 - R^2} \quad e2 = \sqrt{1 - R^2}$$

$$e1 = \sqrt{1 - 0.701} \quad e2 = \sqrt{1 - 0.605}$$

$$e1 = 0.547 \quad e2 = 0.628 \quad (4)$$

This study uses the Sobel test to test the effect of transformational leadership on employee performance through job satisfaction as an intervening variable. Therefore, it is important to know the standard error value of the indirect effect to calculate t count with the formula below:

$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sat = \sqrt{0,600^2 0,036^2 + 0,838^2 0,082^2 + 0,036^2 0,082^2}$$

$$Sat = 0.072 \quad (5)$$

The comparison between the t-count and t-table values is used to test the significance of the indirect effect. The effect is considered significant if the t-count is greater than the t-table value. The following is the formula used to calculate t-count:

$$t\text{-count} = \frac{ab}{Sab}$$

$$t\text{-count} = \frac{0,838 \times 0,600}{0,072}$$

$$= 6,980 \quad (6)$$

From the calculation results above, it is known that the t-value is 6.980. The t-table value with a total of N = 193 is 1.972 and a significance level of 0.05. So it is known that the t-value is greater than the t-table value ($6.980 > 1.972$), then the conclusion is that the job satisfaction variable (Z) as a mediator of the relationship between the transformational leadership variable (X1) and employee performance (Y) is significant with an influence value of 0.446, so there is a mediating influence of job satisfaction in mediating the relationship between

transformational leadership and employee performance. The statement in the sixth hypothesis which reads, "It is suspected that job satisfaction has a significant effect in mediating the relationship between transformational leadership and employee performance" is proven.

It can be said that the Path test can be used to investigate whether there is a correlation between all variables. The steps to perform the calculation are as follows.

To find out the effect of training on employee performance through job satisfaction as an intervening variable, path analysis can be used. The calculation stages using path analysis are as follows:

TABLE 8
RESULTS OF TRANSFORMATIONAL LEADERSHIP REGRESSION ON JOB SATISFACTION

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1,255	0.158		7,949	,000
Training	0.687	0.041	0.774	16,910	,000

a. Dependent Variable: Job Satisfaction

Based on the regression results in Table 8, it is known that the regression of variable X2 against Z shows a standardized coefficients beta value of 0.774 as P2(a). The linear regression equation is as follows:

$$Z = \alpha + b_1X_2 + E$$

$$Z = 1.255 + 0.687 + e \quad (7)$$

Below are the results of the regression of X2 and Z against Y:

TABLE 9
RESULTS OF REGRESSION OF TRAINING AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0.754	0.179		4,212	0,000
Training	0.110	0.063	0.127	1,744	0.016
Job satisfaction	0.658	0.071	0.672	9,256	0,000

a. Dependent Variable: Employee Performance

Based on the results of the table above, the regression of X2 and Z against Y obtained a standardized coefficients beta value of 0.127 as P1(c) and a standardized coefficient beta value on job satisfaction of 0.672 which is P3(b). The following is a linear regression equation:

$$Y = \alpha + b_2X_2 + b_2Z + E$$

$$Y = 0.754 + 0.110X_2 + 0.658 + e \quad (8)$$

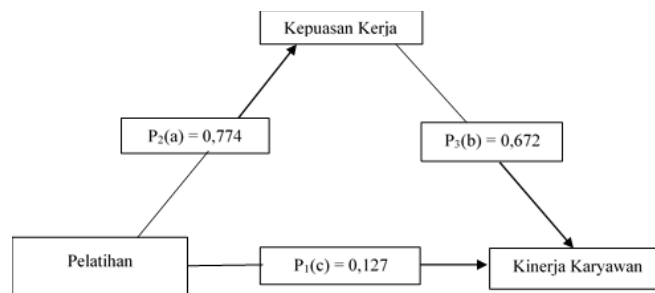


Fig. 2 Analysis of Training Path (X2) on Employee Performance (Y) through Job Satisfaction (Z)

From the results of the two regressions, the indirect effect of X2 on Y through Z can be calculated using multiplication on the path of X2 to Z and the path of Z to Y, then obtained $0.687 \times 0.658 = 0.452$. Perform calculations on the variance values e1 and variance e2. Below is an equation that can be used to calculate the variance value (e):

$$e = \sqrt{1 - R^2} \quad (9)$$

From the model summary table for each regression, we can calculate the R2 value for each regression of training on job satisfaction and the regression of training and job satisfaction on employee performance:

TABLE 10
MODEL SUMMARY I

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.774a	0.600	0.597	0.34756

a. a. Predictors: (Constant), Training

b. Dependent Variable: Job Satisfaction

TABLE 11
MODEL SUMMARY II

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.774a	0.599	0.595	0.34151

a. a. Predictors: (Constant), Job Satisfaction, Training

b. Dependent Variable: Employee Performance

Based on the data in Table 10; and Table 11 above, it shows that the results of the variance value (e1) of job satisfaction (Z) which cannot be explained by the training variable (X2) and the variance (e1) of the employee performance variable (Y) which cannot be explained by the variables X2 and Z are as follows:

$$\begin{aligned}
 e1 &= \sqrt{1 - R^2} & e2 &= \sqrt{1 - R^2} \\
 e1 &= \sqrt{1 - 0.600} & e2 &= \sqrt{1 - 0.599} \\
 e1 &= 0.632 & e2 &= 0.633
 \end{aligned} \quad (10)$$

This study uses the Sobel test to test the effect of transformational leadership on employee performance through job satisfaction as an intervening variable. Therefore, it is important to know the standard error value of the indirect effect to calculate t count with the formula below:

$$\begin{aligned}
 Sat &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\
 Sat &= \sqrt{0.672^2 0,041^2 + 0,774^2 0,071^2 + 0,041^2 0,071^2} \\
 Sat &= 0.073
 \end{aligned} \quad (11)$$

The comparison between the t-count and t-table values is used to test the significance of the indirect effect. The effect is considered significant if the t-count is greater than the t-table value. The following is the formula used to calculate t-count:

$$t\text{-count} = \frac{ab}{sab}$$

$$t\text{-count} = \frac{0,774 \times 0,672}{0,073}$$

$$= 7.123 \quad (12)$$

From the calculation results above, it is known that the t-count value is 7.123. The t-table value with the number of N = 193 is 1.972 and the significance level is 0.05. So it is known that the t-count value is greater than the t-table value ($7.123 > 1.972$), then the conclusion is that the job satisfaction variable (Z) as a mediator of the relationship between the training variable (X2) and employee performance (Y) is significant with an influence value of 0.452 so that there is a mediating influence of job satisfaction in mediating the relationship between training and employee performance. The statement in the seventh hypothesis which reads, "It is suspected that job satisfaction has a significant effect in mediating the relationship between training and employee performance" is proven.

IV. CONCLUSION

Based on the results of the analysis and discussion conducted by the researcher, here are some conclusions from the results of this study: Transformational leadership has a positive and significant effect on employee performance. Training has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect on job satisfaction. Training has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction significantly mediates the relationship between transformational leadership and employee performance. Job satisfaction significantly mediates the relationship between training and employee performance. Based on the data analysis and discussion in this study, the following are suggestions that are expected to be useful for the company at PT. XYZ, including: In supporting training at PT. XYZ, researchers suggest that PT. XYZ provide training to employees on an ongoing and more in-depth basis. PT. XYZ also needs to conduct specific and practical training. Therefore, increasing specific and practical training can help PT. XYZ employees practice new skills more effectively, improve employee competence and productivity. In addition, regular post-training evaluations can help identify improvements in employees. The results of the study show that the majority of employees at PT. XYZ are satisfied with their jobs. In order to improve the already good job satisfaction, the company should continue to review the factors that influence job satisfaction, such as a conducive work environment, work-life balance. This can improve communication between management and employees, and such improvement is important to ensure that their aspirations and needs are heard and met.

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