

Influence Transformational Leadership, Transactional Leadership and Democratic Leadership on Work Performance with Job Satisfaction as a Mediating Variable

Thabrani¹, Ratih Anggraini^{2*} and Agustinus Setyawan³

^{1,2*,3}Postgraduate Department, Faculty of Business and Management, Universitas Internasional Batam, Indonesia, ¹Regional Civil Service Agency of Riau Islands Province, Tanjung Pinang, Indonesia

^{2*}Corresponding Authors Email: ratih@uib.ac.id

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v15-i12/27320>

Published Date: 17 December 2025

Abstract

Work Performance is a crucial element in the success of an organization. Work Performance is important for an organization because it can contribute to the achievement of organizational goals and vision. Good Work Performance not only contributes to productivity but also affects various other aspects including work results achieved, work attitudes and ethics and the ability to collaborate with coworkers. This study aims to examine, analyze and empirically demonstrate the effect of Transformational Leadership, Transactional Leadership and Democratic Leadership on Work Performance in the Riau Islands Provincial Government Environment with Job Satisfaction as a Mediating variable. Data collection techniques using accidental sampling. The sampling technique is based on coincidence, namely anyone who accidentally meets the researcher can be used as a sample if the person met is suitable as a data source with a total of 386 employees. Data collection was carried out by distributing questionnaires online using Smart PLS 3.0. The results of this study indicate that Transformational Leadership does not have a significant effect on Work Performance but has a significant effect on Job Satisfaction. Transactional Leadership has a significant effect on Work Performance but does not have a significant effect on Job Satisfaction. Democratic Leadership does not have a significant effect on Work Performance but has a significant effect on Job Satisfaction. Meanwhile, Job Satisfaction has a significant influence on Work Performance. In this study, it can be concluded that Transactional Leadership is the most important factor on Work Performance and Transformational Leadership and Democratic Leadership are the most important factors on Job Satisfaction. Factors that can affect Work Performance must always be considered and evaluated periodically so that employee productivity in working continues to increase. Organizations must also implement optimal human resource management to maintain employee loyalty and integrity.

Keywords: Job Satisfaction, Democratic Leadership, Transactional Leadership, Transformational Leadership, Work Performance

Introduction

Work Performance is important and is the key to the success of an organization (Saraswati & Pertiwi, 2020). The root problems of human resource management are training and / or development, rewards, job analysis, social support, recruitment and / or selection, employee empowerment, and employee satisfaction that has not been maximized including the Work Performance itself (Tafese Keltu, 2024). Furthermore, according to Koopmans et al. (2011) Work performance is an issue that not only attracts the attention of organizations around the world but also encourages thorough research in the fields of Work Management, Organizational Behavior, and Organizational Psychology.

Job Satisfaction is also an important dimension for organizations, without Job Satisfaction in organizational members it will affect the achievement of personal performance, group performance and organizational performance (Andika Rindi, 2019). Likewise, conveyed by Long (2014), which states Job Satisfaction is a very complex and important factor. The same thing was also conveyed by Liu et al. (2023) who said Job Satisfaction is the main indicator of well-being and is considered the key to well-being.

In organizations, leaders play a central role because they directly or indirectly influence employee attitudes and behaviors (Lee et al., 2023). According to Ansari et al. (2024) Leadership is critical to the success and progress of an organization, although leadership approaches and styles differ from one leader to another based on the prevailing situational approach. Chintkuntla (2015) argues that widely the leadership style also known as Transformational Leadership and Transactional Leadership is being investigated for its relationship with Work Performance. Transformational Leadership relates a close relationship between leaders and employees, a close relationship between leaders and employees can influence employees to follow superior orders willingly (Burhanudin & Saputri, 2023). Transactional Leadership fosters and improves employee performance through a system of rewards and sanctions (Lee et al., 2023). It is said by Landmann & Volla, (2024) The public's view of Democratic Leadership is an individual leader who has intrinsic motivation and favors employees or the community.

This study aims to analyze the effect of Transformational Leadership, Transactional Leadership and Democratic Leadership variables on Work Performance through Job Satisfaction on employees in the Riau Islands Provincial Government as the object.

Literature Review

Leadership

Leadership is a concept that encompasses a person's ability to influence, inspire, and direct others in achieving a common goal. In general, leadership involves the process of interaction between leadership and employees, where the leader plays a role in providing direction and motivation to achieve the desired results. Organizations today need leaders who are able to form a vision of the future, strategic planning in developing and managing change, and avoiding crises to keep up with modern developments and trends in mastering information and communication technology (Asep Rahmatullah et al., 2022). Leadership philosophy varies

between cultures and times, leadership skills are needed to face the changing times known as leadership 4.0 (Haleem et al., 2024). According to (Long, 2014) Leaders must provide continuous motivation to employees through increased appreciation and participation as a way of recognizing their performance.

Transformational Leadership

Transformational Leadership is leadership that aims to inspire, motivate, and develop the potential of team members. According to Klein (2023) leaders who have a transformational spirit highlight their charisma and personal branding and intellectual personality to persuade employees to do what they want to achieve organizational goals more than their own interests. Transformational Leadership is no longer new in change management, although the practice is still receiving attention, organizations still fail to understand and explain how leaders can encourage, inspire, and motivate employees to innovate and create changes that will help and shape the future success of the organization (Salau et al., 2018). Transformational Leadership is effective for individuals and organizations (Njaramba, 2024). The benefits of Transformational Leadership for individuals are to improve psychological well-being for the person who applies it (Kelloway et al., 2012).

Transactional Leadership

Transactional Leadership is leadership that uses rewards and punishments to motivate and encourage subordinate compliance with superiors. This leadership is also known as managerial leadership. Transactional Leadership has been at the forefront of leadership literature for the past 2 (two) decades (Cho et al., 2019). Eliyana et al. (2019) stated that leaders who have a transactional spirit will give direct rewards to outstanding employees, monitor their work, and give warnings and punishments to employees who deviate from established operational standards. Added by Mekpor and Dartey-Baah (2017), transactional Leadership is known as managerial leadership, which prioritizes the following on supervising, organizing, assigning, controlling and monitoring the performance of each employee.

Democratic Leadership

Democratic Leadership is leadership that prioritizes participation and collaboration between leaders and subordinates. Democratic Leadership involves team members in decision-making and policy making. The correct application of Democratic Leadership can create an inclusive work environment and support collective growth. According to (Landmann & Volla, 2024b), public views of democratic leaders vary, ranging from intrinsically motivated individuals to self-interested abuse and nepotism. Added by Agustin et al. (2022) that Democratic Leadership in improving Work Performance is influenced by several indicators, namely joint decision making, providing motivation, respecting opinions, and working together.

Work Performance

Work Performance is the result of work achieved by an employee in carrying out his duties and responsibilities. Work Performance is a reflection of employee dedication and contribution in achieving organizational goals. Work Performance can be measured based on several things such as target achievement, productivity levels, quality of work results and the ability to collaborate in teams. According to Hatidah Hatidah and Agung Indriansyah (2022), Work Performance can be seen as a process in carrying out a job to achieve work results. In addition, Work Performance can also be interpreted as a multidimensional foundation that

shows how well employees carry out their duties, the initiative taken and the innovation shown in solving a problem (Rothman & Coetzer, 2003). Employee personality is a major factor in Work Performance. A good employee is an employee who can show and build personal character and can solve the work problems faced. Work Performance is an important factor in increasing income, career opportunities, psychological needs, and well-being.

Job Satisfaction

Job Satisfaction is a positive emotional attitude towards work, which can be reflected in behavior, morale, and work performance. Job Satisfaction can be influenced by various factors, both internal and external. Job Satisfaction can be reflected in work morale, discipline, motivation, productivity, achievement and high work performance. Job Satisfaction is the result of employees' views on how well their work and can provide things that are considered important to the organization (Robbins & Judge, 2008). Added by Muayyad and Gawi (2017), Job Satisfaction can be interpreted as a match between one's expectations that arise and what is obtained in the work process. In other words, Job Satisfaction is an emotional condition experienced by individuals in the context of work, reflecting positive or negative feelings about the work they do.

Influence between Variables

Transformational Leadership and Job Satisfaction

Transformational Leadership is the process of involvement between a person and others, thus creating a relationship to increase motivation and morale between leaders and followers (Nguyen et al., 2023). Leaders who have good relationships and communication, as well as a fair nature coupled with the salary given according to the workload will have an impact on Job Satisfaction (Suhirno et al., 2023). It is said by Qoim et al. (2023) Transformational Leadership is predicted to increase Job Satisfaction. Transformational Leadership has a direct and very significant effect on Job Satisfaction (Eliyana et al., 2019). Salau et al. (2018) in his research argues the same that Transformational Leadership has a significant and positive impact on Job Satisfaction. So, the hypothesis in this study is:

H1: Transformational Leadership has a significant effect on Job Satisfaction.

Transactional Leadership and Job Satisfaction

Nguyen et al. (2023) explain Transactional Leadership occurs when there is interaction between one person and another for the purpose of exchanging valuables without pursuing higher goals. Transactional leaders utilize social behavior to encourage subordinates to fulfill their responsibilities and understand their needs and will be rewarded if they are able to complete their work (Lee et al., 2023). Furthermore, Transactional Leadership depends on external elements that can affect the leadership style itself, including the exchange of rewards between superiors and subordinates (Klein, 2023). This is also supported by Lim et al. (2019) who explain that leaders who apply a transactional style make agreements with their subordinates through exchange and bargaining so as to create Job Satisfaction. Therefore, according to Mihalcea, (2014) Transactional Leadership is largely related to Job Satisfaction which clearly provides rewards depending on employee performance. From the above, it can be concluded that Transactional Leadership has a positive influence on Job Satisfaction (Angriani et al., 2020). So, the hypothesis in this study is:

H2: Transactional Leadership has a significant effect on Job Satisfaction.

Democratic Leadership and Job Satisfaction

Landmann and Vollan, (2024) mentioned, Democratic Leadership requires leaders with high motivation to be able to serve their constituents. Where many opinions state that democratic leaders are more effective and efficient in implementing innovation and supporting organizational goals (Jaboob et al., 2023). A leadership style in which there is Democratic Leadership can increase employee agility through its advantages, thereby increasing Job Satisfaction (Ansari et al., 2024). Democratic leaders have a positive impact on Work Performance and Job Satisfaction (Qtait, 2023). It is also in line with what was conveyed by Safrida et al. (2023), Democratic Leadership, work discipline, Work Performance and work results show that there is a positive and significant relationship with motivation and Job Satisfaction. So, the hypothesis in this study is:

H3: Democratic Leadership has a significant effect on Job Satisfaction.

Job Satisfaction and Work Performance

Job Satisfaction and work engagement are the main parameters of well-being and are considered the gateway to well-being for employees to devote themselves and improve work performance (Liu et al., 2023). Employees who rate themselves as poor performers and have their work revised by their leaders tend to have low Job Satisfaction and high job stress (Majid et al., 2024). Job Satisfaction and work performance are formed from many variables and are interpreted through several dimensions and levels of employees and in all aspects of work life (Egemen, 2024). Job Satisfaction has a positive effect on contextual performance (Xiao et al., 2024). Added by Tafese Keltu (2024), training, career development, counseling, teamwork and Job Satisfaction have a significant effect on Work Performance. So, the hypothesis in this study is:

H4: Job Satisfaction has a significant effect on Work Performance.

Transformational Leadership and Work Performance

Pham et al. (2024) in their research stated that leaders are considered transformative when they can comprehensively increase values and motivation as well as collaboration at work. There is a relationship between leadership and employee work performance, especially for the Transformational Leadership style (Al-amin, 2017). The more effective the leader who has a transformational leadership style, the more employee Work Performance and organizational Work Performance will increase and be sustainable (Asep Rahmatullah et al., 2022). According to Lim et al. (2019) Transformational Leadership directly affects employee Work Performance. Furthermore, Saif et al. (2024) explained that there is a direct relationship between Transformational Leadership and innovative employee work behavior and significant Work Performance. So, the hypothesis in this study is:

H5: Transformational Leadership has a significant effect on Work Performance.

Transactional Leadership and Work Performance

Abdelwahed et al. (2023) The concept of Transactional Leadership is based on the general flow of action, but the word "transactional" describes that leaders basically encourage exchange between superiors and subordinates through rewards. The nature of Transactional Leadership is goal-oriented and focuses on the expectations and positive achievements of employees to get higher Work Performance (Ejere & Abasilim, 2013). Added by Gameda and Lee (2020), Transactional Leadership is a constructive style labeled "contingent rewards" and corrective labeled "management by exception". The potential for emotional intelligence of

Transformational Leadership, and Transactional Leadership affects the performance of individual employees (Lee et al., 2023). Furthermore, Lee et al. (2023) said that empirical results revealed that each leadership style including the Transactional Leadership style has a direct, significant, and positive relationship with individual employee performance. So, the hypothesis in this study is:

H6: Transactional Leadership has a significant effect on Work Performance.

Democratic Leadership and Work Performance

Bjoergo (2023) Governance theory states that the quality of democracy is interactive so that it must be implemented by applying a series of democratically selected standards. Added by Provenzano and Seminara (2024) The relationship between society, public institutions and the natural environment is seen from a democratic approach. Democratic Leadership describes openness and caring, as well as leadership which focus on subordinates/employees (Peña et al., 2023). Democratization emphasizes the value base of leadership practices whose process creates social justice, empowerment of the people and community (Moller, 2010). Anggraeni and Sumartik (2023) concluded that Democratic Leadership has the power to motivate employees to improve Work Performance. Therefore, according to Nugraha et al. (2023) Democratic Leadership has a significant effect on employee Work Performance. So, the hypothesis in this study is:

H7: Democratic Leadership has a significant effect on Work Performance.

Job Satisfaction Mediating Transformational Leadership on Work Performance

Different leadership patterns play different roles in influencing Job Satisfaction (Al-edenat, 2018). According to Dong et al. (2021) Job Performance is a behavior that helps employees to perform tasks and provide jobs in the long term. In the study, leaders who implement Transformational Leadership practices with their positive influence create conditions where employees feel satisfied in various aspects that involve their emotions when doing a job (Septyorini et al., 2024). In its development, research conducted by Chi et al. (2023) has explored the close relationship between Transformational Leadership, Job Satisfaction and Work Performance. So, the hypothesis in this study is:

H8: Job Satisfaction has a significant influence in mediating Transformational Leadership on Work Performance.

Job Satisfaction Mediating Transactional Leadership on Work Performance

According to Torlak and Kuzey (2019) A leader is expected to play an important role in achieving goals and encouraging Work Performance by satisfying the work of his employees. Employees with a high level of satisfaction show a positive attitude towards their work, conversely employees who are dissatisfied with their work will show a negative attitude towards their work (Syabarrudin et al., 2020). According to Angriani et al. (2020), transactional leadership has definite information about what is needed by its employees. Because leaders in this case will provide many benefits if their subordinates perform well. Therefore, according to Lan et al. (2019), Job Satisfaction is very important to enable an employee to bring out their maximum abilities in work. In the same study, Transactional Leadership has a positive influence on Job Satisfaction. So, the hypothesis in this study is:

H9: Job Satisfaction has a significant influence in mediating Transactional Leadership on Work Performance.

Job Satisfaction Mediating Democratic Leadership on Work Performance

Rai et al. (2020) have tested the impact of Job Satisfaction and Democratic Leadership style on Work Performance and organizational commitment. The higher the level of employee work stress, the lower the employee's Job Satisfaction (Setyaningrum & Ekhsan, 2021). The results of the study showed that Job Satisfaction and Democratic Leadership have a significant positive effect on Work Performance and organizational commitment (Rai et al., 2020). This is in line with the opinion of (Setyaningrum & Ekhsan, 2021) which states that Democratic Leadership has a positive and direct effect on Job Satisfaction, the better the leader is in leading the organization, the more employees feel satisfied and the more employee Work Performance increases. So, the hypothesis in this study is:

H10: Job Satisfaction has a significant influence in mediating Democratic Leadership on Work Performance.

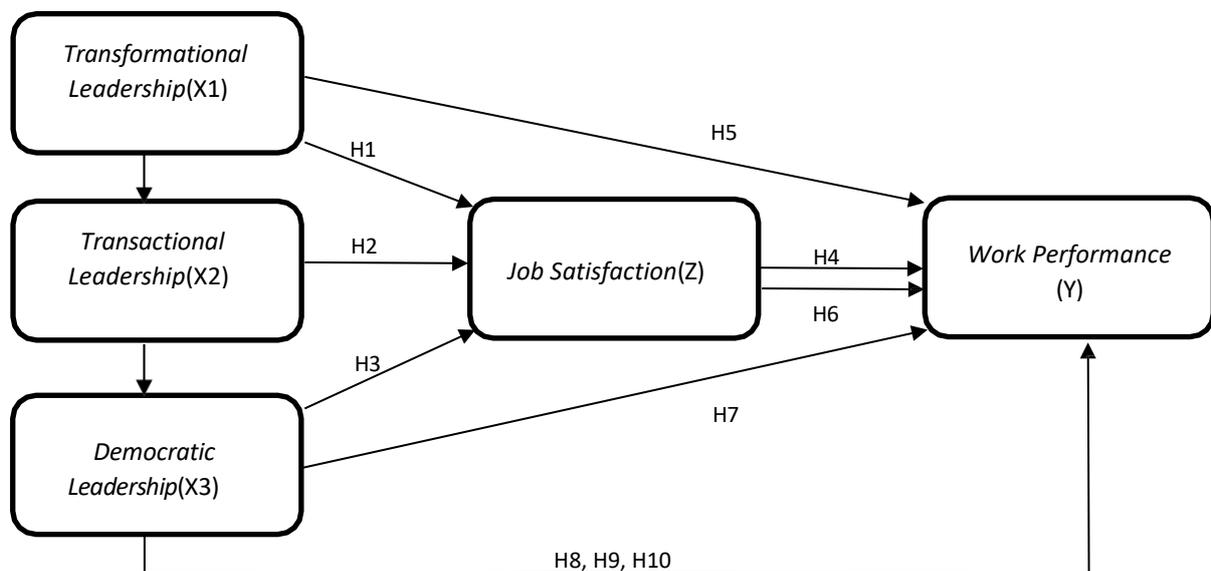


Figure 1. Conceptual Framework

Research Methodology

Based on the characteristics of the problem, this study can be categorized as causal-comparative research and descriptive research Sugiyono (2016). The population used in this study were Civil Servants in the Riau Islands Provincial Government, with the target population being all Civil Servants other than Educators and High-Level Officials totaling 2800 people. The sample to be used was 386 Civil Servants working in the Riau Islands Provincial Government. The sample size was obtained based on the calculation of the Slovin formula with a Margin of Error of 5% (Sulistiyowati, 2017). Sugiyono (2016) stated that Respondents were selected using the accidental sampling technique, namely sampling based on coincidence, which means that anyone who happens to meet the researcher can be used as a sample if the person is considered suitable as a source of information. The questionnaire will be converted to Google Form to facilitate the research. The type of questionnaire used is closed so that respondents only have to choose the answer directly. Next, the data collected will be analyzed using data analysis techniques using the Smart PLS 3.0 application.

Results and Discussions

The respondent data collected were 386 respondents. Based on gender, 200 respondents or 51.8% of respondents were male and 186 respondents or 48.2% of respondents were female. Based on their last education, 45 respondents or 11.7% of respondents had a high school (SMA) or equivalent education background, 46 respondents or 11.9% of respondents had a Diploma 3 (D-3) education background, 237 respondents or 61.4% of respondents had a Bachelor's degree (S-1) or equivalent education background, 54 respondents or 14% of respondents had a Master's degree (S-2) education background and 4 respondents or 1% of respondents had a Master's degree (S-3) education background. Based on age, 24 respondents or 6.2% of respondents were aged 20-29 years, 135 respondents or 35% those aged 30-39 years, 189 respondents or 49% of respondents aged 40-49 years and 38 respondents or 9.8% of respondents aged 51 years and over.

Table 1

Constructs Reliability and Validity Values

No	Variables	Outer Loadings	AVE	Composite Reliability	Cronbach's alpha
1	<i>Transformational Leadership</i>		0.632	0.939	0.927
	<i>TFL1</i>	0.761			
	<i>TFL2</i>	0.819			
	<i>TFL3</i>	0.820			
	<i>TFL4</i>	0.819			
	<i>TFL5</i>	0.791			
	<i>TFL6</i>	0.801			
	<i>TFL7</i>	0.797			
	<i>TFL8</i>	0.790			
	<i>TFL9</i>	0.753			
2	<i>Transactional Leadership</i>		0.623	0.868	0.798
	<i>TLS1</i>	0.713			
	<i>TLS2</i>	0.848			
	<i>TLS3</i>	0.799			
	<i>TLS4</i>	0.792			
3	<i>Democratic Leadership</i>		0.672	0.924	0.902
	<i>DMC1</i>	0.711			
	<i>DMC2</i>	0.812			
	<i>DMC3</i>	0.889			
	<i>DMC4</i>	0.806			
	<i>DMC5</i>	0.838			
	<i>DMC6</i>	0.850			
4	<i>Work Performance</i>		0.675	0.893	0.840
	<i>WF1</i>	0.831			
	<i>WF2</i>	0.789			
	<i>WF3</i>	0.824			
	<i>WF4</i>	0.842			
5	<i>Job Satisfaction</i>		0.684	0.896	0.846
	<i>JS1</i>	0.811			
	<i>JS2</i>	0.819			
	<i>JS3</i>	0.840			

Validity Test Results

To see a variable is said to be Valid if the Average Variance Extracted (AVE) value ≥ 0.50 . The Transformational Leadership variable shows an AVE value of 0.632. The Transactional Leadership variable shows an AVE value of 0.623. The Democratic Leadership variable shows an AVE value of 0.672. The Work Performance variable shows an AVE value of 0.675 and the Job Satisfaction variable shows an AVE value of 0.684. So, it can be interpreted that all indicators of each variable in this study are included in the valid category.

Reliability Test Results

To see an indicator is said to be Reliable if the Composite Reliability and Cronbach's alpha values ≥ 0.70 . The Transformational Leadership variable shows a Composite Reliability value of 0.939 and a Cronbach's alpha value of 0.927. The Transactional Leadership variable shows a Composite Reliability value of 0.868 and a Cronbach's alpha value of 0.798. The Democratic Leadership variable shows a Composite Reliability value of 0.924 and a Cronbach's alpha value of 0.902. The Work Performance variable shows a Composite Reliability value of 0.893 and a Cronbach's alpha value of 0.840 and the Job Satisfaction variable shows a Composite Reliability value of 0.896 and a Cronbach's alpha value of 0.846. So, it can be interpreted that all indicators of each variable in this study are able to accurately, consistently and precisely make measurements (reliable).

Model Feasibility Test Results

For the next assessment is the Goodness of Fit Model assessment which is carried out to ensure the suitability of the structural model (Marko Sarstedt & Christian Ringle, 2021). This assessment consists of the Coefficients of determination or what can be called R-Square (R²) Adjusted and the Quality Index Test.

Table 2

Goodness of Fit Model Test Results

Variables	AVE	R2 Adjusted
<i>Transformational Leadership(X1)</i>	0.632	
<i>Transactional Leadership(X2)</i>	0.623	
<i>Democratic Leadership(X3)</i>	0.672	
<i>Work Performance(Y)</i>	0.675	0.422
<i>Job Satisfaction(Z)</i>	0.684	0.539
Mean Score	0.650	0.480
AVE × R2		0.328
GoF = $\sqrt{AVE \times R2}$		0.573
Q-Square (Q2) = $1 - [(1 - R21) \times (1 - R22)]$		0.733

Coefficients of determination (R-Square R2)

Coefficients of determination R² explains the extent to which the predictive accuracy of the independent variable is able to explain the variation of the dependent variable. In general, there are three assessment categories related to R², namely, R² > 0.67 = strong, R² > 0.33 = moderate, and R² > 0.19 = weak (Chin & Newsted, 1998). Based on the table, it can be seen that the Adjusted R² value for the Work Performance variable is 0.422 or 42.2%, and the Adjusted R² for the Job Satisfaction variable is 0.539 or 53.9%. So, it can be concluded that the relationship between these variables is included in the Moderate category. To calculate

the combined contribution of AVE and R², we can use the AVE × R² value. For Work Performance, the AVE × R² value is 0.675 × 0.422 = 0.288, while for Job Satisfaction, the result is 0.684 × 0.539 = 0.368. The average of the AVE × R² calculation results is 0.328, which provides an indication of the strength of the relationship between the construct and the dependent variable. In addition, to assess the overall Goodness of Fit (GoF) of the model, the square root of the average AVE × R² was calculated, which resulted in a GoF value of 0.573. This value indicates that the model has a fairly good fit in explaining the relationship between variables (Putri et al., 2024). The model shows predictive accuracy.

Predictive Relevance (Q-Square Q2)

Predictive Relevance Q2 measures how well the observed values are generated by the model and also the estimates parameters. If the Q2 value > 0 indicates the model has predictive relevance. The assessment categories related to Q2 are, Q2 > 0.35 = strong, Q2 < 0.35 = medium, and Q2 < 0.15 = weak.

$$Q2 = 1 - [(1 - 0.422)(1 - 0.539)]$$

$$(1 - 0.422 = 0.578) \quad (1 - 0.422 = 0.578)$$

$$(1 - 0.539 = 0.461) \quad (1 - 0.539 = 0.461)$$

$$(0.266918) \quad (0.266918)$$

$$Q = 1 - 0.266918 \quad Q = 1 - 0.266918 \quad Q = 1 - 0.266918 = 0.733082 \quad Q = 1 - 0.266918 = 0.733082 \quad Q2 = 0.733$$

The calculation results show a Q2 value of 0.733 or 73.3%, it can be concluded that this research model has a very good fit because it is close to 100%. The model has predictive relevance.

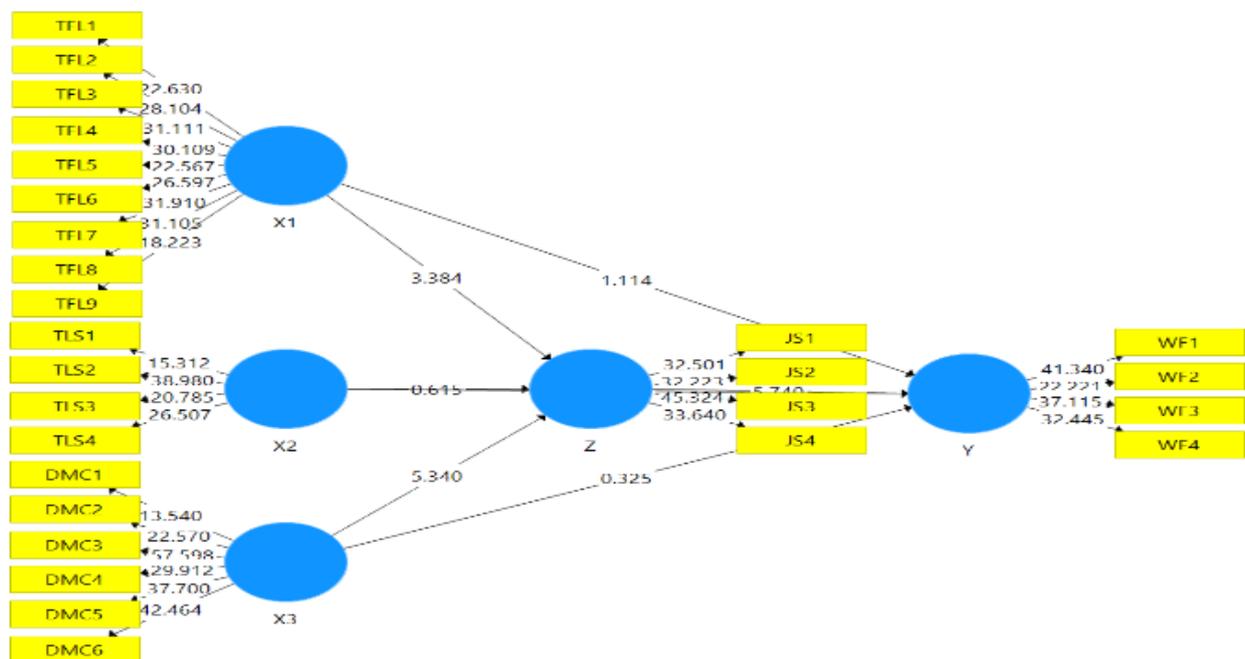


Figure 2. Testing Model

Direct Effect Hypothesis Testing

The significance measure of hypothesis support can be used by comparison if the T-value $Statistics \geq 1.64$ and P-value < 0.05 .

Table 3

Path Coefficients

No	Variables	P-Values	T-Statistic	Information
1	<i>Transformational Leadership (X1) > Work Performance(Y)</i>	0.266	1,114	Not Significant
2	<i>Transformational Leadership (X1) > Job Satisfaction(Z)</i>	0.001	3,384	Significant
3	<i>Transactional Leadership (X2) > Work Performance(Y)</i>	0.042	2,035	Significant
4	<i>Transactional Leadership (X2) > Job Satisfaction(Z)</i>	0.539	0.615	Not Significant
5	<i>Democratic Leadership (X3) > Work Performance(Y)</i>	0.746	0.325	t No Significant
6	<i>Democratic Leadership (X3) > Job Satisfaction(Z)</i>	0,000	5,340	Significant
7	<i>Job Satisfaction(Z) > Work Performance(Y)</i>	0,000	5,740	Significant

Transformational Leadership does not have a significant effect on Work Performance (X1>Y)

The Transformational Leadership variable does not have a significant effect on the Work Performance variable. This can be seen from the P-value of 0.266 (P-value < 0.05) and the T-statistics value of 1.114 (T-statistics ≥ 1.64). This result is inconsistent with the research of Alamin (2017) which states that Transformational Leadership has a positive effect on Work Performance, and research (Qtait, 2023) also states that Transformational Leadership has a positive impact on Work Performance. The reason why Transformational Leadership does not have a significant effect on Work Performance is that Transformational Leadership is often considered an effective approach to improving employee performance, but intrinsic motivation is more dominant in influencing Work Performance. Lack of employee commitment and feeling ignored and unable to respond well to this leadership style causes a less significant effect (Ajie Mutiara & Ni Wayan, 2017).

Transformational Leadership has a significant effect on Job Satisfaction (X1>Z)

The Transformational Leadership variable has a significant influence on the Job Satisfaction variable. This can be seen from the P-value of 0.001 (P-value < 0.05) and the T-statistics value of 3.384 (T-statistics ≥ 1.64). Employees feel satisfied with being given the opportunity to do something according to their abilities because the leader assesses that each individual has different abilities. This result is consistent with the research of Suhirno et al. (2023) which states that Transformational Leadership has a direct positive and significant effect on Job Satisfaction. This means that with the Transformational Leadership carried out by the leader, it is predicted that it can increase employee Job Satisfaction in the Riau Islands Provincial Government Environment. The reasons that cause the significant influence of Transformational Leadership to Job Satisfaction, that is its effective implementation by leaders and good response by employees, Transformational Leadership is able to increase employee Job Satisfaction. In addition, Transformational Leadership is able to build trust

between leaders and subordinates (Gillespie & Mann, 2004). When employees feel appreciated and supported by their leaders, they tend to feel more satisfied with their jobs.

Transactional Leadership has a significant effect on Work Performance (X2>Y)

Transactional Leadership variable has a significant influence on Work Performance variable. This can be seen from the P-value of 0.042 (P-value <0.05) and the T-statistics value of 2.035 (T-statistics ≥ 1.64). Employees must have extensive knowledge such as skills and abilities because leaders help employees in their work with the intention of getting the expected feedback. This result is consistent with the research of Lee et al. (2023) which states that empirical results show that Transactional Leadership has a direct, significant, and positive relationship with Work Performance. This means that with the existence of Transactional Leadership carried out by leaders, it is predicted that it can increase the Work Performance of employees in the Riau Islands Provincial Government Environment. The reason that causes a significant influence between Transactional Leadership and Work Performance is that Transactional Leadership can increase employee motivation by providing rewards that are in accordance with work results (Kartawidjaja, 2021). This creates a competitive work environment and encourages employees to achieve better performance.

Transactional Leadership does not have a significant effect on Job Satisfaction (X2>Z)

The Transactional Leadership variable does not have a significant effect on the Job Satisfaction variable. This can be seen from the P-value of 0.539 (P-value <0.05) and the T-statistics value of 0.615 (T-statistics ≥ 1.64). This result is inconsistent with the research of Lan et al. (2019) which states that Transactional Leadership has a positive effect on Job Satisfaction. The reason why Transactional Leadership does not have a significant effect on Job Satisfaction is that Transactional Leadership emphasizes a reward and punishment system to motivate employees. Leaders only give awards based on work results without considering other factors such as the emotional and professional needs of employees, so that Job Satisfaction is neglected (Jurnal et al., 2023). Employees feel that they are only valued based on results, not the efforts or processes they go through.

Democratic Leadership does not have a significant effect on Work Performance (X3>Y)

The Democratic Leadership variable does not have a significant effect on the Work Performance variable. This can be seen from the P-value of 0.746 (P-value <0.05) and the T-statistics value of 0.325 (T-statistics ≥ 1.64). This result is inconsistent with the research of Anggraeni and Sumartik (2023) which stated that Democratic Leadership has a significant (simultaneous) effect on Work Performance and is also inconsistent with the research of Safrida et al. (2023) which stated that the Democratic Leadership variable has been proven to have a positive and significant effect on Work Performance. There are several reasons why Democratic Leadership does not have a significant effect on Work Performance, namely due to Inconsistent Participation. Although Democratic Leadership involves employee participation in decision-making, not all employees feel involved or agree with the process (Mirsa et al., 2024). The level of participation can reduce work motivation and ultimately affect Work Performance.

Democratic Leadership has a significant effect on Job Satisfaction (X3>Z)

The Democratic Leadership variable has a significant influence on the Job Satisfaction variable. This can be seen from the P-value of 0.000 (P-value <0.05) and the T-statistics value

of 5.340 (T-statistics ≥ 1.64). Employees feel satisfied with the opportunity to be promoted at every level of position because the leadership believes that everyone is basically competent and if given a task will do it well. This result is consistent with the research of Safrida et al. (2023) which states that high Democratic Leadership will increase Job Satisfaction. This means that with the existence of Democratic Leadership carried out by the leadership, it is predicted that it can increase the Job Satisfaction of employees in the Riau Islands Provincial Government. The reason that causes the significant influence of Democratic Leadership on Job Satisfaction is open communication implemented by the leadership. Employees who can communicate freely about ideas, problems, and feedback feel more comfortable in the workplace. Good communication also helps build trust between superiors and subordinates to create a positive work environment and job satisfaction (Najih, 2017).

Job Satisfaction has a significant effect on Work Performance (Z>Y)

The Job Satisfaction variable has a significant influence on the Work Performance variable. This can be seen from the P-value of 0.000 (P-value < 0.05) and the T-statistics value of 5.740 (T-statistics ≥ 1.64). If employees feel satisfied because of the togetherness between coworkers and the conditions of the work environment, it can have a positive influence and impact on others, both in service in the organization and society in general. This result is consistent with the research of Safrida et al. (2023) which states that good Job Satisfaction will increase Work Performance. This means that with Job Satisfaction carried out by the leadership, it is predicted that it can increase the Work Performance of employees in the Riau Islands Provincial Government Environment. There are several things that cause a significant influence of Job Satisfaction on Work Performance, namely there is a direct relationship between Job Satisfaction and Work Performance. When employees are satisfied with their jobs, they tend to show better Work Performance (Buntaran et al., 2019). This happens because Job Satisfaction increases employee motivation and commitment to achieve organizational goals.

Indirect Effect Hypothesis Testing

The significance measure of hypothesis support can be used by comparison if the T-value *Statistics* ≥ 1.64 and P-value < 0.05 .

Table 4

Specific Indirect Effects

No	Variables	P-Values	T-Statistic	Information
1	Transformational Leadership (X1) > Job Satisfaction (Z) > Work Performance (Y)	0,005	2.819	Significant
2	Transactional Leadership (X2) > Job Satisfaction (Z) > Work Performance (Y)	0,549	0,599	No Significant
3	Democratic Leadership (X3) > Job Satisfaction (Z) > Work Performance (Y)	0,000	4,308	Significant

Job Satisfaction can mediate between Transformational Leadership and Work Performance

Job Satisfaction variable can mediate between Transformational Leadership and Work Performance. This can be seen from the P-value of 0.005 (P-value <0.05) and the T-statistics value of 2.819 (T-statistics ≥ 1.64). This means that Job Satisfaction can mediate the influence between Transformational Leadership and Work Performance of employees in the Riau Islands Provincial Government. This result is consistent with the research of Angriani et al. (2020) which states that the Transformational Leadership variable has a significant effect on Work Performance through Job Satisfaction, as well as the research of Qoim et al. (2023) which also states that Job Satisfaction is able to fully mediate the relationship between Transformational Leadership and Work Performance. The reason why Job Satisfaction can mediate between Transformational Leadership and Work Performance is that Job Satisfaction has a positive relationship with Work Performance. When employees feel satisfied with their jobs, they tend to do their jobs better and more dedicatedly, which ultimately improves their overall performance as indicated by Transformational Leadership (Ekonomi & Borobudur, 2015). In addition, Transformational Leadership is characterized by four main elements, namely vision, inspiration, behavioral models, and personal growth. When leaders practice it, employees tend to feel motivated and mobilized to achieve common goals, which contributes to increased Job Satisfaction and Work Performance.

Job Satisfaction cannot mediate Transactional Leadership with Work Performance

Job Satisfaction variable cannot mediate between Transactional Leadership and Work Performance. This can be seen from the P-value of 0.549 (P-value > 0.05) and the T-statistics value of 0.599 (T-statistics ≤ 1.64). This means that Job Satisfaction cannot mediate the influence between Transactional Leadership and Work Performance. This result is consistent with research (Angriani et al., 2020) which states that Job Satisfaction cannot mediate the influence between Transactional Leadership and Work Performance but is inconsistent with research by Qoim et al. (2023) which states that Job Satisfaction is able to fully mediate the relationship between Transactional Leadership and Work Performance. The reason why Job Satisfaction cannot mediate Transactional Leadership with Work Performance is that Transactional Leadership focuses too much on the exchange relationship between leaders and subordinates, where rewards are given for good Work Performance (Waluyo & Jati, 2018). If the relationship is too transactionally focused, it does not leave room for the intrinsic motivation needed to improve overall Work Performance.

Job Satisfaction can mediate between Democratic Leadership and Work Performance

Job Satisfaction variable can mediate between Democratic Leadership and Work Performance. This can be seen from the P-value of 0.000 (P-value <0.05) and the T-statistics value of 4.308 (T-statistics ≥ 1.64). This means that Job Satisfaction can mediate the influence between Democratic Leadership and Work Performance of employees in the Riau Islands Provincial Government. This result is inconsistent with Ahmadi's research (2021) which states that Job Satisfaction does not mediate Democratic Leadership on Work Performance. The reason that causes Job Satisfaction to mediate between Democratic Leadership and Work Performance is the Job Satisfaction Mediating Factor itself. Job Satisfaction acts as a mediator that connects Democratic Leadership with Work Performance. If employees are satisfied with their jobs, they are more motivated to show good performance (Febriyanti et al., 2024). Research shows that Job Satisfaction has a significant positive effect on Work Performance.

Conclusions

Transformational Leadership does not have a significant effect on Work Performance but has a significant effect on Job Satisfaction. Transactional Leadership has a significant effect on Work Performance but does not have a significant effect on Job Satisfaction. Democratic Leadership does not have a significant effect on Work Performance but has a significant effect on Job Satisfaction. As a mediating variable, it turns out that Job Satisfaction is unable to mediate between Transactional Leadership and Work Performance, but Job Satisfaction is able to mediate Transformational Leadership and Democratic Leadership on Work Performance. From this study, it can be seen that Job Satisfaction dominates the relationship between Transformational Leadership and Democratic Leadership on Work Performance. Transformational Leadership and Democratic Leadership do not have a significant effect on Work Performance but consistently have a significant effect on Job Satisfaction. Likewise, Job Satisfaction is consistent and able to mediate Transformational Leadership and Democratic Leadership on Work Performance. With no direct influence from Transformational Leadership and Democratic Leadership on Work Performance, Job Satisfaction is able to mediate Transformational Leadership and Democratic Leadership on Work Performance.

Advice for the Riau Islands Provincial Government in the future is to focus on employee rewards. One way that can be done is through the selection of the best employees every year with a selective selection process based on measurable indicators. The best employees who are selected can be given ongoing rewards such as additional incentives for 1 (one) year until the selection of the best employees the following year so that employees are motivated to improve their Work Performance. In addition to these suggestions, suggestions that can be given to each Regional Apparatus Leader in the Riau Islands Provincial Government are:

1. Leaders must emphasize the importance of having a sense of shared purpose and considering moral consequences in every decision. Leaders should always be optimistic about the future of the organization and confident in the goals to be achieved.
2. In every task to be carried out, the leader must discuss specifically and in detail the assignment of tasks to employees and provide appreciation for every task that has been completed.

Employee capability must be balanced with the leader's capability in distributing work and controlling tasks so that structural work can run optimally. In addition, employees must be given trust in every task given and creativity to be developed without ignoring the control of the leader himself. The attitude of "worried" and distrust is a conservative leadership nature and style that is increasingly being abandoned, shifting to a leadership style that is nurturing but not restrictive, directing but not commanding and trusting without wronging. Leaders must be able to provide good examples and role models so that employees feel satisfied with the leadership given and can freely give their best performance to the organization.

Theoretical Contribution and Practical Contribution*Theoretical Contributions*

a. Developing a New Conceptual Model

- 1) Adding Job Satisfaction as a mediating variable in the relationship between three leadership styles (transformational, transactional, and democratic) and Work Performance.

- 2) Presenting findings that although Transformational and Democratic Leadership do not directly influence Work Performance, both significantly influence Job Satisfaction, which ultimately influences Work Performance.
- b. Filling the Local Literature Gap
 - 1) Focus on the context of regional government organizations (Riau Islands Provincial Government), which has rarely been researched in the context of the relationship between leadership style and employee performance.
 - 2) Offers a new perspective on the effectiveness of certain leadership styles in the Indonesian public sector.
- c. Strengthening and Refining Previous Theories
 - 1) Confirming previous results that transformational and democratic leadership are stronger in creating job satisfaction.
 - 2) Challenging the common assumption that transactional leadership style always results in job satisfaction because the results show that this style does not have a significant effect on Job Satisfaction.

Practical Contribution

- a. Riau Islands Provincial Government
Provides a basis for designing reward system policies such as the annual selection of the best employees based on measurable indicators to increase motivation and work performance.
- b. Managers and Leaders of Public Organizations
 - 1) Provides insight that the application of appropriate transformational and democratic leadership styles can increase job satisfaction, which ultimately improves employee performance.
 - 2) Demonstrates the importance of building open communication, providing non-material appreciation, and trust in delegating tasks as effective leadership strategies.
- c. HRD/Human Resource Management Practices
This study emphasizes that job satisfaction is a key element in improving work performance, so it needs to be a focus in HR development policies, leadership training, and performance evaluation.

Acknowledgments

The authors are deeply thankful to everyone who played a role in bringing this research to fruition. We owe particular gratitude to the leaders and managers of Indonesian MSMEs whose participation and insights were essential to the success of this study. We also wish to recognize the Faculty of Business and Management at Universitas Internasional Batam for their ongoing academic support and resources throughout our research journey. Our colleagues and reviewers deserve special mention for their helpful feedback and encouragement.

We are especially appreciative to Universiti Teknologi Malaysia (UTM) for providing us with the opportunity to present our findings at the International Conference on Research and Innovation in Information Systems (ICRIIS), an experience that significantly contributed to the advancement and sharing of our work. Lastly, we express our heartfelt thanks to our families and friends for their patience and motivation, which were crucial during the preparation of this paper.

References

- Abdelwahed, N. A. A., Soomro, B. A., & Shah, N. (2023). Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. *Asia Pacific Management Review*, 28(1), 60–68. <https://doi.org/10.1016/j.apmr.2022.03.001>
- Agustin, M., Hidayatulloh, H., & Muhammad, D. H. (2022). *The influence of principal ' s democratic leadership style on teacher performance*. 2022, 400–408. <https://doi.org/10.18502/kss.v7i10.11242>
- Ahmadi, D. (2021). 3544-Article Text-11525-1-10-20210203. 2(4), 238–255.
- Ajie Mutiara, R., & Ni Wayan, M. (2017). Pengaruh kepemimpinan transformasional, keadilan organisasional dan kepuasan kerja terhadap komitmen organisasional. *E-Jurnal Manajemen Universitas Udayana*, 7(2), 730. <https://ojs.unud.ac.id/index.php/Manajemen/article/view/35251>
- Al-amin. (2017). Transformational leadership and employee performance mediating effect of employee engagement. *North South Business Review*, 7(2), 28–40. 7(2), 28–40.
- Al-edenat, M. (2018). Reinforcing innovation through transformational leadership: Mediating role of job satisfaction. *Journal of Organizational Change Management*, 31(4), 810–838. <https://doi.org/10.1108/JOCM-05-2017-0181>
- Andika Rindi, dkk. (2019). Pengaruh motivasi kerja dan persaingan kerja terhadap produktivitas kerja melalui kepuasan kerja sebagai variabel intervening pada pegawai Universitas Pembangunan Panca Budimedan. *Jurnal Manajemen Tools*, 11(1), 189–204. <https://journal.pancabudi.ac.id/index.php/JUMANT/article/view/513/485>
- Anggraeni, L., & Sumartik, S. (2023). The influence of democratic leadership style, compensation and work environment on employee performance. *Indonesian Journal of Law and Economics Review*, 18(1), 58–64. <https://doi.org/10.21070/ijler.v18i0.851>
- Angriani, M. R., Eliyana, A., Fitrah, H., & Sembodo, P. (2020). The effect of transactional and transformational leadership on lecturer performance with job satisfaction as the mediation. *Systematic Reviews in Pharmacy*, 11(11), 1263–1272. <https://doi.org/10.31838/srp.2020.11.180>
- Ansari, M. S. A., Abouraia, M., El Morsy, R., & Thumiki, V. R. R. (2024). Influence of transformational and transactional leadership on agile project success: An empirical validation. *Project Leadership and Society*, 5(May), 100136. <https://doi.org/10.1016/j.plas.2024.100136>
- Bjoergo, F. (2023). The speed limits of democracy: Democratic anchoring of natural resource governance. *Extractive Industries and Society*, 13(January), 101222. <https://doi.org/10.1016/j.exis.2023.101222>
- Buntaran, F. A. A., Andika, D., & Alfiyana, V. Y. (2019). Impact of job satisfaction on job performance. *Review of Behavioral Aspect in Organizations and Society*, 1(2), 121–128. <https://doi.org/10.32770/rbaos.vol1121-128>
- Burhanudin, & Saputri, N. A. (2023). The influence of transformational leadership style and compensation on employee performance. *Jurnal Pemikiran Dan Penelitian Administrasi Bisnis Dan Kewirausahaan*, 8(1), 101–114. <https://doi.org/10.24198/adbispreneur.v8i1.39546>,
- Chi, H., Vu, T., Nguyen, H. V., & Truong, T. H. (2023). How financial and non-financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2173850>

- Chin, W. W., & Newsted, P. R. (1998). The partial least squares approach to structural equation modeling. Modern methods for business research. *Statistical Strategies for Small Sample Research*, January 1998, 295-336. <http://books.google.com.sg/books?hl=en&lr=&id=EDZ5AgAAQBAJ&oi=fnd&pg=PA295&dq=chin+1998+PLS&ots=47qB7ro0np&sig=rihQBibvT6S-Lsj1H9tXe9dX6Zk#v=onepage&q&f=false>
- Chintkuntla. (2015). Early view. *Global Journal of Management and Business Research*, 12(22), 45–49.
- Cho, Y., Shin, M., Billing, T. K., & Bhagat, R. S. (2019). Transformational leadership , transactional leadership , and affective organizational commitment: A closer look at their relationships in two distinct national contexts. *Asian Business & Management*, 0123456789. <https://doi.org/10.1057/s41291-019-00059-1>
- Dong, V. Van, Tai, P. Van, Ghi, T. N., & Thanh, N. N. (2021). The influence of transformational leadership on the job satisfaction of civil servants at the nha trang tax department. *Journal of Hunan University Natural Sciences*, 48(5), 164–172.
- Egemen, M. (2024). Assessing the individual effects of different job satisfaction facets on the job performance of qualified employees in the unique conditions of the construction industry. *Ain Shams Engineering Journal*, 15(7), 102789. <https://doi.org/10.1016/j.asej.2024.102789>
- Ejere, E. I., & Abasilim, U. D. (2013). Impact of transactional and transformational leadership styles on organisational performance: Empirical evidence from Nigeria. *The Journal of Commerce*, 5(1), 30–41. <http://search.ebscohost.com.ezproxy.liv.ac.uk/login.aspx?direct=true&db=bth&AN=98653085&site=eds-live&scope=site>
- Ekonomi, J., & Borobudur, U. (2015). *admin,+7-Jurnal-Santi-2015-Juni*. 17.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Febriyanti, F., Setyaningrum, R. P., & Bangsa, U. P. (2024). *Pengaruh gaya kepemimpinan demokratis dan komunikasi*. 6(2), 263–271.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4), e03699. <https://doi.org/10.1016/j.heliyon.2020.e03699>
- Gillespie, N. A., & Mann, L. (2004). Transformational leadership and shared values: The building blocks of trust. *Journal of Managerial Psychology*, 19(6), 588–607. <https://doi.org/10.1108/02683940410551507>
- Haleem, A., Javaid, M., & Singh, R. P. (2024). Perspective of leadership 4.0 in the era of fourth industrial revolution: A comprehensive view. *Journal of Industrial Safety*, April, 100006. <https://doi.org/10.1016/j.jinse.2024.100006>
- Hatidah Hatidah, & Agung Indriansyah. (2022). Pengaruh kinerja pegawai terhadap kualitas pelayanan di Cv Mitra Selular Palembang. *Jurnal Manajemen Dan Ekonomi Kreatif*, 1(1), 179–189. <https://doi.org/10.59024/jumek.v1i1.39>
- Indonesia, S. B., Indonesia, S. B., Indonesia, S. B., Indonesia, S. B., Transformasional, K., & Organisasi, K. (2022). *Meningkatkan kinerja organisasi dengan budaya organisasi dan transformasi kepemimpinan melalui intervensi organisasi variabel komitmen*. 180–194.
- Jaboob, M., Salim Ba Awain, A. M., & Al-Ansi, A. M. (2023). Sustaining employees' creativity

- through the organizational justice: The mediating role of leadership styles. *Social Sciences and Humanities Open*, 8(1), 100693. <https://doi.org/10.1016/j.ssaho.2023.100693>
- Jurnal, J., Mea, I., Kompetensi, P., & Dan, T. I. (2023). Lingkungan kerja terhadap kinerja karyawan. *Jurnal Ilmiah MEA (Manajemen , Ekonomi , dan Akuntansi)*. 8(3), 681–700.
- Kartawidjaja, J. (2021). Pengaruh kepemimpinan transaksional terhadap motivasi kerja di PT. Mahameru Mekar Djaya. *Jurnal Ilmiah Indonesia*, 6(7), 3280. <https://doi.org/10.36418/syntax-literate.v6i7.3504>
- Kelloway, E. K., Turner, N., & Barling, J. (2012). *Work & stress: An international journal of work, health & amp; organisations transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership*. January. <https://doi.org/10.1080/02678373.2012.660774>
- Klein, G. (2023). Transformational and transactional leadership, organizational support and environmental competition intensity as antecedents of intrapreneurial behaviors. *European Research on Management and Business Economics*, 29(2), 100215. <https://doi.org/10.1016/j.iedeen.2023.100215>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C. W., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Lan, Chang, Ma, Zhang, & Chuang. (2019). Influences of transformational leadership, transactional leadership, and patriarchal leadership on job satisfaction of cram school faculty members. *Sustainability*, 11(12), 3465. <https://doi.org/10.3390/su11123465>
- Landmann, A., & Vollan, B. (2024a). Pro-sociality of local democratic leaders: The impact and dynamics of being elected. *European Economic Review*, 164(November 2022). <https://doi.org/10.1016/j.eurocorev.2024.104715>
- Landmann, A., & Vollan, B. (2024b). Pro-sociality of local democratic leaders: The impact and dynamics of being elected. *European Economic Review*, 164(March). <https://doi.org/10.1016/j.eurocorev.2024.104715>
- Leadership : Democratic*. (2010). 12–17.
- Lee, C. C., Yeh, W. C., Yu, Z., & Lin, X. C. (2023). The relationships between leader emotional intelligence, transformational leadership, and transactional leadership and job performance: A mediator model of trust. *Heliyon*, 9(8), e18007. <https://doi.org/10.1016/j.heliyon.2023.e18007>
- Lim, S., Lee, K. H., & Bae, K. H. (2019). Does person-organization fit mediate the relationship between affect-based work antecedents and public employee job satisfaction? *Journal of Public and Nonprofit Affairs*, 5(2), 134–154. <https://doi.org/10.20899/jpna.5.2.134-154>
- Liu, Z., Chen, C., Cui, H., & Hu, Y. (2023). The relationship between nurses' social network degree centrality and organizational citizenship behavior: The multiple mediating effects of job satisfaction and work engagement. *Heliyon*, 9(9), e19612. <https://doi.org/10.1016/j.heliyon.2023.e19612>
- Long, C. S. (2014). *The impact of transformational leadership style on job satisfaction*. October 2017. <https://doi.org/10.5829/idosi.wasj.2014.29.01.1521>
- Madjid, R. S., Sukotjo, E. Y., & Junaidin, A. (2023). the role of job satisfaction and organizational commitment in mediating the influence of transformational leadership on the performance of police personnel Polda Sultra work unit. *International Journal of*

- Membrane Science and Technology*, 10(4), 1732–1745.
<https://doi.org/10.15379/ijmst.v10i4.2318>
- Majid, N. F. H., Muhamad, S., Kusairi, S., & Ramli, R. (2024). Survey dataset on occupational stress, job satisfaction, and job performance among male fertility patients. *Data in Brief*, 53, 110152. <https://doi.org/10.1016/j.dib.2024.110152>
- Marko Sarstedt, Christian M. Ringle, and J. F. H. (2021). (n.d.). *Partial least squares structural equation modeling*. In *Handbook of Market Research (Issue July)*.
- Mekpor, B., & Dartey-Baah, K. (2017). Leadership styles and employees' voluntary work behaviors in the Ghanaian banking sector. *Leadership and Organization Development Journal*, 38(1), 74–88. <https://doi.org/10.1108/LODJ-09-2015-0207>
- Mihalcea, A. (2014). Leadership, personality, job satisfaction and job performance. *Procedia - Social and Behavioral Sciences*, 127, 443–447. <https://doi.org/10.1016/j.sbspro.2014.03.287>
- Mirsa, N. R. P., Herawati, E. S. B., & Widiyan, A. P. (2024). Peran kepemimpinan demokratis dalam pengambilan keputusan lingkungan sekolah. *Jurnal Pendidikan Dan Pembelajaran Indonesia (JPPI)*, 4(2), 820–830. <https://doi.org/10.53299/jppi.v4i2.628>
- Muayyad, D. M., & Gawi, A. I. O. (2017). Pengaruh kepuasan kerja terhadap produktivitas kerja pegawai bank syariah X Kantor Wilayah li. *Jurnal Manajemen Dan Pemasaran Jasa*, 9(1), 75–98. <https://doi.org/10.25105/jmpj.v9i1.1396>
- Najih, A. (2017). Efektivitas komunikasi organisasi pimpinan dan kepuasan kerja terhadap kinerja karyawan di Universitas Pesantren Tinggi Darul Ulum Jombang. *E-Conversion - Proposal for a Cluster of Excellence*, 2(2), 146–174.
- Nguyen, N. P., Hang, N. T. T., Hiep, N., & Flynn, O. (2023). Does transformational leadership influence organisational culture and organisational performance: Empirical evidence from an emerging country. *IIMB Management Review*, 35(4), 382–392. <https://doi.org/10.1016/j.iimb.2023.10.001>
- Njaramba, F. (2024). Heliyon Transformational leadership in a crisis: Dimensional analysis with psychological capital. *Heliyon*, 10(16), e35900. <https://doi.org/10.1016/j.heliyon.2024.e35900>
- Nugraha, M. R., Nasution, S. L., & Harahap, N. J. (2023). Implementation of regression analysis to the influence of democratic leadership, communication, work culture, and ability on employee performance in regional development planning Agency Labuhanbatu District. *JINAV: Journal of Information and Visualization*, 4(1), 18–27. <https://doi.org/10.35877/454ri.jinav1527>
- Peña, J., Aridi Barake, M., & Falin, J. M. (2023). Virtual leaders: Can customizing authoritarian and democratic business leader avatars influence altruistic behavior and leadership empowerment perceptions? *Computers in Human Behavior*, 141(October 2022). <https://doi.org/10.1016/j.chb.2022.107616>
- Pham, T. P. T., Van Nguyen, T., Van Nguyen, P., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315. <https://doi.org/10.1016/j.joitmc.2024.100315>
- Provenzano, V., & Seminara, M. R. (2024). Democratic participatory networks and governance processes in Sicily. *Land Use Policy*, 144(September 2023), 107240. <https://doi.org/10.1016/j.landusepol.2024.107240>
- Putri, R. L. S., Tarigan, Z. J. H., & Siagian, H. (2024). The effect of integrated information

- technology on competitive advantage through supply chain integration and supply chain flexibility. *Uncertain Supply Chain Management*, 12(3), 1841–1854. <https://doi.org/10.5267/j.uscm.2024.2.018>
- Qoim, Z., Askafi, E., & Talkah, A. (2023). Pengaruh gaya kepemimpinan tranformasional dan transaksional terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening pada pegawai di IAIN Kediri. *Otonomi*, 23(2), 321. <https://doi.org/10.32503/otonomi.v23i2.4443>
- Qtait, M. (2023). Systematic review of head nurse leadership style and nurse performance. *International Journal of Africa Nursing Sciences*, 18(September 2022), 100564. <https://doi.org/10.1016/j.ijans.2023.100564>
- Rai, A., Budhathoki, P. B., & Rai, C. K. (2020). Linkage between job satisfaction, democratic leadership style and the organizational commitment of employees of privates of bank in Nepal. *Researcher: A Research Journal of Culture and Society*, 4(1), 97–111. <https://doi.org/10.3126/researcher.v4i1.33814>
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi*. 7.
- Rothman, S., & Coetzer, E. (2003). The big five personality dimensions and job performance. *Journal of Industrial Psychology*, 29(1), 68–74.
- Safrida, S., Tannady, H., Naim, M. R., Ariawan, J., & Citra Arta, D. N. (2023). The influence of work motivation, job satisfaction and democratic leadership on teacher performance. *Jurnal Pendidikan Dan Kewirausahaan*, 11(2), 643–652. <https://doi.org/10.47668/pkwu.v11i2.742>
- Saif, N., Amelia, Goh, G. G. G., Rubin, A., Shaheen, I., & Murtaza, M. (2024). Influence of transformational leadership on innovative work behavior and task performance of individuals: The mediating role of knowledge sharing. *Heliyon*, 10(11), e32280. <https://doi.org/10.1016/j.heliyon.2024.e32280>
- Salau, O., Oludayo, O., Falola, H., Olokundun, M., Ibidunni, S., & Atolagbe, T. (2018). Integrated datasets on transformational leadership attributes and employee engagement: The moderating role of job satisfaction in the Fast Moving Consumer Goods (FMCG) industry. *Data in Brief*, 19, 2329–2335. <https://doi.org/10.1016/j.dib.2018.06.032>
- Saraswati, K. D. H., & Pertiwi, M. S. N. D. (2020). Work performance: The impact of work engagement, psychological capital, and perceived organizational support. *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*, 4(1), 88. <https://doi.org/10.24912/jmishumsen.v4i1.7992.2020>
- Septyorini, D., Tanuwijaya, J., P, A. W. G., Ekonomi, F., & Trisakti, U. (2024). Transformational Leadership, Emotional Intelligence. *07(April)*, 465–474.
- Setyaningrum, R. P., & Ekhsan, M. (2021). The role of job satisfaction in mediating the influence of quality of work life on employee performance. *Management Research Studies Journal*, 2(1), 44–54. <https://doi.org/10.56174/mrsj.v2i1.369>
- Sugiyono. (2016). Metode penelitian kuantitatif, kualitatif dan r & metode penelitian kuantitatif, kualitatif dan R & D. Bandung: Alfabeta. *Bandung: Alfabeta.*, 3, 32–39.
- Sulistiyowati, W. (2017). Buku ajar statistika dasar. *Buku Ajar Statistika Dasar*, 14(1), 15–31. <https://doi.org/10.21070/2017/978-979-3401-73-7>
- Syabarrudin, A., Eliyana, A., & Naimah, J. (2020). Does employees' self-efficacy drive their organizational commitment? *Systematic Reviews in Pharmacy*, 11(4), 135–141. <https://doi.org/10.31838/srp.2020.4.21>
- Tafese Keltu, T. (2024). The effect of human resource development practice on employee

- performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. *Heliyon*, 10(8), e29821. <https://doi.org/10.1016/j.heliyon.2024.e29821>
- Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*, 68(2), 276–295. <https://doi.org/10.1108/IJPPM-05-2018-0182>
- Waluyo, H., & Jati, S. P. (2018). Pengaruh gaya kepemimpinan transaksional terhadap kinerja dan kepuasan perawat pada layanan rawat inap rumah sakit umum Puri Asih Salatiga. *Jurnal Manajemen Kesehatan Indonesia*, 6(1), 60–74. <https://doi.org/10.14710/jmki.6.1.2018.60-74>
- Xiao, H., Xie, W., & Liu, B. (2024). An empirical study on the influence of new generation employees' job satisfaction on contextual performance in the energy industry. *Heliyon*, 10(9), e30073. <https://doi.org/10.1016/j.heliyon.2024.e30073>