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Literature Study on the Influence of Transformational Leadership, Motivation, and Job Satisfaction on Employee Performance

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Abstract: In the context of rapidly occurring globalization, human resources management has become critically important for achieving organisational success, enabling operations to be conducted more efficiently and productively. One of the primary challenges faced is the management of workforce diversity, which encompasses differences in gender, age, and educational background. Effective diversity management necessitates a fair and inclusive approach, ensuring that every individual can contribute to their fullest potential. Therefore, it is essential to integrate various backgrounds to enhance productivity and support the company's vision and mission. The main objective of this academic article is to reinforce existing theoretical foundations and to provide a detailed explanation of the phenomena related to the relationships or influences occurring between the variables under investigation. This article will specifically discuss and analyse various factors that affect employee performance, a critical aspect of human resource management. Through meticulous identification and a review of the existing literature, it has been discovered that: 1) Transformational Leadership has a significant impact on job satisfaction; 2) Motivation influences employee performance; 3) Job Satisfaction affects performance; and 4) Whether these three variables simultaneously influence performance. Relevant prior research serves as a reference point for the literature review in this academic article, thereby providing a basis for future research, particularly in the realm of human resource management.

Keyword: Transformational Leadership, Motivation, Job Satisfaction, & Performance.

INTRODUCTION

Employee performance is one of the crucial elements that play a significant role in determining the level of success of an organization. According to Minakumari (2019) performance can be defined as the performance of an employee is the outcome achieved in the execution of their duties following the responsibilities assigned, evaluated in terms of both quality and quantity. Employee performance is deemed effective if it meets or even exceeds the established standards; the greater the number of employees exhibiting optimal performance within a company, the better the overall performance of the organization.

Giorgia & Olsson, in Wargiatno et al. (2023) Performance is defined as the output of work related to organizational objectives such as quality, efficiency, and other criteria of effectiveness. Performance reflects how well and how accurately an individual meets the standards of their job. According to Supriyadi & Yulianto in Mocha mad Anan (2021) Employee performance is a manifestation of the outcomes of work that can be achieved by organizational employees, wherein the execution of tasks and responsibilities aligns with the duties and authority entrusted to them. Anitha in Hasbul & Azharuddin (2023) The performance of an individual or organization is significantly influenced by all organizational activities, policies, practices, knowledge management strategies, and employee engagement. These elements serve as critical determinants that drive high levels of employee performance. Performance is defined as the outcome of the work in terms of both quality and quantity achieved by an employee in executing tasks following the responsibilities assigned to them. Performance is assessed to provide a basis for determining and allocating rewards.,

Decisions regarding who is to receive appropriate wage increases and other forms of recognition are made based on performance evaluations (Mochamad Ainan et al., 2021). According to Ramadhani (2024), performance is defined as the output, both in terms of quality and quantity, that an employee achieves in executing tasks by the responsibilities assigned to them. Performance is assessed to serve as a basis for determining and allocating rewards; the decisions regarding who is to receive appropriate wage increases and other accolades are conducted based on these performance evaluations.

Employee performance can be defined as the outcome of the efforts and hard work undertaken by each individual in fulfilling the various tasks and responsibilities entrusted by the organisation. This performance can be assessed from two primary aspects, namely the quality and quantity of work produced. In the context of more in-depth research, employee performance is not solely evaluated based on the final results but is also assessed through several relevant indicators. These indicators serve to reflect the effectiveness and efficiency with which an employee executes their duties, as well as the extent to which they can meet the standards established by the organisation in which they are employed. In other words, the evaluation of employee performance is crucial for understanding the individual contributions towards the overall objectives of the organisation.

In a modern organisational environment, employee performance is influenced not only by the capabilities of each individual but also by a range of other factors, such as leadership style, levels of motivation, and job satisfaction. One leadership style that has a significant impact on the achievement of organisational goals is transformational leadership. This style of leadership is characterised by a leader's ability to inspire and motivate their team, as well as to encourage positive change through a clear vision, a deep attentiveness to the needs of each individual, and the provision of intellectually stimulating challenges. Therefore, transformational leadership serves not only to manage but also to empower employees to reach their fullest potential, which in turn contributes to the overall success of the organisation.

In the journal by E. P. Lestari et al. (2023), transformational leadership is identified as an effective leadership style that facilitates significant changes within organisations and among employees. This concept was first introduced by James MacGregor Burns in 1978 in his work "Leadership," and was subsequently further developed by Bernard M. Bass in 1985 through the theory of Transformational Leadership (Den Hartog, 2019). According to Dr. A. Nur Insan, M. Si (2020), transformational leadership is defined as a process in which leaders and followers mutually enhance each other's motivation and morale, with an emphasis on change and the development of employees for the common good. Transformational leaders facilitate the personal and professional growth of their followers, encouraging them to achieve higher goals than mere personal ambitions.

Transformational leadership fundamentally elucidates the relational process between superiors and subordinates, grounded in values, beliefs, and assumptions regarding the

organisation's vision and mission. Conceptually, transformational leadership is defined as the leader's capacity to alter the work environment, work motivation, work patterns, and the work values perceived by subordinates, enabling them to optimise performance in pursuit of organisational objectives, as supported by the views of Dr. A. Nur Insan (2020).

In addition to transformational leadership, another equally important factor in fostering employee job satisfaction is work motivation. Work motivation serves as both a driving force and a catalyst for employee enthusiasm. An organisational leader is obliged to motivate their employees, as this is beneficial in encouraging employees' willingness to work, enabling them to exert their utmost effort and capabilities (Qarismail & Prayekti, 2020). Strong motivation can lead employees to commit to their tasks and serve as a foundation for maintaining enthusiasm in fulfilling their responsibilities effectively (Fatyandri & Shanty, 2022). According to Nurfaeda et al. in E. P. Lestari et al. (2023), intrinsic motivation, such as recognition, responsibility, and opportunities for development, has a strong correlation with job satisfaction. Extrinsic motivation, such as financial rewards and incentives, also plays a significant role in enhancing employee morale.

According to McClelland et al., as cited in Mahdi et al. (2022), the concept of achievement motivation is defined as the effort to attain success or excel in competition, measured against standards of excellence that may include the achievements of others as well as one's own accomplishments. Lindgren, as referenced in Mahdi et al. (2022), expresses a similar view, positing that achievement motivation is an intrinsic drive within an individual related to performance. This drive encompasses the mastery and manipulation of both social and physical environments, overcoming obstacles, maintaining a high quality of work, and competing through efforts to surpass previous results as well as outperform others' achievements. Furthermore, Mandjar and Turangan, as noted in Wicaksono et al. (2024), assert that work motivation constitutes a process aimed at fostering work enthusiasm, thereby enabling employees to achieve both individual and organisational objectives. Therefore, based on the aforementioned studies, work motivation is a factor that encourages individuals to exert effort and enthusiasm in executing the tasks assigned within an organisation or company. This motivation is not only related to the attainment of personal goals but also to the achievement of organisational objectives. Consequently, work motivation can be elucidated as a combination of various factors that influence an employee's enthusiasm, commitment, and performance. This motivation encompasses both psychological (intrinsic) and physical (extrinsic) aspects that shape productive work behaviour in pursuit of established objectives. This aligns with the research conducted by Wisudayanti (2019), which indicates that satisfaction refers to an approach concerning the factors of individual needs and satisfaction that lead to specific attitudes and behaviours. Several theories focus on the internal factors that reinforce and direct attitudes.

Human resources (HR) represent a fundamental component that plays a crucial role in determining the achievement of an organisation's objectives. Employee satisfaction significantly impacts their performance and productivity (Sutrisno, 2019). Job satisfaction is defined as a positive feeling regarding one's work, arising from an evaluation of its characteristics. An individual with a high level of job satisfaction tends to have a positive attitude towards their job, whereas a person with low job satisfaction may experience negative feelings (Robbins, SP, 2017). It is essential to cultivate job satisfaction among employees to enhance their work morale, dedication, affection for their roles, and discipline, as noted by Hasibuan in (Ningrum; et al., 2023). Job satisfaction is described as an emotional state that can be either pleasant or unpleasant, through which employees perceive their work (Handoko, 2012). An individual who feels satisfied in their work is likely to perform their tasks effectively, thereby achieving optimal productivity and performance for the company (As Zahra & Baskoro, 2024). In accordance with the aforementioned literature, job satisfaction is defined as an emotional condition that reflects employees' positive or negative feelings towards their

work. This satisfaction encompasses evaluations of various job characteristics and has implications for motivation, productivity, and employee performance within the organisation.

The theories underpinning this research serve as primary variables in enhancing performance, with the study aiming to analyse whether: 1) Transformational Leadership has a significant impact on job satisfaction; 2) Motivation influences employee performance; 3) Job Satisfaction affects performance; and 4) Whether these three variables collectively influence performance. In light of these theories, this article aspires to contribute to the formulation of more effective human resource management strategies, thereby supporting the optimal achievement of organisational objectives.

Table 1. Relevant Previous Research

No	Title	Author & Years	Method	Research Result
1	The Influence of Work Motivation and Transformational Leadership on Employee Performance	Wargiatno, Syamsul Hadi, & Kusuma Chandra Kirana (2023)	Saturated sampling (census)	The positive and significant influence of transformational leadership on employee performance is evident in several studies.
2	The Influence of Work Motivation and Transformational Leadership on Employee Performance: An Analysis of Transformational Leadership and Motivation as Antecedents of Job Satisfaction on Employee Performance at the Population and Family Planning Office of Semarang City.	Mochamad Ainan Andhi Supriyadi Syamsul Hadi Dyah Palupiningtyas	Quantitative	<ol style="list-style-type: none"> 1. Transformational leadership and work motivation have a positive and significant impact on job satisfaction among employees at DALDUK & KB in Semarang. 2. Transformational leadership and work motivation also positively and significantly affect the performance of employees at DALDUK & KB in Semarang. 3. Job satisfaction has a positive and significant impact on the performance of employees at DALDUK & KB in Semarang.
3	The Impact of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Job Satisfaction at PT. Transco Energi Utama in Pesisir Selatan District.	Muhammad Ridwan, Donard Games, & Hendra Lukito (2024)	Quantitative	<ol style="list-style-type: none"> 1. Transformational leadership positively and significantly influences the job satisfaction of employees at PT. Transco Energi Utama. This indicates that the transformational leadership style, characterised by inspiration, motivation, and empowerment of employees, has a tangible and strong effect on enhancing their job satisfaction. 2. Transformational leadership positively and significantly influences employee performance. This means that when the transformational leadership style is implemented, where leaders tend to inspire, motivate, and empower employees, it significantly and positively enhances employee performance. 3. Job satisfaction positively and significantly affects employee performance. When employees feel

No	Title	Author & Years	Method	Research Result
				satisfied with their work, they are likely to deliver better performance.
4	The Effect of Leadership Style, Work Motivation, and Job Satisfaction on Employee Performance at PT Cantika Anggun Karya.	Wahyu Agung Satrio Wibowo Yesa Cahayaning Ramadhani (2024)	Quantitative	While the leadership style has a positive but not significant impact on employee performance, leaders can motivate and support employees; however, this influence is not strong enough to dominantly affect their performance. Work motivation positively and significantly influences employee performance, while job satisfaction also has a positive and significant impact on employee performance. Both transformational leadership and work motivation have a significant positive effect on employee job satisfaction.
5	The Relationship Between Transformational Leadership Style and Work Motivation on Employee Job Satisfaction.	Endang Puji Lestari, Muhammad Dzikri Abadi, & Muh. Mahbub (2023)	Quantitative	Transformational leadership and work motivation have a significant positive impact on employee job satisfaction.
6	The Influence of Transformational Leadership and Work Motivation on Employee Job Satisfaction.	Taufik Qarismail & Prayekti (2020)	Quantitative	Based on the data analysis conducted in the aforementioned research, it can be concluded that transformational leadership style has a positive influence on employee job satisfaction. Furthermore, it was found that employee work motivation does not have an impact on job satisfaction, nor does work discipline affect employee job satisfaction.
7	The Effect of Transformational Leadership and Motivation on Employee Job Satisfaction in Manufacturing Companies in Batam City.	Adi Neka Fatyandri & Lylya Shanty (2022)	Partial Least Square	Based on data processing in the research, it can be concluded that the transformational leadership style positively influences employee job satisfaction, while work motivation does not affect employee job satisfaction, and work discipline does not impact employee job satisfaction. Transformational leadership is acceptable, inspirational motivation is acceptable due to the variable's significance, organizational commitment is acceptable, while motivation is not acceptable as it has a value of 0.279. Transformational leadership concerning job satisfaction through organizational commitment is acceptable, and inspirational motivation regarding job satisfaction through organizational commitment is also acceptable.
8	The Influence of Organisational Culture, Transformational Leadership, and Work	Dimas Haryo Wicaksono & Joyce A. Turangan (2024)	Quantitative	Transformational leadership has a positive and insignificant influence on work productivity. Work motivation has a positive and significant influence on employee work productivity.

No	Title	Author & Years	Method	Research Result
	Motivation on Employee Productivity.			
9	The Impact of Transformational Leadership Style, Work Environment, and Work Motivation on Job Satisfaction at NTT Bank Kalabahi Branch.	Dwi Mariana Ningrum, Abdul Mongid, & Emma Julianti (2023)	explanatory research	Transformational leadership has a positive but not significant effect on work productivity, whereas work motivation positively and significantly influences employee productivity. The transformational leadership style, work environment, and work motivation significantly affect employee job satisfaction simultaneously. Transformational leadership has a significant partial effect on employee job satisfaction in banks, while the work environment has no significant partial effect on employee job satisfaction. Work motivation has a significant partial effect on employee job satisfaction.
10	The Effect of Transformational Leadership and Organisational Culture on Employee Performance Mediated by Job Satisfaction.	Alna As Zahra & Heru Baskoro (2024)	Quantitative	There is a non-significant effect of transformational leadership on employee performance, a significant effect of organisational culture on employee performance, a non-significant effect of transformational leadership on job satisfaction, a significant effect of organisational culture on job satisfaction, and a significant effect of job satisfaction on employee performance.
11	The Influence of Leadership, Motivation, and Work Environment on Job Satisfaction.	Eko Riyono, Arief Hidayat, Irvan, Irwan, & Ieke Wulan Ayu (2023)	kualitatif deskriptif	The leadership style and work spirit influence employee performance. The leadership style refers to the characteristic behaviours of a leader when directing, motivating, and guiding a group of people within an organisation or company. Furthermore, the work spirit significantly impacts the productivity of a company or organisation, as high employee morale allows tasks to be completed more quickly. A company's productivity or performance is greatly influenced by a management system based on the relationship between leadership elements and employee work spirit.
12	The Impact of Transformational Leadership Style, Work Motivation, and Job Satisfaction on the Performance of Primary School Teachers.	Slamet Wijayanto, Ghufon Abdullah, & Endang Wuryandini (2021)	Quantitative	(1) Transformational leadership significantly and positively affects teacher performance, with a significance value of $0.001 < \text{the table value of } 0.05$. (2) Work motivation significantly and positively influences teacher performance, with a significance value of $0.000 < \text{the table value of } 0.05$. (3) Job satisfaction significantly and positively affects teacher performance, with a significance value of $0.000 < \text{the table value of } 0.05$. (4) Transformational

No	Title	Author & Years	Method	Research Result
				leadership, work motivation, and job satisfaction collectively have a significant and positive effect on teacher performance, with a significance value of $0.000 < \text{the table value of } 0.05$.
13	The Effect of Transformational Leadership Style and Work Motivation on Job Satisfaction of Employees at the Regional Financial Management Agency (BPKD) of Tambrauw Regency.	Andrei Sakharov Maryen, Lili Sarce Joi Sapari, & James Roby Pariry (2023)	Quantitative	Work motivation influences job satisfaction and employee support at BPKD Kabupaten Tambrauw. Transformational leadership and work motivation affect employee job satisfaction at BPKD Kabupaten Tambrauw, with transformational leadership and work motivation contributing 36.2% to job satisfaction, while the remaining 63.8% is influenced by other variables outside this study
14	The Influence of Transformational Leadership, Work Motivation, and Organisational Commitment on Job Satisfaction of Employees at the Watang Sawitto Sub-District Office in Pinrang Regency.	Ibrahim, Mashur Razak, & Syamsul Alam (2020)	Survey	Transformational leadership, work motivation, and organizational commitment have a positive and significant partial impact on employee job satisfaction at the Sub-District Office of Watang Sawitto, Pinrang Regency.
15	The Impact of Motivation, Transformational Leadership, and Job Satisfaction on the Performance of Employees at the Citarum-Ciliwung River Basin Management Agency (Bpdashl)	Sriyani, Aida Vitayala Sjafrri Hubeis, & Amir Tengku Ramly (2023)	Quantitative	Transformational leadership, work motivation, and organisational commitment positively and significantly influence employee job satisfaction at the Watang Sawitto Sub-district Office in Pinrang. The results of the research conducted through SEM PLS calculations indicate that motivation positively and significantly influences employee performance; the higher the motivation, the better the employee performance. Job satisfaction has the greatest influence on employee performance; the higher the job satisfaction, the more it affects employee performance.
16	An Analysis of Transformational Leadership and Motivation as Antecedents of Job Satisfaction on Employee Performance at the Population and Family Planning Office of Semarang City.	Mochamad Ainan, Andhi Supriyadi, Syamsul Hadi, & Dyah Palupiningtyas (2021)	Quantitative	<ol style="list-style-type: none"> 1. Transformational leadership and work motivation positively and significantly influence job satisfaction among employees at DALDUK & KB in Semarang. 2. Transformational leadership and work motivation positively and significantly affect the performance of employees at DALDUK & KB in Semarang. 3. Job satisfaction positively and significantly influences the performance of employees at DALDUK & KB in Semarang.

No	Title	Author & Years	Method	Research Result
				<p>4. Job satisfaction does not mediate the relationship between transformational leadership and employee performance at DALDUK & KB in Semarang.</p> <p>5. Job satisfaction does not mediate the relationship between motivation and employee performance at DALDUK & KB in Semarang.</p>
17	The Influence of Organisational Culture, Work Motivation, and Transformational Leadership Style on Employee Performance through Employee Job Satisfaction (A Study in Murung Raya, Central Kalimantan).	Ach Zufri Hasbuloh & Taharudin (2023)	Quantitative	<p>1. A positive and significant influence of organisational culture on employee performance has been found.</p> <p>2. A positive and significant influence of work motivation on employee performance has been established.</p> <p>3. A positive and significant influence of transformational leadership on employee performance has been identified.</p> <p>4. A positive and significant influence of organisational culture on employee job satisfaction has been discovered.</p> <p>5. A positive and significant influence of work motivation on employee job satisfaction has been determined.</p> <p>6. A positive and significant influence of transformational leadership on employee job satisfaction has been established.</p> <p>7. A positive and significant influence of job satisfaction on employee performance has been found. There is a positive and significant influence of organisational culture on employee performance.</p>
18	The Impact of Work Motivation and Transformational Leadership on Employee Performance.	Wargiatno, Syamsul Hadi, & Kusuma Chandra Kirana (2023)	Saturated sampling (census)	Financial compensation has a partial influence on employee job satisfaction, while workload does not have a significant effect on job satisfaction. The physical work environment shows a partial influence on employee job satisfaction. Financial compensation, workload, and the physical work environment simultaneously affect employee job satisfaction.
19	The Effect of Transformational Leadership Style, Organisational Culture, and Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. PLP Indonesia.	Yudi Hendriawan & Siti Nurjanah (2024)	Quantitative	Transformational leadership (X_1) positively and significantly influences employee performance (Y) through job satisfaction (Z). Organisational culture (X_2) negatively influences employee performance (Y) through job satisfaction (Z). Work motivation (X_3) positively and significantly influences employee performance (Y) through job satisfaction (Z). Transformational leadership (X_1), organisational culture

No	Title	Author & Years	Method	Research Result
				(X ₂), and work motivation (X ₃) positively and significantly influence job satisfaction (Z) simultaneously.
20	An Analysis of the Impact of Transformational Leadership, Work Motivation, and Job Satisfaction on Employee Performance at PT. Mega Bintang Mas Indonesia in Medan	Sahat Simbolon (2022)	Qualitative	Based on the results of descriptive analysis, the transformational leadership variable is classified as good, the work motivation variable is classified as poor, the job satisfaction variable is classified as very poor, and the employee performance variable at PT. Mega Bintang Mas Indonesia Medan is classified as fairly good.
21	The Influence of Transformational Leadership Style and Trust on Job Satisfaction Mediated by Work Motivation of Civil Servants in Lamandau Regency.	Islia Hartati, Roby Sambung, & Shine Pintor Siolemba Patiro (2023)	Quantitative	The groundbreaking authority affects the trust of civil servants in the Lamandau Regency Government. Trust in superiors significantly influences employee inspiration within the Lamandau Regency Government. Job satisfaction arises in employees due to innovative administrative styles and a pleasant working atmosphere and conditions.
22	The Effect of Transformational Leadership Style, Work Motivation, and Organisational Commitment on Job Satisfaction of Employees at the Regional Personnel and Human Resource Development Agency of Parepare City.	Andi Mulya Alfarabi Manggabarani, Muhammad Idris, & Muh. Said (2021)	Quantitative	Transformational leadership positively and significantly influences employee performance, where $t\text{-count} = 2.412 > t\text{-table} = 2.060$. Work motivation positively and significantly influences employee job satisfaction, Organisational commitment positively influences employee job satisfaction at the Regional Civil Service Agency and Human Resource Development of Parepare City, meaning that the three independent variables—transformational leadership, work motivation, and organisational commitment—simultaneously influence the dependent variable, which is job satisfaction. This research also concludes that the organisational commitment variable (X ₃) has the most dominant influence on employee job satisfaction at the Regional Civil Service Agency and Human Resource Development of Parepare City, based on the largest standardized beta value
23	The Influence of Leadership Style and Motivation on Employee Performance Mediated by Job Satisfaction at the Planning and Development Agency (Bappeda) and the Regional Investment and One Stop Service	Ni Nyoman Purnamiati (2024)	Quantitative	Both leadership style and work motivation have a positive and significant impact on job satisfaction. Job satisfaction has a positive and significant effect on employee performance, while both leadership style and work motivation have a non-significant positive impact on employee performance, with job satisfaction playing an important mediating role. An effective leadership style and high work motivation directly enhance job

No	Title	Author & Years	Method	Research Result
	Agency (Brida) of Jembrana Regency.			satisfaction, which subsequently has a positive effect on employee performance. This research underscores the importance of developing inspirational leadership and strategies to enhance motivation within organisations to achieve optimal employee performance.
24	Work Motivation as an Intervening Variable in the Influence of Leadership and Job Satisfaction on Employee Performance at the Transportation Department of Tabanan Regency.	Ayu Wisudayanti (2024)	Quantitative	<ol style="list-style-type: none"> 1. Leadership has a positive and significant impact on the performance of employees at the Transportation Office of Tabanan Regency. 2. Job satisfaction has a positive and significant influence on the performance of employees at the Transportation Office of Tabanan Regency. 3. Motivation has a positive and significant impact on the performance of employees at the Transportation Office of Tabanan Regency.

Source : Google Scholar, Semantic Scholar, Oalib

METHOD

This research employs a library research approach, which is a method of investigation that involves the collection of data or scholarly writings related to the research object. Data collection is conducted through a literature review aimed at resolving the research problem by referring to a critical and in-depth examination of relevant bibliographic materials. Data and analyses of the relationships between variables are obtained from various sources, such as Mendeley, Google Scholar, Semantic Scholar, OALIB, and other online resources, including physical academic books.

This library research focuses on the exploration of theories, laws, principles, or ideas that serve as a foundation for analysing and addressing the research questions formulated. The study is descriptive in nature, aiming to provide a systematic explanation of the facts discovered during the research process. Descriptive research emphasises the analysis and presentation of facts that can be scientifically substantiated.

RESULTS AND DISCUSSION

Through a comprehensive examination of issues related to the declining productivity of employee performance, this research necessitates a structured mindset. It is anticipated that the three factors will have a significant direct influence and will be capable of enhancing job satisfaction. The correlational relationship between these variables can be elucidated as follows.

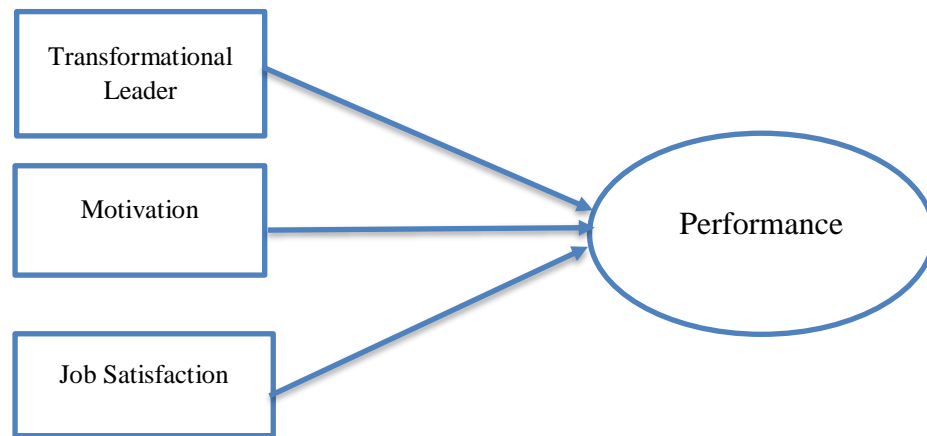


Figure 1. Conceptual Framework

Leadership style and work motivation significantly influence employee performance. Leaders are fundamentally individuals who possess the ability to mobilise all resources, particularly human resources, to collaborate in achieving a specific goal (Riyono et al., 2023). Leadership style refers to the characteristic behaviours exhibited by a leader when directing, motivating, and guiding a group of individuals within an organisation or company. Furthermore, the presence of work motivation profoundly affects the productivity of a company or organisation, as high levels of motivation among employees enable tasks to be completed more swiftly. The ability of a company to attain productivity or performance is heavily influenced by a management system that is predicated on the relationship between elements of leadership and the work motivation of its employees.

This assertion aligns with the views of Wijayanto et al. (2021), who state that transformational leadership has a significant and positive impact on teacher performance. A school principal who embodies a transformational leadership style will encourage teachers within their educational institution to recognise the importance of their professional responsibilities, urging them to prioritise the interests of the educational unit over personal interests, which is manifested in their performance. The transformational leadership exhibited by the principal fosters a heightened awareness among teachers regarding the value and significance of their work.

Additionally, Maryen et al. (2023) assert that transformational leadership and work motivation positively influence job satisfaction among employees of the Tambrauw District BPKD. This indicates that transformational leadership within the Tambrauw District BPKD can effectuate changes in performance, as employees experience satisfaction with their work, thereby rendering the motivational initiatives frequently implemented by the leadership of that department both effective and efficient.

According to subsequent research related to leadership styles, transformational leadership has a significant positive impact on employee job satisfaction. The implementation of strategies that enhance this aspect can assist companies in creating performance productivity (W. A. Lestari et al., 2023). The researchers have demonstrated that transformational leadership is effective in fostering positive work environments, thereby aligning with organisational goals. Transformational leadership is accepted as a variable due to its significance value of 0.000, indicating a positive influence on the variable of job satisfaction, as evidenced by the study conducted by (Fatyandri & Shanty, 2022). Their research indicates that the examination of transformational leadership with job satisfaction yields positive results, confirming that transformational leadership can be accepted and leads to improved performance.

Further studies underscore the crucial role of leadership within an organisation. A leader who is capable of enhancing employee welfare—such as providing career advancement

opportunities, recognising employee achievements, valuing their efforts, and offering better encouragement and dedication—will foster empathy among employees, consequently enhancing their job satisfaction. This assertion aligns with the equity theory, which posits that individuals develop feelings of fairness or unfairness regarding their situations by comparing themselves to others in similar positions, both within their own workplace and in other settings (Qarismail & Prayekti, 2020). Additional relevant research supports the views of Ramadhani (2024), Ibrahim et al. (2020), and Sriyani et al. (2023).

Leadership style and work motivation significantly influence employee performance. An effective leader can mobilise resources, particularly human resources, to collaborate towards achieving organisational objectives. Leadership style, particularly transformational leadership, plays a vital role in providing motivation, direction, and guidance to employees, encouraging them to prioritise organisational interests over personal ones. This style also helps employees understand the significance of their work, thereby enhancing job satisfaction and promoting productivity and performance.

Employee motivation emerges as a critical factor in organisational success. With high levels of motivation, tasks can be completed more swiftly, leading to increased productivity. Transformational leadership has been shown to positively affect job satisfaction and employee performance. Leaders who create a thriving work environment, offer career advancement opportunities, recognition, and encouragement to employees will stimulate empathy and enhance job satisfaction and motivation. Fairness in the workplace, reflected in equitable rewards and balanced perceptions among employees, also contributes to improved performance. With appropriate strategies, effective leadership can serve as a primary driver in achieving organisational objectives.

The willingness to strive for advancement and achieve organisational goals must not overlook the importance of fulfilling personal needs. Hasibuan, as cited in Mochamad Ainan et al. (2021), states that motivation comprises all driving forces behind behaviours that compel individuals to meet their needs. Siagian and Sondang, as referenced in Mochamad Ainan et al. (2021), define motivation as the enthusiasm to undertake actions aimed at achieving goals. This aligns with the research by Hasbuloh & Taharudin (2023), which reveals a positive relationship between work motivation and employee performance through the mediation of job satisfaction, with an estimation value of 0.131, indicating a positive influence of work motivation on employee performance via job satisfaction. Further relevant research by Wargiatno et al. (2023) demonstrates a significant positive effect of motivation on employee performance, supporting the hypothesis that higher motivation correlates with better employee performance. Descriptive research indicates that motivation is categorised as high at 50.43%, suggesting that the Department of Marine Affairs and Fisheries in DIY offers attractive rewards whenever tasks are assigned to employees.

In the study by Hendriawan & Nurjanah (2024), frequency tabulation of respondent answers indicates that motivation related to job security is the strongest motivator, while promotional factors, particularly the transition from contract to permanent employment, are rated the lowest. This discrepancy results in a lack of motivation impacting employee performance. Contract employees, particularly in production roles, are the most numerous, with contracts lasting less than six months, leading to inconsistent productivity as their focus may not always be on work targets. This illustrates that motivation remains a crucial element in influencing performance, allowing personal goals to align with organisational objectives.

Siagian, as referenced by Ananda Muhamad Tri Utama (2022), defines motivation as the entire process of instilling a work ethic in subordinates, ensuring they are willing to work sincerely towards achieving organisational goals efficiently and economically. Motivation is the process that leads an individual to behave in a particular manner to satisfy essential personal needs for survival. According to the research by Hartati et al. (2023), trust in superiors significantly influences employee inspiration within the Lamandau District Government. This

finding indicates that the work inspiration among government employees in the Lamandau District Council is a result of high trust in their superiors. The study results reveal that work motivation positively and significantly impacts employee performance, suggesting that increased work motivation in an office leads to improved employee performance (Ramadhandhy & Maryati, 2023).

Based on the literature above, it can be concluded that work motivation serves as a driving force that propels individuals to act towards achieving personal and organisational objectives. High motivation can enhance employee performance, especially when coupled with the fulfilment of personal needs such as job security, recognition, and career opportunities. Work motivation also influences job satisfaction, which acts as a mediator in enhancing performance. Furthermore, trust in superiors and a supportive work environment can elevate employee inspiration and enthusiasm. However, neglecting aspects such as employment status and promotions can hinder the motivational impact on performance. Overall, motivation remains a critical factor in achieving optimal performance and organisational goals.

The variable of job satisfaction is inherently subjective and cannot be measured by any standard metric, as satisfaction is unique to individuals and can be assessed through attitudes and character changes. Based on the analysis results in the study by Mursalim et al. (2021), it can be concluded that work motivation positively and significantly affects employee job satisfaction, where $t_{\text{calculated}} = 2.105 > t_{\text{table}} = 2.060$. This indicates that the motivation variable influences job satisfaction, as employees receiving motivation experience an increase in job satisfaction. This aligns with the research by Mursalim Taslim et al. (2021), which indicates that transformational leadership positively and significantly affects employee job satisfaction at the Regional Personnel Agency of Pinrang District, with $t_{\text{calculated}} = 2.412 > t_{\text{table}} = 2.021$. Furthermore, work motivation positively and significantly influences employee job satisfaction at the same agency, with $t_{\text{calculated}} = 2.105 > t_{\text{table}} = 2.021$. Organisational commitment positively impacts employee job satisfaction, as evidenced by the research conducted by Hendriawan & Nurjanah (2024), which shows that job satisfaction significantly affects employee performance, indicated by a significance value of less than 0.05 ($\text{sig } 0.017 < 0.05$) and a $t_{\text{calculated}}$ value exceeding t_{table} ($t_{\text{calculated}} 2.421 > t_{\text{table}} 1.654$). Therefore, it can be concluded that job satisfaction has a significant impact on employee performance. The positive t value indicates that job satisfaction has a direct relationship with employee performance, meaning that as job satisfaction improves, employee performance also increases.

In other relevant research, Hasbuloh & Taharudin (2023) indicate that the variable of job satisfaction has an original sample score of 0.155, providing positive evidence and a p -value of $0.004 < 0.05$ concerning employee performance. Thus, it can be concluded that work motivation has a positive and significant impact on employee performance (H2 Accepted). This implies that if work motivation is effectively implemented, employee performance will undoubtedly improve. Furthermore, Mochamad Ainan et al. (2021) found that job satisfaction positively and significantly affects performance. The findings of this research demonstrate that job satisfaction has a positive and significant influence on employee performance at DALDUK & KB Semarang, with a substantial impact of $(0.429)^2 \times 100\% = 18.40\%$. This is consistent with the research by Ramadhani (2024), which shows that job satisfaction significantly impacts employee performance at PT Cantika Anggun Karya. The dominant relationship between job satisfaction and employee performance reflects that the higher the level of job satisfaction experienced by employees, the better the performance produced. When employees feel satisfied with the tasks assigned to them, they tend to work more productively and deliver higher quality results.

Work motivation plays a crucial role in encouraging employees to achieve personal and organisational goals. High motivation not only enhances performance but also contributes to job satisfaction, ultimately leading to positive employee productivity. Factors such as job

security, recognition, and career opportunities are essential elements in creating effective motivation.

Job satisfaction, being individualistic and influenced by motivation, has a direct relationship with employee performance. Employees who feel satisfied with their work are more likely to demonstrate higher productivity and quality in their work. Job satisfaction also serves as a mediating factor between work motivation and performance, indicating that increased motivation will lead to job satisfaction, which in turn enhances performance.

Research indicates that the positive relationship among motivation, job satisfaction, and employee performance is significant. When employees feel appreciated, receive adequate encouragement, and have a supportive work environment, they are more likely to perform optimally. Thus, work motivation and job satisfaction are critical factors in achieving maximum performance within an organisation.

Both leadership style and work motivation have a positive and significant impact on job satisfaction. Job satisfaction positively and significantly affects employee performance. However, leadership style and work motivation have an insignificant positive impact on employee performance, with job satisfaction playing an essential mediating role. Effective leadership style and high work motivation directly enhance job satisfaction, which subsequently has a positive effect on employee performance (Purnamiati, 2024).

CONCLUSION

Based on the research reviewed, work motivation and job satisfaction have a significant impact on employee performance. Work motivation serves as a key factor that drives employees to achieve both personal and organizational goals. When motivation is effectively provided, such as through rewards, job security, and career opportunities, it not only enhances employees' job satisfaction but also has a direct effect on their productivity and quality of work. Job satisfaction, which represents the emotional response of employees to their work, plays a mediating role between work motivation and performance. When employees feel satisfied, they tend to be more committed, motivated, and perform better. Furthermore, trust in supervisors and a supportive work environment have also been proven to be essential elements in creating optimal work morale. The relationship between work motivation, job satisfaction, and performance indicates that organizational efforts to address employee needs, both physical and emotional, constitute an effective strategy for enhancing overall performance. To enhance work motivation, organizations need to consider individual employee needs by providing appropriate rewards, creating job security, and offering clear career opportunities. Additionally, training and development program should be implemented to improve employee competencies while simultaneously providing additional motivation in executing their tasks. In efforts to increase job satisfaction, organizations must create a conducive and fair work environment, where every employee feels valued for their contributions. Constructive feedback and routine appreciation of employees' work outcomes are also crucial steps in fostering their satisfaction and engagement. Leaders within organizations should adopt a transformational leadership style that can inspire and motivate employees to contribute optimally. Leadership that focuses on fairness and transparency can also enhance employees' trust in the organization, ultimately fostering a positive work spirit.

Human resource management strategies must integrate work motivation and job satisfaction into management systems, for instance through fair performance evaluations, competitive incentive systems, and open communication. Furthermore, organizations need to mitigate dissatisfaction related to employment status by offering fair promotions and providing clear career pathways, especially for employees on contract.

Finally, monitoring and evaluation should be conducted periodically by administering job satisfaction surveys to identify employee needs and expectations. Organizations should also assess the effectiveness of motivation program and work policies to ensure their alignment with

ongoing changes and dynamics, thereby remaining relevant in promoting employee productivity and performance. By implementing the aforementioned measures, organizations can create a work environment that supports employee motivation and satisfaction, which will ultimately enhance organizational performance and success as a whole.

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