

The Influence of Transformational Leadership with the Mediating Role of Work Engagement and Job Satisfaction on Employee Performance

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Article History:

Received: 15 November 2025

Revised: 01 Januari 2025

Accepted: 11 Januari 2026

Keywords: *transformational leadership, work engagement, job satisfaction, employee performance*

Abstract: *In the context of globalization, which demands government apparatus to improve efficiency and the quality of public services, employee performance becomes a crucial factor for organizational success. This study aims to analyze the effect of transformational leadership on employee performance with the mediating roles of work engagement and job satisfaction among employees of the Tangerang Regency Government. A quantitative approach with an empirical study design was employed, involving 140 respondents selected through purposive sampling. Hypothesis testing was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that transformational leadership has a significant positive effect on work engagement, job satisfaction, and employee performance, both directly and indirectly through the mediating variables. These findings emphasize the importance of optimizing transformational leadership practices through clear communication of the organizational vision, consistent performance appreciation, and the creation of a supportive work environment to enhance employee engagement and job satisfaction. This research contributes to strengthening empirical evidence on the relationship between transformational leadership and employee performance in the public sector, while offering applicable and sustainable managerial strategies.*

INTRODUCTION

In an era of globalization full of obstacles and rapid change, government agencies are required to improve efficiency, accountability, and public services (Mulianingsih, 2021). The public's demand for responsive and adaptive bureaucratic performance is getting higher, so that the state civil apparatus as the driving force of the government needs to show optimal performance (Efendi & Frinaldi, 2024). Employee performance Government not only reflects the professionalism of individuals, but also reflects the capacity of institutions in carrying out their

duties and functions (Choirulsyah & Azhar, 2024). Therefore, human resource management strategies are an important key in building effective and sustainable governance (Aji *et al.*, 2022). In this case, government agencies are required to continue to improve employee performance to achieve strategic objectives (Siregar & Panjaitan, 2022). One of the factors that can affect employee performance that is transformational leadership (Sakir & Amaliah, 2023). Transformational leadership is one of the most influential leadership theories for well-being (Arnold, 2017), because leadership is able to improve employee morale, and unite the spirit together to create a collaborative work environment by building trust between employees and their superiors which ultimately contributes to the achievement of organizational goals (Alessa, 2021). Moreover Transformational leadership also inspire and encourage employees to exceed the limits of their abilities to achieve more optimal performance (Arifin & Narmaditya, 2024). This leadership also recognizes the importance of employee empowerment by providing authority and involving employees in the decision-making process (Ibrahim *et al.*, 2024).

Therefore, transformational leadership is an important variable in the formation of employee performance (Pratama & Elistia, 2020), and explore the role of transformational leadership in improving employee performance, and how such strategies can result in effective, innovative, and sustainable work environments in the long term (Masrifah & Kuswinarno, 2024). Moreover transformational leadership contribute significantly to improving employee performance, by having a great positive impact on the improvement of employee performance (Bull *et al.*, 2019; Eliana. *et al.*, 2019; Garad *et al.*, 2022; Top *et al.*, 2020). Important employee performance In achieving the goal is highly dependent on the quality of human resources in it (Putri & Meria, 2022). Employee performance can be directly and significantly influenced by employee motivation and participation levels, especially when leaders are able to create an attractive and inspiring vision (Pahos & Galanaki, 2019; Top *et al.*, 2020). Moreover Saleem *et al.* (2019) affirms that employee performance are strongly influenced by the behavior and attitudes of their leaders, which shows how important the role of leadership is in building optimal performance within the organization.

The next factors that affect employee performance Was work engagement, i.e. the direct involvement of employees in the work and the contribution they make to the organization (Kuntadi *et al.*, 2023). Work engagement reflects the employee's level of commitment to their work, while providing space to innovate in carrying out their duties (Jaiswal & Tyagi, 2019). Work engagement occurs when employees focus on their work, apply their own wisdom, and strive to achieve a high level of performance (Mmako & Schultz, 2016). Moreover work engagement shows that each employee involved will put greater effort into their work, thus contributing significantly to the organization's achievement (Anindita & Rheinhard, 2023). According to Goyal & Patwardhan (2021), employees who engage enthusiastically and feel interested in dedicating more time to their work are more likely to result in better performance for the organization. In addition, the increase work engagement can build strong ethical relationships and trust between employees and organizations, which ultimately drives employee motivation and productivity (Prabhu, 2020)

Besides work engagement, job satisfaction also has an important role as a mediator variable in the relationship between transformational leadership and employee performance (Evitasari *et al.*, 2023). Hutama *et al.* (2024) job satisfaction serves as an intermediary in bridging influence transformational leadership against employee performance because job satisfaction can form new, stronger relationships within the organization. Job satisfaction has a significant influence on the improvement employee performance (Soomro & Shah, 2019), and is reflected in three main aspects, namely cognitive, affective, and evaluative behavior of an employee towards his work

(Salsabilla *et al.*., 2022). Moreover job satisfaction It is often considered an indicator of attitude that shows the level of employee satisfaction with their work and has a positive correlation with employee health and performance (Meier & Spector, 2005).

Previous studies provide evidence that the relationship between transformational leadership and employee performance (Arifin & Narmaditya, 2024; Baluti *et al.*., 2024), work engagement against employee performance (Hadi, 2023), job satisfaction against employee performance (Jabid *et al.*., 2023). Transformational leadership terhadap work engagement (Aftab *et al.*., 2023; Juyumaya & Torres, 2023; Thanh *et al.*., 2022), transformational leadership against job satisfaction (Chi *et al.*., 2023; Ramadani Rachmah *et al.*., 2022). However, this study differs from previous research by replacing variables work motivation With job satisfaction In the research model Kuntadi *et al.* . (2023), the author is interested in adding the job satisfaction Because the performance of employees in the government is very dependent on the extent to which job satisfaction acquired in the workplace (Muhajiroh & Noermijati, 2024). In addition, the research focuses on Tangerang Regency Government employees, which is still rarely researched within the same research framework.

Based on this background, the purpose of this study is to examine the relationship between transformational leadership and employee performance, with the mediating role of work engagement and job satisfaction in Tangerang Regency Regional Government employees. This research is expected to provide a more comprehensive understanding of the extent of the influence of transformational leadership in increasing work engagement, job satisfaction, and employee performance. In addition, the results of this research are expected to play a role in strengthening the effectiveness of leadership styles and creating a more productive and sustainable work environment in the government sector.

LITERATURE REVIEW

Transformational Leadership

According to Bass (1999), transformational leadership is a leadership style that encourages and inspires individuals to work better for the common good and goals of the organization. Transformational leadership defined as a leadership style that focuses on inspiring and motivating employees through the creation of an exciting and inspiring vision of the future, which aims to drive positive change in the organization (Eliyana *et al.*, 2019). The research Chung & Li (2021) transformational leadership is a leadership trait or behavior that involves a leader presenting an innovative vision to his subordinates and using effective communication channels to achieve high performance through self-identification and organization. Furthermore, research Hariadi & Muafi (2022) explain transformational leadership is a leader who pays attention to the problems faced by his followers and the development needs of each of his followers by providing encouragement and motivation to achieve the goals that have been set. This view is also supported by Baker *et al.* (2022) transformational leadership It is a leadership approach that emphasizes efforts to inspire and motivate individuals to develop and experience positive change. Based on these various views, it can be concluded that transformational leadership is a leadership approach that focuses on change, motivates individuals in an organization to pursue a predetermined vision and serves to encourage employees to invest additional effort, improve job satisfaction, go beyond performance benchmarks, and foster creativity and innovation within the organisational framework (Aini *et al.*, 2024).

Work Engagement

Work engagement is the psychological condition of the employee actively directing his physical, cognitive, and emotional energies in carrying out his duties, thus creating a strong connection between the individual and his work (Kahn, 1990). Work engagement is defined as a positive psychological condition that reflects a person's full involvement in work, both emotionally and physically, which is characterized by passion, dedication, and appreciation in carrying out tasks (Mufarrikhah *et al.*, 2020). This is also emphasized by research Rahmadani *et al.* (2020) work engagement can be improved through leadership that deceives and fulfills the psychological needs of employees. Moreover work engagement It can also be interpreted as reflecting a condition in which employees are able to show positive commitment and express themselves completely in work (Rahmayani & Wikaningrum, 2022). The research Bismoko *et al.* (2023) explains that work engagement Develop through strong and supportive relationships between individuals in the organization, thus creating a sense of value that encourages employees to contribute optimally. Work engagement It is also a positive psychological condition related to work, characterized by a high level of energy and involvement in the execution of tasks (Wang *et al.*, 2024).

Job Satisfaction

According to Locke (1970) job satisfaction is a positive emotional state that arises as a result of an individual's assessment of his or her work. Siengthai & Pila-Ngarm (2016) Explains that job satisfaction is a person's emotional feelings that encourage increased productivity, creativity, and commitment to the tasks carried out. Job satisfaction It can also be defined as a form of positive employee response to their work, which is formed through a process of evaluation of the results that have been achieved (Omar *et al.*, 2021). According to Yanchovska (2021), job satisfaction is the attitude and feelings of employees towards their work. The other definition states that job satisfaction is a description of a person's characteristics and emotions towards the work he or she is doing (Davis, 2023). Moreover job satisfaction defined as an important factor that can foster high organizational commitment among employees (Devyani & Meria, 2023). Research Hutama *et al.* (2024) Define job satisfaction as the ability to arouse employee morale, which ultimately encourages them to carry out their duties optimally. Wardiansyah *et al.* (2024) adding that job satisfaction It is a subjective condition, where the level can differ from one individual to another.

Employee Performance

Definition employee performance according to Schaufeli & Bakker (2004) is the degree at which an employee successfully performs his duties and responsibilities of his job effectively, which is greatly influenced by the level at which he or she performs his or her duties and responsibilities effectively. work engagement, motivation, and psychological well-being in the workplace. Employee performance is the level of achievement of employee work results measured by comparing the overall work results with the expected responsibilities in accordance with the work standards that have been set (Halifah *et al.*, 2019). Employee performance can be defined as an important resource for a company because it includes creativity, ideas, and human resources that play a role in realizing organizational goals (Putri & Meria, 2022). Moreover employee performance is a behavior produced and displayed by each employee in the form of work results that are in accordance with their role in the company (Abdullahi *et al.*, 2022; Qorfianalda & Wulandari, 2021). As for other definitions, that employee performance is the achievement and contribution made by an individual who carries out his or her roles and obligations in the work

environment (Gunawan & Setiawan, 2022). Research Suk & Eun-Woo (2023) employee performance It is also defined as a form of measuring organizational success that not only improves performance and competitiveness, but also encourages innovation and creativity of employees in producing new ideas.

RESEARCH METHODS

To achieve the research objectives as previously stated, a quantitative approach was adopted as the primary method. The research design applied is an empirical study utilizing a questionnaire as the tool to collect data from the sample (Yu *et al.*, 2024). This study involves four main variables: transformational leadership, work engagement, job satisfaction, and employee performance. Transformational leadership was measured using eight items developed by Hariadi & Muafi (2022). To measure work engagement, this study adapted eight items from Wang *et al.* (2024). Job satisfaction was measured using six items taken from Siengthai & Pila-Ngarm (2016). Inally, the employee performance variable was measured with six items developed by Suk & Eun-Woo (2023). The target population for this study is employees of the Regional Government of Tangerang Regency. This population also served as the research sample, with the sample size determination referring to Hair *et al.* (2019) which recommends that for data analysis using *Structural Equation Model* (SEM), the required number of respondents is at least 5 to 10 times the number of questionnaire items. With a total of 28 items, the minimum number of respondents required was 140. Therefore, the authors set the sample size at 150 respondents, exceeding the minimum recommended limit.

This study employed a purposive sampling method, selecting respondents based on specific criteria determined by the researchers. The criteria included: (1) employees working as Civil Servants (ASN), (2) having served as ASN for more than one year, and (3) holding at least a bachelor's degree S1. Initial data processing was conducted using the *Statistical Package for the Social Sciences* (SPSS) to perform validity and reliability tests. Before distributing the questionnaire to the entire sample, a pilot test was conducted with 30 respondents. Validity was assessed by examining the item total correlation, while reliability was evaluated using Cronbach's Alpha, where a value of 0.7 or higher indicates that the instrument items are reliable (Anggraini *et al.*, 2022). Subsequently, hypothesis testing was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). This method was chosen because it can handle complex models, including mediation relationships as in this study, and can estimate both direct and indirect effects (Hair *et al.*, 2019; Ringle *et al.*, 2020)

Prior to the main analysis, an initial validity test was conducted with 30 respondents using SPSS. The results showed that most questionnaire items had corrected item total correlation values above 0.5 and were therefore deemed valid. However, several items namely TL05, WE01, WE02, WE07, JS02, and JS05 did not meet the criteria and were excluded from further analysis. As a consequence of removing these items, the numbering of valid items was adjusted to maintain systematic and sequential order. This adjustment did not alter the substance of the indicators but aimed to preserve orderliness in data analysis. Despite some invalid items, the reliability test results indicated that all variables had Cronbach's Alpha values above 0.7, signifying that the measurement instruments possess a high level of internal consistency and are suitable for use in this study. Based on the hypothesis framework above, the research model can be illustrated as follows:

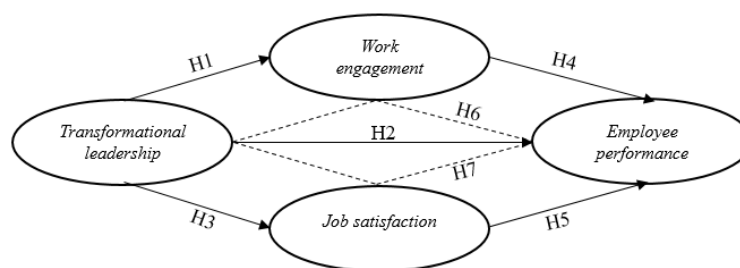


Figure 1. Research Model

- H1 : Transformational leadership has a positive effect on work engagement
 H2 : Transformational leadership has a positive effect on employee performance
 H3 : Transformational leadership has a positive effect on job satisfaction
 H4 : Work engagement has a positive effect on employee performance
 H5 : Job satisfaction has a positive effect on employee performance
 H6 : Transformational leadership has an indirect effect on employee performance through work engagement
 H7 : Transformational leadership has an indirect effect on employee performance through job satisfaction

RESULT AND DISCUSSION

Result

This study involved 140 employees of the Tangerang Regency Government as respondents. Based on gender, 59 respondents or 42.1% were male, while 81 respondents or 57.9% were female. Regarding age distribution, 4 respondents or 2.9% were aged 21 to 30 years, 41 respondents or 29.3% were aged 31 to 40 years, and the majority, 91 respondents or 65%, were aged 41 to 50 years. The remaining 4 respondents or 2.9% were aged 50 years or older. In terms of length of service, 22 respondents or 15.7% had worked for 1 to 5 years, 46 respondents or 32.9% for 6 to 10 years, 42 respondents or 30% for 11 to 15 years, 23 respondents or 16.4% for 16 to 20 years, and 7 respondents or 5% had worked for 20 years or more. Regarding the highest level of education, most respondents held a bachelor's degree (S1), totaling 93 respondents or 66.4%. Meanwhile, 43 respondents or 30.7% held a master's degree (S2), and 4 respondents or 2.9% had completed doctoral-level education (S3).

After data collection, the measurement model was tested using the SEM-PLS approach to evaluate the validity of the indicators through outer loading values. These values reflect the contribution of each indicator in forming the latent construct, where validity is necessary to ensure that each indicator accurately measures the intended construct. The higher the outer loading value, the better the indicator represents the latent variable being measured. The figure below presents the measurement model showing the relationships between the latent constructs and their respective indicators. Each arrow from the construct to the indicators represents the outer loading values, which form the basis for assessing convergent validity.

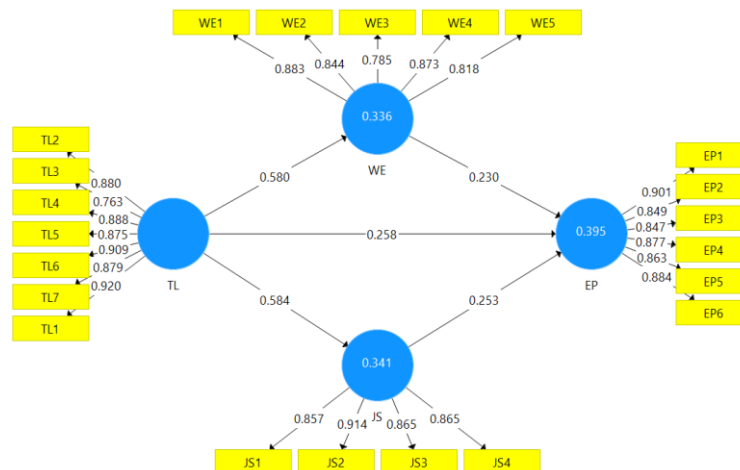


Figure 2. Measurement Model Path Diagram

Based on Figure 2, it can be seen that the values obtained from all indicators are above the threshold of 0.70, with the lowest value being 0.763 and the highest 0.920. This indicates that all indicators in this study have met the requirements for convergent validity and are able to significantly represent the latent constructs being measured. Therefore, the measurement model is deemed adequate and can be used for the next stage of analysis. Furthermore, the complete results of the construct validity and reliability tests are presented in the following Table 1:

Table 1. Results of Construct Validity and Reliability Tests

Konstruk	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EP	0,936	0,941	0,949	0,758
JS	0,901	0,936	0,929	0,766
TL	0,948	0,957	0,958	0,765
WE	0,897	0,906	0,924	0,708

Based on the data presented in Table 1, all constructs in this study have Average Variance Extracted (AVE) values above 0.5, as well as Composite Reliability and Cronbach's Alpha values exceeding the minimum threshold of 0.7. Additionally, the rho_A values for each construct are also above 0.7, indicating internal consistency among the indicators measuring the constructs. This strengthens the evidence that the measurement instruments used have met the validity and reliability requirements, thus suitable for further analysis.

Table 2. Discriminant Validity Test Result

Konstruk	EP	JS	TL	WE
EP	0,870			
JS	0,535	0,875		
TL	0,539	0,584	0,875	
WE	0,524	0,568	0,580	0,842

Referring to the data shown in the previous table, the discriminant validity test was conducted using the Fornell-Larcker criterion. Most constructs show that the square root of AVE values is greater than the correlations between constructs, meaning the discriminant validity criteria have been fulfilled. However, the correlation value between job satisfaction and transformational

leadership is equal to the square root of AVE for both constructs, reflecting the conceptual closeness between these two constructs.

Next, R Square analysis was performed to determine the extent to which independent variables explain the dependent variable. The results indicate that 39.5% of the variance in employee performance can be explained by transformational leadership, job satisfaction, and work engagement. Meanwhile, transformational leadership explains 34.1% of the variance in job satisfaction and 33.6% in work engagement. These values fall into the moderate category and show that the model has a sufficient capability to explain the relationships among variables in this study.

Discussion

The results of this study indicate that transformational leadership has a positive effect on work engagement, suggesting that the more effectively transformational leadership is applied within an organization, the higher the level of employee work engagement. In this context, when employees express trust in their leaders, it reflects confidence in the leader's integrity, capability, and vision direction. This trust creates a sense of security and intrinsic motivation that encourages employees to develop a stronger emotional connection to their work. As a result, employees exhibit higher levels of work engagement, feeling proud of all the tasks they perform. These findings align with Nugraha (2025), who stated that employees' pride arises from perceiving their work as meaningful and valued within a work environment led by an inspiring leader. Thus, the better the transformational leadership style applied, the stronger the employees' work engagement toward their job, cognitively, emotionally, and affectively (Boccoli *et al.*, 2024).

In addition to its impact on work engagement, transformational leadership was also found to positively influence employee performance. This indicates that the greater the employees' trust in their leader, the stronger their confidence and capability to complete tasks optimally. When employees trust their leaders, they perceive leadership as visionary, fair, and supportive. Such trust fosters a conducive psychological environment where employees feel supported and valued, thereby building strong self-efficacy to face various work challenges. This confidence reflects their belief in their ability to handle organizational tasks to achieve goals, showing that leadership influences not only emotional loyalty but also enhances employees' self-efficacy in fulfilling their responsibilities (Rijanti *et al.*, 2020). herefore, the higher the perceived quality of transformational leadership, the better the employee performance in terms of effectiveness, accuracy, and contribution to organizational goals (Sidabutar *et al.*, 2024).

Besides boosting employee performance, transformational leadership also positively affects job satisfaction. Trust in organizational leaders creates a supportive work environment that values employees' contributions. When leaders show care, provide clear direction, and attend to employee welfare, employees feel appreciated and satisfied with their jobs. Satisfaction extends beyond work aspects, positively influencing employees' personal lives, making them and their families feel happier. Transformational leadership promotes healthy work relationships and an appreciative environment, strengthening employees' perception that their work is valuable and beneficial for both their personal and professional lives (AbdELhay *et al.*, 2025). This shows that the higher the perception of transformational leadership quality, the greater the job satisfaction experienced by employees (Hermawan *et al.*, 2024).

Furthermore, work engagement was found to have a positive effect on employee performance. When employees feel proud of their work, they tend to exhibit high dedication, focus on task completion, and enthusiasm to continuously contribute their best. This pride reflects a strong emotional attachment to their work, which in turn boosts their confidence in handling the

responsibilities assigned by the organization. This aligns with employees' belief in their capability to manage tasks to achieve organizational goals, demonstrating high self-efficacy resulting from deep work engagement. Employees with high work engagement show consistent motivation and maintain optimal performance across various work situations (Hoxha & Ramadani, 2024). Therefore, the greater the employees' work engagement, the higher their performance in supporting organizational objectives (Ahmed *et al.*, 2024).

Job satisfaction also positively influences employee performance. When employees feel their work brings happiness to themselves and their families, it reflects high job satisfaction. Such satisfaction creates a stable and positive psychological condition that affects how employees perform their tasks and responsibilities. Satisfied employees possess stronger motivation, high self-confidence, and internal drive to contribute maximally. This is evident when employees believe in their ability to handle organizational tasks to achieve goals, indicating that job satisfaction strengthens self-efficacy and readiness to face work challenges (Aheruddin *et al.*, 2024). It can be concluded that the higher the job satisfaction felt by employees, the greater the likelihood they will demonstrate optimal employee performance oriented toward organizational goal achievement (Indrayani *et al.*, 2024).

Employee performance is influenced not only directly by transformational leadership but also through the mediating role of work engagement. When employees trust their leaders, they gain confidence in the leader's integrity and guidance in creating a more positive and inspiring work environment. This trust fosters higher work engagement and pride in all their work. Such pride reflects employees' emotional connection to their roles within the organization. Work engagement strengthens employees' confidence and readiness to fulfill their organizational responsibilities (Hameli *et al.*, 2023). Thus, transformational leadership contributes to improving employee performance not only through direct influence but also by enhancing work engagement, which strengthens employees' motivation and self-efficacy to complete tasks optimally (Abu-Qutaish *et al.*, 2025).

And addition to work engagement, transformational leadership's direct effect on employee performance also occurs indirectly through job satisfaction. When employees trust their leaders, it reflects positive perceptions of leadership style that is fair, visionary, and caring for employee welfare. This trust fosters higher job satisfaction, reflected by feelings of comfort, well-being, and fulfilled expectations at work. Job satisfaction reinforces positive emotions, making employees more enthusiastic, responsible, and motivated to complete their tasks (Gonçalves *et al.*, 2024). This condition directly impacts employee performance, as engaged employees tend to have high self-confidence, focus, and commitment to contributing toward organizational goals (Isabirye *et al.*, 2025). Therefore, transformational leadership not only directly impacts employee performance but also indirectly influences it by increasing job satisfaction, which strengthens employees' readiness and effectiveness in carrying out their responsibilities (Elshaer *et al.*, 2025).

Based on the analysis results, the mediating roles of work engagement and job satisfaction in the relationship between transformational leadership and employee performance are significant but partial. This indicates that transformational leadership influences employee performance not only through work engagement and job satisfaction as mediators but also has a strong direct effect on enhancing employee performance. Although the indirect paths through work engagement and job satisfaction contribute positively, the study shows that the direct effect of transformational leadership on employee performance has a larger magnitude compared to the mediated paths. In other words, when transformational leadership style is well applied, leaders can drive their employees to work more optimally while fostering pride and job satisfaction that ultimately

strengthen employee performance (Reyaz, 2024). Therefore, the mediation roles of work engagement and job satisfaction enrich the relationships among variables but are not the sole primary pathways, as transformational leadership plays a dominant direct role in shaping employee performance (Joanna, 2024).

CONCLUSION

The findings of this study demonstrate that transformational leadership plays a vital and dominant role in enhancing employee performance among employees of the Tangerang Regency Government. An effective leadership style, characterized by trust in the leader's integrity, vision, and care, is able to create a positive work environment, intrinsically motivate employees, and foster self-confidence in task completion. This influence occurs not only directly but also indirectly through increased work engagement and job satisfaction. High work engagement is reflected in employees' pride, emotional attachment, and dedication to their work, while high job satisfaction creates a positive psychological state, nurtures motivation, and strengthens work commitment. Although the mediating roles of both work engagement and job satisfaction are significant, the direct effect of transformational leadership on employee performance is proven to be greater. Therefore, the application of this leadership style is the key driver in boosting employee performance, with work engagement and job satisfaction serving as supportive factors that strengthen this relationship.

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