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Job Satisfaction in Mediating the Influence of Transformational Leadership and Work Discipline on the Performance of Employees

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ABSTRACT

Employee performance is a pivotal factor in organizational success, as it directly influences the achievement of strategic goals. This study aims to analyze the mediating role of job satisfaction in the relationship between transformational leadership and work discipline on employee performance at the Raja Ampat Regency Education Office. Utilizing a saturated sampling technique, the study involved a population of 47 employees. Data were analyzed using inferential statistics via Structural Equation Modelling-Partial Least Squares (SEM-PLS). The findings indicate that both transformational leadership and work discipline exert a positive, significant direct effect on employee performance. While work discipline significantly influences job satisfaction, transformational leadership was found to have a positive but insignificant impact on it. Furthermore, job satisfaction significantly enhances employee performance. Mediation analysis reveals that job satisfaction does not mediate the relationship between transformational leadership and employee performance. In contrast, job satisfaction partially mediates the influence of work discipline on employee performance. These results suggest that while leadership and discipline are critical, the impact of discipline on performance is further strengthened when employees experience higher job satisfaction.

Contribution to Sustainable Development Goals (SDGs):

SDG 3: Good Health and Well-Being

SDG 4: Quality Education

SDG 8: Decent Work and Economic Growth

SDG 16: Peace, Justice, and Strong Institutions

1. INTRODUCTION

1.1. Research Background

Employee performance is a cornerstone of organizational success, directly impacting a company's ability to achieve its strategic goals [1]. High-performing employees drive institutional progress, while subpar performance can lead to significant operational challenges and financial losses [2], [3]. In the public sector, the Raja Ampat Regency Education Office serves as a vital institution for improving human resource quality and fostering economic development in West Papua [4], [5].

However, recent field observations indicate critical issues within this office, notably inconsistent employee attendance and suboptimal program implementation [6].

Attendance data from 2023 highlights significant fluctuations, dropping from a peak of 98% in August to a low of 80% in December [6], [7]. Such inconsistencies suggest underlying problems with work discipline, decreased motivation, or management inefficiencies [8]. Furthermore, community reports and internal assessments point to a lack of responsiveness to public needs and a gap in technical skills among staff, resulting in programs that fail to meet planned standards [9].

Preliminary interviews reveal that these performance gaps are exacerbated by a lack of effective transformational leadership and



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strained working relationships [10]. Employees have reported social jealousy regarding uneven workloads between civil servants and honorary staff, as well as a "seniority principle" that stifles innovation and teamwork [11], [12]. While leaders are expected to inspire and provide a clear vision, many staff members feel tasks are poorly communicated, leading to results that fall short of organizational expectations [10].

Academic literature offers conflicting evidence regarding the drivers of performance. While many studies suggest that transformational leadership and work discipline significantly enhance output, others indicate that these effects are not universal or may be mediated by other factors like job satisfaction [13], [14]. Given the specific challenges at the Raja Ampat Regency Education Office, there is a clear need to investigate how leadership and discipline interact with employee satisfaction to drive performance. This study aims to analyze the mediating role of job satisfaction in these relationships to provide actionable insights for institutional improvement [2], [14].

1.2. Literature Review

1.2.1. Employee Performance

Performance is defined as the tangible work achievement produced by an employee according to their specific role within an organization, measured over a defined period against established standards [1], [2]. It is the cornerstone of organizational goal attainment. Key factors influencing performance include individual ability, personality, role clarity, motivation levels, and available work facilities [2]. Indicators commonly used to measure performance include work quantity, work quality, dependability, initiative, adaptability, and cooperation [15]

1.2.2. Transformational Leadership

Transformational leadership is a process where leaders influence and direct subordinates to focus on achieving organizational objectives through inspiration and motivation [10]. According to Jufrizen and Lubis, this leadership style consists of four main dimensions: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration [16]. Previous research generally indicates a significant positive impact of transformational leadership on performance [13], although some studies have found insignificant results in specific contexts [17]

1.2.3. Work Discipline

Work discipline reflects an employee's obedience and loyalty to organizational regulations and social norms [18]. It is essential for maintaining order and ensuring smooth operations to reach optimal targets. Factors affecting discipline include compensation levels, leadership exemplars, and the consistency of supervision [19]. Indicators of strong work discipline include high attendance rates, adherence to work regulations, compliance with quality standards, alertness, and ethical conduct [20]. Empirical evidence suggests that higher work discipline consistently correlates with improved employee performance [21]

1.2.4. Job Satisfaction

Job satisfaction is an emotional attitude characterized by a pleasant feeling toward one's work [22]. It is often influenced by

fair compensation, appropriate job placement, work environment, and leadership style [23]. Satisfied employees tend to show higher levels of discipline and productivity. Key indicators include wages, the physical work environment, career development opportunities, and recognition for achievements [24]. While many researchers posit that job satisfaction directly improves performance [25], others examine its role as a mediator between leadership or discipline and final work outcomes [26].

The research objectives of this study are to analyze the direct influence of transformational leadership and work discipline on employee performance, to evaluate the impact of transformational leadership and work discipline on job satisfaction, to examine the direct effect of job satisfaction on employee performance, and to determine the role of job satisfaction in mediating the influence of both transformational leadership and work discipline on employee performance at the Raja Ampat Regency Education Office.

1.3. Research Objective

The research's conceptual framework is described as follows.

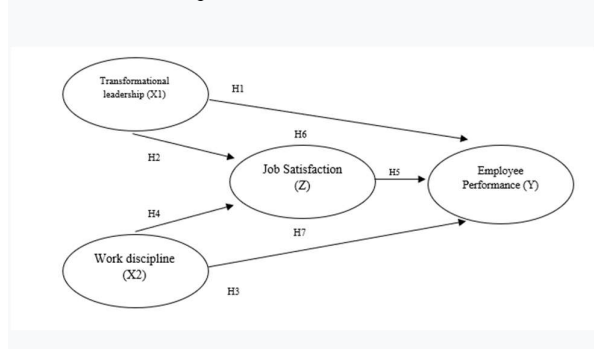


Figure 1. Research Framework

2. MATERIALS AND METHODS

This research was conducted at the Raja Ampat Regency Education Office in Waisai, West Papua. The study investigates the impact of transformational leadership and work discipline on employee performance, with job satisfaction serving as a mediating variable. The study utilized a population of 47 employees. Following the saturated sampling method as defined by Sugiyono, the entire population was included in the sample, resulting in 47 respondents.

Primary data were gathered through structured questionnaires, supplemented by field observations and interviews to capture the actual organizational context. Each item in the questionnaire was measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). For data analysis, this study employed inferential statistics via Structural Equation Modeling-Partial Least Squares (SEM-PLS) in SmartPLS 3.

3. RESULT AND DISCUSSION

3.1. Validity and Reliability Test

Table 1 shows that all research instruments of the research variables have met the validity test requirements where the total correlation score (Pearson Correlation) of each instrument is

above 0.288 and has a significance value of less than 5% (0.05), so the instrument is suitable for use as a measuring tool for the variables studied:

Table 1. Validity Test Results
Validity Test Results

Variables	Question Items	Correlation	Significance	Information
Transformational leadership(X1)	X1.1	0.906	0.000	Valid
	X1.2	0.893	0.000	Valid
	X1.3	0.872	0.000	Valid
	X1.4	0.843	0.000	Valid
Work Discipline (X2)	X2.1	0.888	0.000	Valid
	X2.2	0.901	0.000	Valid
	X2.3	0.878	0.000	Valid
	X2.4	0.922	0.000	Valid
	X2.5	0.891	0.000	Valid
Job Satisfaction (Z)	Z1	0.901	0.000	Valid
	Z2	0.919	0.000	Valid
	Z3	0.917	0.000	Valid
	Z4	0.914	0.000	Valid
	Z5	0.866	0.000	Valid
Employee Performance (Y)	Y1	0.933	0.000	Valid
	Y2	0.970	0.000	Valid
	Y3	0.938	0.000	Valid
	Y4	0.970	0.000	Valid
	Y5	0.957	0.000	Valid
	Y6	0.940	0.000	Valid

Source: Data processed by SPSS 26

Table 2 shows that the Cronbach's Alpha values for each variable are above 0.60, indicating that all instruments meet the reliability requirements

Table 2. Reliability Test Results

Reliability Test Results			
No	Variables	Cronbach's Alpha	Information
1	Transformational leadership(X1)	0.901	Reliable
2	Work discipline (X2)	0.938	Reliable
3	Job Satisfaction (Z)	0.943	Reliable
4	Employee Performance (Y)	0.979	Reliable

Source: Data processed by SPSS 26

3.2. Hypothesis Testing

The results of the path and significance testing are shown in Table 3. Based on the analysis results, H1 is accepted, namely, that transformational leadership has a positive and significant effect on employee performance. This is shown by the transformational leadership's influence. positiveof 0.283 on employee performance, and the relationship is significant at the level of 0.00 <0.05, and the t-statistic value is greater than 1.96, which is 4.380. Based on the results of the analysis, H2 is rejected. This is indicated by the positive influence of transformational leadership on job satisfaction (0.330), but the relationship is not significant at the 0.05 level (0.082), and the t-statistic is less than 1.96 (1.743). Based on the analysis, H3 is accepted: work discipline has a positive and significant effect on employee performance. This is shown by the influence of work discipline, with a positive effect of 0.155 on employee performance, and the relationship is significant at the 0.014 < 0.05 level, with a t-statistic of 2.461. Based on the analysis, H4 is accepted: work discipline has a positive and significant effect on job satisfaction. This is shown by the positive influence of work discipline (0.582) on job satisfaction, and the relationship is significant at the 0.001 < 0.05 level, with a t-statistic of 3.464. Based on the analysis, H5 is accepted: job satisfaction has a positive and significant effect on employee performance. This is indicated by the positive influence of job satisfaction (0.605) on

employee performance, with a significant relationship (0.00 < 0.05) and a t-statistic greater than 1.96 (8.441).

Based on the analysis, H6 is rejected. This is indicated by the influence of transformational leadership on job satisfaction, which, in turn, positively affects employee performance ($\beta = 0.199$, $t(1, 1) = 1.679$, $p = 0.094$), not significant at the 0.05 level. Based on the analysis results, H7 is accepted: work discipline has a positive and significant effect on employee performance through job satisfaction. This is shown by the influence of work discipline on job satisfaction, which positively affects employee performance, with a coefficient of 0.352 and a t-statistic of 3.116, significant at the 0.002 < 0.05 level.

Table 3 shows that the R2 value for job satisfaction is 0.728; thus, the model meets the strong model criteria, meaning that transformational leadership and work discipline explain only 72.8% of the variation in job satisfaction; variables outside the analysed model explain the remaining 27.2%. The employee performance variable has an R-square of 0.947, indicating that the transformational leadership, work discipline, and job satisfaction variables explain only 94.7% of the employee performance; variables outside the analysed model explain the remaining 5.3%.

The Q2 value for Employee Performance is 0.846; therefore, the Q2 value for Employee Performance is 0.846 > 0. It can be concluded that job satisfaction, transformational leadership, and work discipline are predictive of employee performance, and the model relationship is strong

Table 3. Hypothesis Test Results

Hypothesis Test Results				
Construct	Original Sample (O)	T Statistics (O /STDEV)	P Values	Information
Work Discipline (X2) -> Job Satisfaction (Z)	0.582	3.464	0.001	Significant
Work Discipline (X2) -> Employee Performance (Y)	0.155	2,461	0.014	Significant
Transformational K (X1) -> Job Satisfaction (Z)	0.330	1,743	0.082	Not Significant
Transformational K (X1) -> Employee Performance (Y)	0.283	4,380	0.000	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.605	8,441	0.000	Significant
Work Discipline (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.352	3.116	0.002	Significant
Transformational K (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.199	1,679	0.094	Not Significant
R2 Job Satisfaction = 0.728				
R2 Employee Performance = 0.947				
Q2 =0.846				

3.3. The Influence of Transformational Leadership on Employee Performance

Based on the analysis, H1 is accepted: transformational leadership has a positive and significant effect on employee performance. This is indicated by transformational leadership having a positive effect of 0.283 on employee performance, and the relationship is significant at the 0.00 < 0.05 level, with a t-statistic of 4.380. This means that the better the implementation of the transformational leadership style, the better the performance of the Raja Ampat Education Office employees will be.

Transformational leadership has a positive, significant impact on employee performance by inspiring and motivating. Through Idealised influence, leaders become respected role models, encouraging employees to work more effectively. Inspirational motivation provides a clear vision, raising employee morale. Intelligence stimulation encourages creativity and critical thinking, making employees more innovative in completing tasks. Meanwhile, Individual consideration ensures that each employee gets attention according to their needs and potential,

increasing loyalty and satisfaction. These four indicators, together, create a productive, results-oriented work environment.

This supports research conducted by [15]: Transformational leadership has a significant influence on employee performance [11]. Transformational leadership directly impacts employee performance. [32] Transformational leadership influences employee performance. [3] Transformational leadership has a significant influence on the performance of state civil servants (ASN) at the Lamuru District Office in Bone Regency [30]. Transformational Leadership has a positive and significant influence on Performance.

3.4. The Influence of Transformational Leadership on Job Satisfaction

Based on the results of the analysis, H2 is rejected. This is indicated by transformational leadership having a positive effect of 0.330 on job satisfaction, but the relationship is not significant at the 0.082 level, and the t-statistic is smaller than 1.96 (1.743). These results indicate that although transformational leadership style tends to increase employee job satisfaction at the Raja Ampat Regency Education Office, the increase is not strong enough to be considered statistically significant. In other words, although there is a tendency that the application of transformational leadership will increase job satisfaction, these results do not show a real or consistent relationship.

The rejection of this hypothesis may be due to several factors. Idealised Influence, or idolised influence, shows that although leaders have strong influence as role models, this is not enough to significantly change employees' perceptions of job satisfaction. Inspirational Motivation inspires employees to achieve higher goals, but without practical support or additional incentives, it has not significantly increased job satisfaction.

Furthermore, Intellectual Stimulation that encourages employee creativity may be less effective if it is not tailored to employees' relevant work challenges, limiting its impact on satisfaction. Finally, Individual Consideration that reflects leaders' attention to employees' personal needs may be important, but without real improvements in other aspects such as pay or working conditions, its impact is not significant enough.

This supports research conducted by [44]: the Transformational leadership style has a positive but insignificant effect on employee job satisfaction at the Minahasa Selatan Regency Social Service. And the same results occurred in [39], which states that the research results show that transformational leadership does not affect employee job satisfaction.

3.5. The Influence of Work Discipline on Employee Performance

Based on the analysis, H3 is accepted: work discipline has a positive and significant effect on employee performance. This is indicated by work discipline having a positive effect of 0.155 on employee performance, and the relationship is significant at the $0.014 < 0.05$ level, with a t-statistic of 2.461. This means that the higher the level of employee work discipline, the greater the performance in the Raja Ampat Regency Education Office.

Work discipline has a positive, significant effect on employee performance by fostering consistency and efficiency in task execution. Good attendance ensures that employees are always ready to work, increasing productivity. Compliance with work

regulations ensures compliance with procedures that support smooth operations. Compliance with work standards ensures that work quality is maintained in accordance with organisational expectations. A high level of alertness makes employees more alert in handling tasks, reducing the risk of errors. Working ethically builds integrity and trust, thereby improving the reputations of individuals and organisations. All of these indicators support a significant increase in employee performance.

This supports research conducted by [4]. There is a positive and significant influence of the Work Discipline variable on the Performance of Employees of the Marine and Fisheries Service of South Sumatra Province [1]. Work discipline variables have a positive, significant effect on employee performance [49]. Work discipline has a positive and significant influence on employee performance. [56] Work discipline has a positive and significant influence on employee performance. [36] Based on the analysis, work discipline has a positive and significant effect on Employee Performance at the West Java Provincial Education Office.

3.6. Influence Work Discipline on Job Satisfaction

Based on the analysis, H4 is accepted: work discipline has a positive and significant effect on job satisfaction. This is indicated by work discipline having a positive effect of 0.582 on job satisfaction, and the relationship is significant at the $0.001 < 0.05$ level, with a t-statistic of 3.464. This means that the higher the level of employee work discipline, the greater the job satisfaction will be.

Work discipline has a positive, significant effect on job satisfaction by creating an orderly, productive work environment. Consistent attendance helps employees feel more involved and contribute fully to their work, increasing satisfaction. Compliance with workplace regulations creates a sense of security and fairness, fostering comfort. Compliance with work standards ensures high quality work, which gives employees a sense of accomplishment. High levels of alertness make employees more alert in facing tasks, increasing self-confidence. Working ethically builds a sense of pride and integrity, which contributes to greater job satisfaction.

This supports research conducted by [37] Work discipline has a positive and significant partial effect on job satisfaction at CV. Samas Bhakti Pertiwi in Badung. [8] Work discipline has a significant effect on employee satisfaction. [34] The work discipline variable has a significant effect on teachers' job satisfaction at SMK Negeri 3 Balikpapan. [28] Work discipline has a significant influence on job satisfaction. [7] Work discipline (X1), partially supported by the t-test, indicates that the work discipline variable has a significant effect on job satisfaction.

3.7. The Influence of Job Satisfaction on Employee Performance

The analysis shows that H5 is accepted: job satisfaction has a positive and significant effect on employee performance. This is indicated by job satisfaction having a positive effect of 0.605 on employee performance, and the relationship is significant at the $0.00 < 0.05$ level, with a t-statistic of 8,441. This means that when

employee job satisfaction increases, employee performance will also increase in a real and significant way.

Job satisfaction has a positive, significant effect on employee performance through factors that support well-being and motivation. Appropriate salary or wages encourage employees to work better because they feel financially appreciated. A comfortable, conducive work environment creates a productive atmosphere that increases efficiency. Career development opportunities give employees a sense of progress and higher aspirations. Good leadership provides direction and support, increasing trust and work enthusiasm. Awards and recognition for achievements strengthen employees' motivation to continue giving their best performance. The combination of these factors creates higher employee performance.

This supports research conducted by [18], which states that the Job Satisfaction Variable positively influences Employee Performance at CV Andi Jaya. This result is supported by [43], who found that job satisfaction positively and significantly influences teacher performance. [50] Job satisfaction has a positive and significant effect on employee performance. [24] Job satisfaction has a positive and significant effect on employee performance in the courier department of PT. Yun Kargo Indonesia [20] Job satisfaction (X1) has a positive and significant effect on employee performance (Y).

3.8. Influence Transformational Leadership on Employee Performance through Job Satisfaction

Based on the results of the analysis, H6 is rejected. This is indicated by the influence of transformational leadership through job satisfaction on employee performance, having a positive effect of 0.199 with a t-statistic value of 1.679 and not significant at the level of $0.094 > 0.05$. This states that job satisfaction has not been able to mediate (unmediated) the influence of transformational leadership on employee performance. This means that although there is a positive relationship (transformational leadership tends to increase job satisfaction, which in turn can increase employee performance), this effect is not strong enough to be considered significant. This means that job satisfaction is not a variable that can strengthen the relationship between transformational leadership and employee performance. Other variables can explain this relationship.

Transformational leadership indicators, such as Idealized influence and inspirational motivation, may be less effective when the leader's vision is unclear or less relevant to employees. Intelligence stimulation, which encourages creativity, may be less effective if employees feel overly constrained by formal rules. Individual consideration, although important, may be insignificant if the leader's attention does not translate into concrete actions or solutions that employees can directly feel. This can reduce the effect of satisfaction on performance.

This supports [46] research: Job satisfaction does not mediate the effect of transformational leadership on employee performance. [57] The transformational leadership style does not have an indirect effect on civil servant performance, mediated by job satisfaction.

3.9. Influence Work Discipline on Employee Performance through Job Satisfaction

Based on the analysis, H7 is accepted: work discipline has a positive and significant effect on employee performance through

job satisfaction. This is indicated by the positive effect of work discipline on job satisfaction on employee performance ($0.352, t = 3.116, p = 0.002 < 0.05$), suggesting that job satisfaction mediates the effect of work discipline on employee performance.

It is known that the relationship between work discipline has a significant effect on job satisfaction. Work discipline has a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. And work discipline has a significant effect on performance through job satisfaction, so it can be concluded that job satisfaction partially mediates (partial mediation). This means that job satisfaction can only explain part of the reasons why work discipline affects employee performance at the Raja Ampat Regency Education Office.

This supports research conducted by [19], which found that Work discipline (X1) on performance (Y2) through job satisfaction (Y1) has a positive and significant effect [40]. Work discipline has a positive effect on civil servant performance by increasing job satisfaction. [27] Job satisfaction (Z) can mediate the influence of work discipline (X1) on employee performance [2]. Work Discipline has a positive and significant effect on Performance with Job Satisfaction as an intervening variable. [51] In an indirect relationship, work discipline influences performance through job satisfaction.

4. CONCLUSION

This study concludes that both transformational leadership and work discipline exert a positive, significant direct influence on employee performance at the Raja Ampat Regency Education Office. While transformational leadership does not significantly affect job satisfaction in this context, work discipline is a strong driver of both satisfaction and performance. Job satisfaction itself acts as a critical catalyst, as its increase leads to a significant rise in overall employee performance. Furthermore, the mediation analysis reveals that job satisfaction partially mediates the relationship between work discipline and performance, amplifying its effect on performance, whereas it does not mediate the relationship between transformational leadership and performance.

5. RECOMMENDATIONS

To optimise organisational outcomes, employees should prioritise time management and attention to detail, while leaders should facilitate growth through training in independent decision-making and problem-solving. The office should foster job satisfaction by conducting surveys to identify facility deficiencies and implementing consistent recognition programs through verbal appreciation and formal awards. Additionally, leaders should strengthen their transformational impact by mentoring subordinates and aligning individual career goals with organizational objectives. Finally, management must cultivate work discipline by reinforcing the importance of professional obligations and clearly communicating the consequences of policy non-compliance.

6. LIMITATIONS AND FUTURE RESEARCH

This research acknowledges that the small sample size of 47 respondents and the subjective nature of self-reported questionnaires may limit the ability to capture the full complexity of the public sector. Because the findings are specific to the unique characteristics of the Raja Ampat Regency Education Office, they may not be generalizable to other institutions. Consequently, future research should incorporate a broader range of variables—such as work stress, workload, or job characteristics—and expand the study's scope to include multiple government agencies to provide more comprehensive insights

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