

The Effect of Transformational Leadership Style and Job Satisfaction on Employee Performance Mediated by Intrinsic Motivation (Study on Employees of PT Bisma Aero Sejahtera)

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ABSTRACT

The application of transformational leadership style in an organisation is one of the strategies to improve employee performance. Leaders with transformational leadership style are able to bring the organisation to a better direction by inspiring and supporting the development of employee potential to achieve the vision. One of the other important factors that can affect employee performance is job satisfaction. Job satisfaction is the general attitude of an individual towards their work. However, the relationship between transformational leadership, job satisfaction, and employee performance sometimes looks ambiguous and inconsistent, so mediating variables are needed to strengthen and clarify the relationship between transformational leadership style, job satisfaction, and employee performance. Intrinsic motivation in this case can act as a mediator that connects between transformational leadership style, job satisfaction and employee performance. The purpose of this research is to see and analyse the influence between one variable to another that affects the performance of employees. The variables to be examined in this study are transformational leadership, job satisfaction, employee performance and intrinsic motivation as a mediating variable. The research method used in this research is quantitative. This study uses a questionnaire approach as a data collection tool that is distributed via an online questionnaire to employees of PT Bisma Aero Sejahtera. The research limitations in this study are that the survey was only conducted on employees of PT Bisma Aero Sejahtera located at the Garuda Maintenance Facility (GMF) Cengkareng, Soekarno-Hatta airport area and the period of this survey was only conducted within a span of one month.

Keywords : transformational leadership style, job satisfaction, employee performance, intrinsic motivation

INTRODUCTION

In this dynamic development of the times, businesses and companies are required to constantly adapt and transform. A successful business does not only focus on achieving profits, but must also be able to create added value for stakeholders and make a positive contribution to society and the environment. A superior company is an entity that is well managed, implements strong governance, adheres to ethics and regulations, innovates, and adopts best practices in their operations (Budiman et al., 2023). They understand the importance of developing competent human resources, building an inclusive organizational culture, and implementing forward-looking strategies to achieve sustainable growth.



Figure 1 of the Percentage of Indonesia's Labor Force in 2021-2023

Source: Central Statistics Agency, 2024.

Based on the data in figure 1 presented, it shows that the percentage of the workforce in Indonesia in 2021 is 40.55%, where the percentage of the workforce has increased in 2022 by 40.69%, and in 2023 it has decreased to 40.42% (Central Statistics Agency, 2024). This is certainly an indication of the improvement of the Indonesian workforce carried out by the company in 2022. However, it seems that this is still not optimal because in 2023 there will be a decrease in the Indonesian workforce by 0.27% compared to the previous year.

Every organization or company is required to have quality human resources and be able to provide the best performance. One of the factors that determines good employee work performance is leadership (Solehudin, Priatna, & Zaqiyah, 2022). Therefore, efforts to improve employee performance are a major concern for company leaders and managers (Setiadi & Lutfi, 2021).

According to (Fikri & Prastyani, 2021), the leadership style applied in organizations greatly affects the performance of employees. In this regard, the transformational leadership style has attracted the attention of many researchers because it is considered capable of encouraging employees to achieve better performance (Warsindah, 2021). Transformational leadership is an approach that focuses on empowering and developing employee capacity through motivation, inspiration, and intellectual stimulation. Transformational leaders are able to create a positive work environment and encourage employees to go beyond personal interests for the sake of the organization.

The transformational leadership style is a leadership approach that focuses on motivating and inspiring followers to achieve higher performance through individual empowerment and capacity building. Transformational leaders seek to create visions that inspire, build trust, foster respect and loyalty from their followers. They encourage followers to think critically and find new ways to solve problems, while supporting the personal growth and self-development of each individual in the organization (Setiadi & Lutfi, 2021).

Job satisfaction is a positive attitude or pleasant feeling that an employee has towards his or her job which is influenced by various factors such as fair salary and benefits, comfortable working conditions, good relationships with colleagues and superiors, interesting and challenging work, opportunities for growth, recognition of achievements, the compatibility of personal values with company values, and a balance between work and personal life. Job satisfaction is important because it has an impact on

productivity, organizational commitment, work morale, attendance and employee turnover, where satisfied employees tend to be more motivated, loyal and contribute more to the success of the organization, so that the organization seeks to create a conducive work environment to improve it (Thahir & Tajib, 2023)

Employee work performance is the result of work both in quality and quantity achieved by a person in carrying out their duties and responsibilities in accordance with predetermined standards or targets, measured through indicators such as output quantity, quality of work results, timeliness, effectiveness, independence, and commitment and work discipline (Lasiny, Astuti, & Utami, 2021). Performance is influenced by factors such as ability, motivation, leadership, work environment, and compensation and reward systems. Performance appraisals are important for measuring productivity, providing feedback, and identifying employee development, where good performance contributes to the achievement of the organization's strategic goals (Susanto & Soedarto, 2021).

Intrinsic motivation is the drive from within a person to do a certain activity or behavior not because of external rewards or incentives, but because the activity itself is seen as attractive, challenging, and satisfying in itself (Aljumah, 2023). Intrinsic motivation arises from factors such as curiosity, self-satisfaction, challenges, pleasure in doing the task itself, as well as the desire to actualize one's potential. Intrinsically motivated individuals tend to be more engaged, passionate, diligent, and enjoy the process of completing a task or developing new skills, not solely because of external rewards such as money or praise, but because of the inner satisfaction obtained from the activity (Fahrian, Harahap, & Saddewisasi, 2022).

PT Bisma Aero Sejahtera is a subsidiary of the GMF AeroAsia Sejahtera Employee Cooperative which was established in September 2017. The company is engaged as a service provider that focuses on providing and managing labor in the aviation sector, especially the aircraft maintenance sector. The company's vision is to become one of the leading human resource service providers in Indonesia with the characteristics of professionalism that is able to provide added value and increase competitiveness to its customers. Its mission includes providing the best service to customers, improving superior human resource capabilities, and providing positive benefits for all stakeholders. PT Bisma Aero Sejahtera has provided various services such as the provision of operational drivers, Engineering Services personnel, and other goods and services for PT. Garuda Maintenance Facility AeroAsia, Tbk. The company also has ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and VHSE (Very High Safety Environment) certifications to ensure the quality of services provided.

In this study, PT Bisma Aero Sejahtera is an interesting object of study to be researched. As a company engaged in aviation, PT Bisma Aero Sejahtera has its own challenges in ensuring more optimal employee performance.

Table 1 Employee turnover data of PT Bisma Aero Sejahtera 2022-2024

Year	Number of Employees (previous year)	Number of Employees (this year)	Resign	Employee Turnover Percentage
2022	96	134	14	12%
2023	134	179	4	3%
2024	179	183	3	2%

Based on the data in Table 1, the employee turnover rate at PT Bisma Aero Sejahtera has decreased in the last 3 years. Despite experiencing a downward trend in the percentage of employee turnover, the author sees another factor that causes employees to

resign, namely work performance. This indicates that the company needs to conduct more evaluations related to aspects that affect employee performance.

Based on findings in the field, there are several things that attract attention related to employee performance at PT Bisma Aero Sejahtera. The researcher observed that the influence of a good, flexible, and open leader on employees under his leadership does not fully guarantee an improvement in performance from those employees. There are several employees who show good work performance with leaders applying an optimal transformational leadership style. On the other hand, there are also employees who are indifferent and even tend to decline their performance even though their leaders have implemented a good transformational leadership style.

In addition, the researcher also observed that there was a level of job satisfaction that was not optimal in PT Bisma Aero Sejahtera employees caused by ineffective communication and lack of understanding between leaders and employees which had an impact on the level of productivity and work quality of employees decreasing so that it had the potential to create a negative work environment and even tended to be unproductive.

Based on the description of the background above, the researcher considers it necessary to further study the influence of transformational leadership style, job satisfaction, and intrinsic motivation on employee performance at PT Bisma Aero Sejahtera. Therefore, this study aims to analyze the influence of transformational leadership style and job satisfaction on employee performance, with intrinsic motivation as a mediating variable.

This study offers a novel contribution by exploring the interplay between transformational leadership, job satisfaction, and intrinsic motivation within the context of the aviation service industry, specifically at PT Bisma Aero Sejahtera. Unlike previous research that often examines these variables in isolation or across different sectors, this study integrates them into a cohesive framework to understand their collective impact on employee performance. Additionally, the focus on intrinsic motivation as a mediating factor provides a deeper understanding of how internal drivers influence the effectiveness of leadership and job satisfaction on performance. This research not only fills a gap in the literature by applying these concepts to a critical and highly specialized industry but also offers practical implications for enhancing organizational performance through tailored leadership and employee engagement strategies.

RESEARCH METHOD

This study uses a quantitative approach with a correlational method. The quantitative approach was chosen because it was in accordance with the purpose of the study, which is to analyze the influence of transformational leadership style and job satisfaction on employee performance, with intrinsic motivation as a mediating variable. The correlational method is used to investigate the relationship between these variables (Sugiyono, 2020).

Therefore, in this study, the quantitative descriptive analysis method is used to provide a systematic, correct, and accurate overview of the facts, characteristics, and relationships between the indicators in the variables studied.

RESULT AND DISCUSSION

Results of Descriptive Test of Research Variables

Descriptive statistical analysis of the research variables was used to determine the tendency of the answers in the questionnaire or the extent of the respondents' responses according to the category of answer choices by using a likert scale from a scale of 1 (strongly disagree) to 5 (strongly agree) to the statements of each variable. The collected data was then tabulated to determine the distribution of respondents' answers from each indicator in each research variable.

Table 2 Variable Frequency of Transformational Leadership Style

Items	Answer										Average	Criterion
	1		2		3		4		5			
	f	%	f	%	f	%	f	%	f	%		
GK1	1	0.67	10	6.71	15	10.07	59	39.60	64	42.95	4.174	Tall
GK2	0	0.00	7	4.70	17	11.41	63	42.28	62	41.61	4.208	Tall
GK3	0	0.00	12	8.05	13	8.72	64	42.95	60	40.27	4.154	Tall
GK4	0	0.00	9	6.04	15	10.07	63	42.28	62	41.61	4.195	Tall
GK5	0	0.00	9	6.04	14	9.40	72	48.32	54	36.24	4.148	Tall
GK6	1	0.67	8	5.37	27	18.12	52	34.90	61	40.94	4.101	Tall
GK7	0	0.00	5	3.36	26	17.45	58	38.93	60	40.27	4.161	Tall
Total average											4.163	Tall

Based on the results of descriptive statistical analysis, the transformational leadership style variable has an average of 4.163 which is included in the high category. This shows that the leaders at PT Bisma Aero Sejahtera have implemented a transformational leadership style well, where leaders are able to inspire, motivate, and encourage employees to achieve company goals. Leaders also give individual attention to employees, be role models, and encourage innovation and creativity at work.

Table 3 Variable Frequency of Job Satisfaction

Items	Answer										Average	Criterion
	1		2		3		4		5			
	f	%	f	%	f	%	f	%	f	%		
KEP1	0	0.00	22	14.77	15	10.07	48	32.21	64	42.95	4.034	Tall
KEP2	1	0.67	18	12.08	31	20.81	46	30.87	53	35.57	3.886	Tall
KEP3	1	0.67	15	10.07	27	18.12	42	28.19	64	42.95	4.027	Tall
KEP4	0	0.00	15	10.07	23	15.44	49	32.89	62	41.61	4.060	Tall
KEP5	0	0.00	13	8.72	25	16.78	48	32.21	63	42.28	4.081	Tall
KEP6	0	0.00	20	13.42	18	12.08	56	37.58	55	36.91	3.980	Tall
KEP7	0	0.00	15	10.07	25	16.78	54	36.24	55	36.91	4.000	Tall
Total average											4.010	Tall

The results of descriptive statistical analysis showed that the job satisfaction variable had an average of 4.010 which was included in the high category. This indicates that PT Bisma Aero Sejahtera employees are generally satisfied with their jobs. This high job satisfaction can be influenced by a variety of factors, such as the suitability of the job with the employee's abilities and interests, fair compensation, a supportive work

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environment, good relationships with colleagues and employers, and opportunities for career advancement.

Table 4 Variable Frequency of Employee Performance

Items	Answer										Average	Criterion
	1		2		3		4		5			
	f	%	f	%	f	%	f	%	f	%		
KIN1	0	0.00	0	0.00	11	7.38	71	47.65	67	44.97	4.376	Very High
KIN2	0	0.00	0	0.00	14	9.40	75	50.34	60	40.27	4.309	Very High
KIN3	0	0.00	1	0.67	16	10.74	75	50.34	57	38.26	4.262	Very High
KIN4	0	0.00	0	0.00	12	8.05	70	46.98	67	44.97	4.369	Very High
KIN5	1	0.67	2	1.34	22	14.77	58	38.93	66	44.30	4.248	Very High
Total average											4.313	Very High

Based on the results of descriptive statistical analysis, the Employee Performance variable has an average of 4,313 which is included in the very high category. This shows that PT Bisma Aero Sejahtera employees have excellent performance in carrying out their duties and responsibilities. Employees are able to achieve set targets, complete work with high quality, and demonstrate optimal productivity. This very high performance can be influenced by factors such as employee competence, work motivation, support from superiors and colleagues, and a conducive work environment.

Table 5 Frequency of Intrinsic Motivation Variables

Items	Answer										Average	Criterion
	1		2		3		4		5			
	f	%	f	%	f	%	f	%	f	%		
MI1	0	0.00	0	0.00	9	6.04	59	39.60	81	54.36	4.483	Very High
MI2	0	0.00	0	0.00	10	6.71	58	38.93	81	54.36	4.477	Very High
MI3	0	0.00	0	0.00	13	8.72	70	46.98	66	44.30	4.356	Very High
MI4	0	0.00	0	0.00	11	7.38	55	36.91	83	55.70	4.483	Very High
MI5	0	0.00	0	0.00	10	6.71	61	40.94	78	52.35	4.456	Very High
Total average											4.451	Very High

The results of descriptive statistical analysis showed that the Intrinsic Motivation variable had an average of 4.451 which was included in the very high category. This indicates that PT Bisma Aero Sejahtera employees have a very strong intrinsic motivation in working. This intrinsic motivation comes from within the employee himself, such as the desire to achieve, responsibility for work, satisfaction in completing tasks, and opportunities for self-development. This very high intrinsic motivation encourages employees to work with high passion, dedication, and commitment in achieving the company's goals.

Test Instrument

Outer Model Evaluation

Evaluation of the outer model or measurement model is carried out to calculate and test the validity and reliability of the model. The outer model with reflective indicators is evaluated through convergent validity and discriminant validity of the indicators (Ghozali, 2020). In this stage of research, an SEM model diagram was developed which aims to make it easier to see the causal relationships to be tested.

Validity Test

Data analysis techniques with SmartPLS to assess the outer model are by Convergent Validity and Composite Reliability. The convergent validity of the measurement model with indicator reflexives is assessed based on the correlation between the estimated score/component score items with SmartPLS. Individual reflex measures are said to be high if they correlate more than 0.70 with the constructed being measured. In this study, a loading factor limit of 0.70 will be used.

Table 6 Outer Loading

	Transformational Leadership Style	Job Satisfaction	Employee Performance	Intrinsic Motivation
GK1	0.845			
GK2	0.903			
GK3	0.919			
GK4	0.889			
GK5	0.888			
GK6	0.858			
GK7	0.844			
KEP1		0.873		
KEP2		0.869		
KEP3		0.909		
KEP4		0.915		
KEP5		0.891		
KEP6		0.928		
KEP7		0.913		
KIN1			0.888	
KIN2			0.895	
KIN3			0.907	
KIN4			0.904	
KIN5			0.761	
MI1				0.895
MI2				0.904
MI3				0.813
MI4				0.853
MI5				0.879

Average Variance Extracted (AVE) and Composite Reliability Test

The *validity* and reliability criteria can also be seen from the reliability value of a construct and *the Average Variance Extracted (AVE)* value of each construct. The construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. In the following table, the *Composite Reliability* and AVE values for all variables will be presented.

Table 7 Composite Reliability Variable

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational Leadership Style	0.951	0.953	0.959	0.772
Job Satisfaction	0.961	0.962	0.968	0.810
Employee Performance	0.921	0.926	0.941	0.762

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Intrinsic Motivation	0.919	0.919	0.939	0.756
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Table 6 above shows that the *composite reliability* value for all constructs in the variable is above 0.7 which indicates that all constructs in the estimated model meet the *criteria for discriminant validity*. In addition, all values of *Average Variance Extracted (AVE)* > 0.50 and all values of Cronbach's Alpha (α) > 0.70 so that all variables are said to be reliable.

Discriminant Validity Test

The validity of the indicators in each of the research variables can also be done by testing the validity of the discriminant validity, namely by examining the *cross loading value*, which is the correlation coefficient of the indicator to its construct compared to the correlation coefficient with other constructs. The value of the correlation coefficient of the indicator must be greater with respect to its construct than to other constructs.

Table 8 Discriminant Validity Test Results

	Transformational Leadership Style	Job Satisfaction	Employee Performance	Intrinsic Motivation
GK1	0.845	0.691	0.581	0.546
GK2	0.903	0.724	0.720	0.610
GK3	0.919	0.740	0.749	0.621
GK4	0.889	0.694	0.690	0.634
GK5	0.888	0.664	0.700	0.617
GK6	0.858	0.722	0.627	0.527
GK7	0.844	0.681	0.603	0.608
KEP1	0.708	0.873	0.738	0.649
KEP2	0.670	0.869	0.655	0.587
KEP3	0.736	0.909	0.664	0.629
KEP4	0.743	0.915	0.722	0.683
KEP5	0.694	0.891	0.682	0.617
KEP6	0.751	0.928	0.687	0.636
KEP7	0.725	0.913	0.674	0.648
KIN1	0.668	0.626	0.888	0.715
KIN2	0.654	0.641	0.895	0.679
KIN3	0.692	0.715	0.907	0.654
KIN4	0.711	0.712	0.904	0.732
KIN5	0.596	0.652	0.761	0.512
MI1	0.587	0.599	0.668	0.895
MI2	0.575	0.629	0.680	0.904
MI3	0.610	0.620	0.658	0.813
MI4	0.575	0.618	0.614	0.853
MI5	0.600	0.608	0.673	0.879

Based on the results of the *discriminant validity* test after model modification as seen in table 8 above, it shows that all indicators have a *cross loading* value for their construct greater than the *cross loading* value for other constructs so it is declared *valid*. It can be concluded that all constructs have *good discriminant validity*.

Table 9 Fornell-Larcker Criterion

	Transformational Leadership Style	Job Satisfaction	Employee Performance	Intrinsic Motivation
Transformational Leadership Style	0.879			
Job Satisfaction	0.799	0.900		
Employee Performance	0.763	0.767	0.873	
Intrinsic Motivation	0.678	0.707	0.758	0.869

Based on the table above, all the roots of the AVE (*Fornell-Larcker Criterion*) of each construct are greater than their correlation with other variables. Since all latent variables of the AVE root value > their correlation with other constructs, the discriminatory validity requirements in this model have been met, as listed in the table above.

Table 10 Heterotrait-Monotrait Ratio (HTMT)

	Transformational Leadership Style	Job Satisfaction	Employee Performance	Intrinsic Motivation
Transformational Leadership Style				
Job Satisfaction	0.836			
Employee Performance	0.812	0.816		
Intrinsic Motivation	0.725	0.752	0.821	

The HTMT value must be less than 0.9 to ensure the validity of discrimination between two reflective constructs (Henseler, Ringle, & Sarstedt, 2015). The HTMT table above shows that all HTMT values < 0.9, then it can be stated that all constructs have been valid in terms of discrimination validity based on the HTMT calculation.

Inner Model Evaluation (Structural Model)

The inner model or inner measurement is a model that connects between latent variables. According to (Ramayah, Cheah, Chuah, Ting, & Memon, 2018) the feasibility test of the model was used to determine how far the regression of the panel data succeeded in forming a good regression model to interpret the results of the study. There are three stages in the feasibility testing of the model, including the *Normed Fit Index*, *Q Square*, and *F Square*.

Goodness of Fit Index (GoF) Test

The purpose of testing the *Goodness of Fit Index* (GoF) is to validate the combined performance between the measurement model (*outer model*) and the structural model (*inner model*) obtained through the following calculations.

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,775 \times 0,624}$$

$$GoF = 0,695$$

Information:

$$AVE = \frac{0.772 + 0.810 + 0.762 + 0.756}{4} = 0,775$$

$$R\ square = \frac{0,712 + 0,536}{2} = 0,624$$

Table 11 R-Square

	<i>R-square</i>	<i>R-square adjusted</i>
Employee Performance	0.712	0.706
Intrinsic Motivation	0.536	0.529

The table above shows that the *R-square* value for the intrinsic motivation variable is obtained at 0.536. These results show that 53.6% of the Intrinsic Motivation variables can be influenced by the variables of transformational leadership style and job satisfaction. *The R-square value* for the employee performance variable was obtained as 0.712. These results show that 71.2% of employee performance variables can be influenced by transformational leadership style variables, job satisfaction and intrinsic motivation.

The results of the Goodness of Fit Index (GoF) calculation show a value of 0.695. According to (Tenenhaus, Amato, & Esposito Vinzi, 2004) the value of *small GoF* = 0.1, *medium GoF* = 0.25 and *large GoF* = 0.36. Based on these results, it can be concluded that the combined performance between the *outer model* and the structural model as a whole is large because the value of the Goodness of Fit Index (GoF) is more than 0.36 (large scale of GoF).

Predictive Relevance Test (Q2)

The purpose of conducting *predictive relevance* (Q) testing is to validate the model. The result of the Q calculation is as follows:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,712)(1 - 0,536)$$

$$Q^2 = 0,866$$

Based on the results of the *predictive relevance* (Q2) calculation above, it shows a value of 0.866. In this research model, the endogenous latent variable has a *greater predictive relevance* (Q) value and 0 (zero) so that the exogenous latent variable as an explanatory variable is able to predict the endogenous variable, namely Intrinsic Motivation or in other words, proving that this model is considered to have *good predictive relevance*.

Test Effect Size (F2)

To assess the magnitude of the influence between variables is carried out with *Effect Size* or *f-square*. The value of the f-square is 0.02 as small, 0.15 as medium, and the value of 0.35 as large. A value of less than 0.02 can be ignored or considered to have no effect.

Table 12 F-Square

	Transformational Leadership Style	Job Satisfaction	Employee Performance	Intrinsic Motivation
Transformational Leadership Style			0.105	0.077
Job Satisfaction			0.078	0.163
Employee Performance				
Intrinsic Motivation			0.214	

The f-square *value* of transformational leadership style of 0.105 indicates a small influence on employee performance, and a value of 0.077 indicates a small influence on intrinsic motivation. An *f-square* value of 0.078 indicates a small influence on employee performance, and a value of 0.163 indicates a moderate influence on intrinsic motivation.

The *intrinsic motivation f-square* value of 0.214 indicates a moderate influence on employee performance.

Test Path Coefficients

Testing *the inner model* or structural model is carried out to see the relationship between the structure, significance value and *R-square* of the research model. The structural model was evaluated using *R-square* for the dependent construct of the t-test as well as the significance of the structural path parameter coefficient.

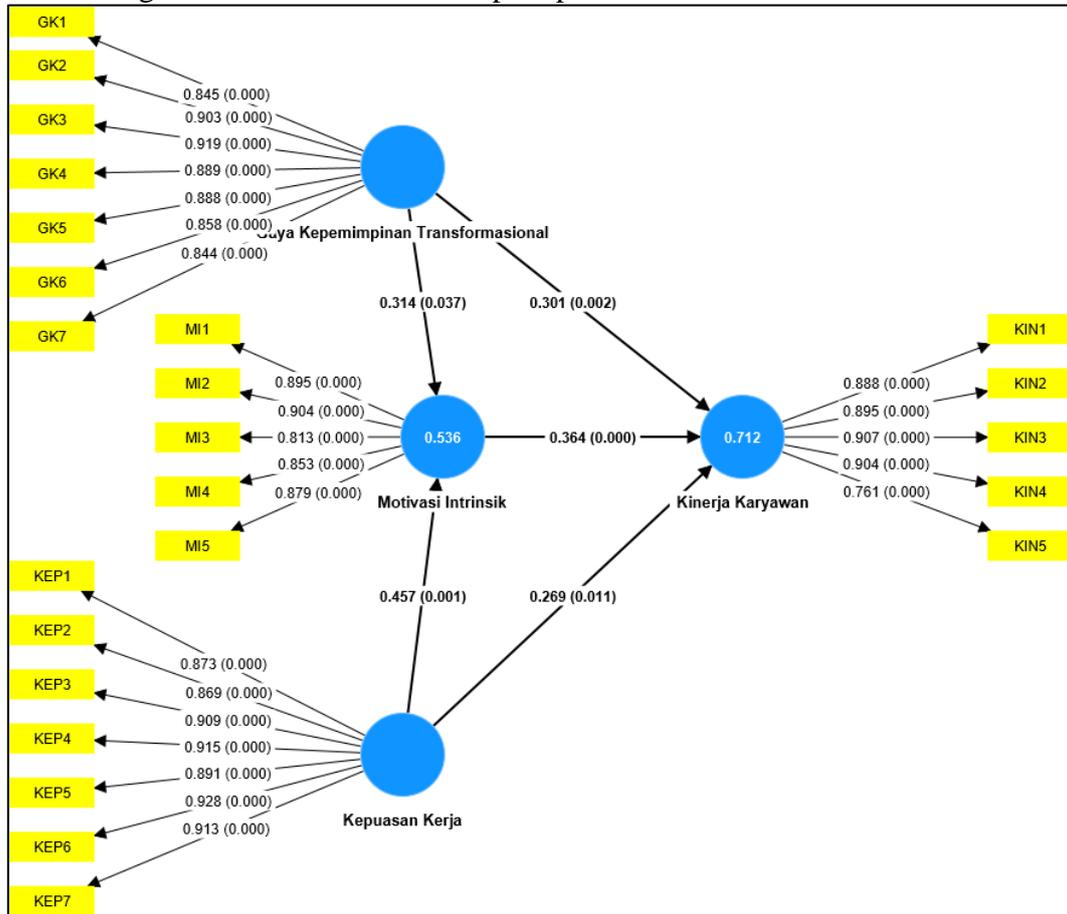


Figure 2 Structural Model

Figure 1 above shows a structural model that describes the relationship between transformational leadership style variables, intrinsic motivation, job satisfaction, and employee performance. Transformational leadership style has a direct influence on intrinsic motivation with a path coefficient of 0.536 and a direct influence on employee performance with a path coefficient of 0.301 (0.002). Intrinsic motivation has a direct influence on employee performance with a path coefficient of 0.712. Job satisfaction has a direct influence on employee performance with a track coefficient of 0.269 (0.011). The model also shows the *loading factor* value for each indicator on each latent variable, which indicates the contribution of each indicator in measuring its latent variable.

Hypothesis Test

Hypothesis testing is carried out to determine the significance of the estimated parameters and provide information about the relationship between the variables in this study. The results of hypothesis testing and mediation tests are presented in the following table.

Table 13 Hypothesis Test Results

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
Transformational Leadership Style -> Employee Performance	0.301	0.310	0.099	3.029	0.002
Transformational Leadership Style -> Intrinsic Motivation	0.314	0.328	0.150	2.090	0.037
Job Satisfaction -> Employee Performance	0.269	0.260	0.106	2.530	0.011
Job Satisfaction -> Intrinsic Motivation	0.457	0.445	0.135	3.380	0.001
Intrinsic Motivation -> Employee Performance	0.364	0.364	0.079	4.638	0.000

Table 14 Mediation Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Satisfaction -> Intrinsic Motivation -> Employee Performance	0.166	0.165	0.068	2.442	0.015
Transformational Leadership Style -> Intrinsic Motivation -> Employee Performance	0.114	0.116	0.054	2.104	0.035

Based on Table 14, it can be interpreted that the results of the hypothesis test show that transformational leadership style has a positive and significant influence on employee performance with a path coefficient of 0.301 and a *p-value* of 0.002 (< 0.05). This indicates that the better the implementation of transformational leadership styles, the higher the performance of employees. Leaders who apply a transformational leadership style are able to inspire, motivate, and encourage employees to achieve better performance.

In addition, transformational leadership style also had a positive and significant influence on intrinsic motivation with a path coefficient of 0.314 and a *p-value* of 0.037 (< 0.05). This shows that transformational leadership styles can increase employee intrinsic motivation. Transformational leaders are able to create a work environment that encourages employees to be actively engaged, feel valued, and intrinsically motivated in carrying out their work.

Job satisfaction was also found to have a positive and significant influence on Employee Performance with a track coefficient of 0.269 and a *p-value* of 0.011 (< 0.05). This means that the higher the level of employee job satisfaction, the higher the employee performance. Employees who are satisfied with their work tend to perform better, because they have a positive attitude and a high commitment to their work.

Job satisfaction also had a positive and significant influence on intrinsic motivation with a pathway coefficient of 0.457 and a *p-value* of 0.001 (< 0.05). This indicates that job satisfaction can increase employees' intrinsic motivation. When employees feel satisfied with various aspects of their work, such as compensation, work

environment, and relationships with coworkers, they tend to have a higher intrinsic motivation to engage and contribute to their work.

Intrinsic motivation was found to have a positive and significant influence on employee performance with a path coefficient of 0.364 and a *p-value* of 0.000 (< 0.05). This shows that the higher the intrinsic motivation of employees, the higher the performance of employees. Intrinsically motivated employees tend to show higher enthusiasm, dedication, and attachment in carrying out their tasks, resulting in better performance.

The results of the mediation test showed that intrinsic motivation positively and significantly mediated the effect of job satisfaction on employee performance with a path coefficient of 0.166 and a *p-value* of 0.015 (< 0.05). This means that job satisfaction can improve employee performance indirectly through increasing intrinsic motivation. Employees who are satisfied with their jobs tend to have higher intrinsic motivation, which in turn encourages them to achieve better performance.

Intrinsic motivation was also found to positively and significantly mediate the influence of transformational leadership style on employee performance with a path coefficient of 0.114 and a *p-value* of 0.035 (< 0.05). This indicates that transformational leadership styles can indirectly improve employee performance through increased intrinsic motivation. Transformational leaders are able to create an environment that intrinsically motivates employees, thereby encouraging them to achieve higher performance.

Discussion

Transformational leadership style has a significant influence on employee performance

Transformational leadership style is a leadership style that focuses on organizational change and transformation through inspiration, motivation, and employee development. Leaders who apply this style seek to influence and inspire their followers by creating compelling visions, setting good examples, and encouraging innovation and creativity. Employee performance, on the other hand, is the result of work achieved by an employee in carrying out his duties and responsibilities in accordance with the standards or criteria that have been set by the organization.

The results of this study show that transformational leadership style has a significant influence on employee performance. This is evidenced by a *p-value* of 0.002 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.301 indicates a positive direction of influence, which means that the better the implementation of transformational leadership styles, the higher the performance of employees. These findings support hypothesis 1 in the study, namely that transformational leadership style has a significant positive effect on employee performance. Thus, it can be concluded that leaders who apply a transformational leadership style, by providing inspiration, motivation, and support to employees, can significantly improve employee performance.

Transformational leadership styles have a significant influence on intrinsic motivation

Intrinsic motivation is the drive that comes from within an individual to do an activity or work. This motivation is based on interest, pleasure, or satisfaction inherent in the activity itself, not due to external factors such as rewards or punishments. In the context of work, employees who have high intrinsic motivation tend to be actively involved, enthusiastic, and committed to carrying out their duties.

The results of this study show that transformational leadership style has a significant influence on employees' intrinsic motivation. This is evidenced by a p -value of 0.037 which is smaller than the significance level of 0.05. The original sample estimate of 0.314 indicates a positive direction of influence, which means that the better the implementation of transformational leadership styles, the higher the intrinsic motivation of employees. These findings support hypothesis 2 in the study, namely that transformational leadership style has a significant positive effect on intrinsic motivation. Transformational leaders are able to create a work environment that inspires, challenges, and supports employee self-development, thereby increasing their intrinsic motivation to contribute and achieve organizational goals.

Job satisfaction has a significant influence on intrinsic motivation

Job satisfaction is a positive emotional state resulting from the evaluation of a person's work experience. Job satisfaction reflects the extent to which an employee likes his or her job and is satisfied with various aspects of his or her job, such as the nature of the job itself, salary, promotion opportunities, supervision, and relationships with coworkers. Employees who have a high level of job satisfaction tend to have a positive attitude towards their work.

The results of this study show that job satisfaction has a significant influence on employees' intrinsic motivation. This is evidenced by a p -value of 0.001 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.457 indicates a positive direction of influence, which means that the higher the level of employee job satisfaction, the higher their intrinsic motivation will be.

These findings support hypothesis 3 in the study, namely that job satisfaction has a significant positive effect on intrinsic motivation. When employees feel satisfied with different aspects of their work, they tend to have a stronger internal drive to be actively engaged, develop themselves, and make their best contribution to the job. In other words, high job satisfaction can be a source of intrinsic motivation for employees to perform well.

Job satisfaction has a significant influence on employee performance

Job satisfaction is an employee's general attitude towards their work. Job satisfaction reflects an employee's positive or negative feelings about various aspects of their job, such as salary, working conditions, relationships with colleagues and superiors, and opportunities for growth. Employees who have a high level of job satisfaction tend to have a positive attitude towards their work and show better performance.

The results of this study show that job satisfaction has a significant influence on employee performance. This is evidenced by a p -value of 0.011 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.269 indicates a positive direction of influence, which means that the higher the level of employee job satisfaction, the higher the employee performance.

These findings support hypothesis 4 in the study, namely that job satisfaction has a significant positive effect on employee performance. Employees who are satisfied with their jobs tend to be more motivated, committed, and actively involved in carrying out their tasks. They also tend to have lower attendance rates, lower turnover, and higher productivity. Thus, increasing employee job satisfaction can be an important strategy for organizations to improve employee performance and achieve organizational goals.

Intrinsic motivation has a significant influence on employee performance

Intrinsic motivation is the drive that comes from within an individual to do an activity or work. This motivation is based on interest, pleasure, or satisfaction inherent in

the activity itself, not due to external factors such as rewards or punishments. Employees who have high intrinsic motivation tend to be actively involved, enthusiastic, and committed to carrying out their duties. They enjoy the work process itself and feel satisfied when they successfully complete the task well.

The results of this study show that intrinsic motivation has a significant influence on employee performance. This is evidenced by a *p-value* of 0.000 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.364 indicates a positive direction of influence, which means that the higher the level of intrinsic motivation of employees, the higher the performance of employees. These findings support hypothesis 5 in the study, namely that intrinsic motivation has a significant positive effect on employee performance.

Employees who are intrinsically motivated tend to exhibit higher perseverance, creativity, and quality of work. They also tend to be more adaptive to changes and challenges at work. When employees feel that their work is meaningful, challenging, and aligned with their interests and values, they will be more engaged and dedicated in carrying out their duties. This will ultimately lead to an improvement in overall employee performance. Therefore, organizations need to create a work environment that supports and nurtures employees' intrinsic motivation to encourage optimal performance.

Transformational leadership style has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable

A transformational leadership style is a leadership style that focuses on organizational change and transformation through employee inspiration, motivation, and development. Leaders who apply this style seek to influence and inspire their followers by creating compelling visions, setting good examples, and encouraging innovation and creativity. Intrinsic motivation, on the other hand, is the drive that comes from within an individual to do an activity or work, which is based on the interest, pleasure, or satisfaction inherent in the activity itself.

The results of this study show that transformational leadership style has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable. This is evidenced by a *p-value* of 0.015 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.166 indicates a positive direction of influence, which means that the better the implementation of the transformational leadership style, the higher the intrinsic motivation of employees, which will ultimately improve employee performance.

These findings support hypothesis 6 in the study, namely that transformational leadership style has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable. Transformational leaders are able to create a work environment that inspires, challenges, and supports employee self-development. This can increase employees' intrinsic motivation, which in turn encourages them to be actively engaged, committed, and perform better at their jobs. In other words, transformational leadership styles can indirectly improve employee performance through increasing employee intrinsic motivation.

Job satisfaction has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable

Job satisfaction is a positive emotional state resulting from the evaluation of a person's work experience. Job satisfaction reflects the extent to which an employee likes his or her job and is satisfied with various aspects of his or her job, such as the nature of the job itself, salary, promotion opportunities, supervision, and relationships with

coworkers. Intrinsic motivation, on the other hand, is the drive that comes from within an individual to do an activity or work, which is based on the interest, pleasure, or satisfaction inherent in the activity itself.

The results of this study show that job satisfaction has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable. This is evidenced by a *p-value* of 0.035 which is smaller than the significance level of 0.05. The *original sample estimate* of 0.114 indicates a positive direction of influence, which means that the higher the level of employee job satisfaction, the higher their intrinsic motivation, which will ultimately improve employee performance.

These findings support hypothesis 7 in the study, namely job satisfaction has a positive and significant effect on employee performance through intrinsic motivation as a mediating variable. When employees feel satisfied with different aspects of their work, they tend to have a stronger internal drive to be actively engaged, develop themselves, and make their best contribution to the job. High job satisfaction can be a source of intrinsic motivation for employees, which in turn encourages them to perform better.

CONCLUSION

This study was conducted to see the relationship between transformational leadership style and job satisfaction that affects employee performance mediated by intrinsic motivation. The results of the study show that transformational leadership style, job satisfaction, mediated by intrinsic motivation have a positive and significant influence on employee performance at PT Bisma Aero Sejahtera. This proves that the application of transformational leadership style at PT Bisma Aero Sejahtera is proportional to better employee performance. Based on the results of the study, job satisfaction also has a positive and significant impact on employee performance. Employees who feel satisfied with their jobs tend to be more motivated, committed, and actively involved in performing tasks at work. Intrinsic motivation based on research results also plays a role in influencing performance rather than employees. Employees who are intrinsically motivated tend to be more diligent, creative, and qualified. They also find it easier to adapt to changes and difficulties in the workplace so that in the end, this will result in an improvement in overall employee performance, especially at PT Bisma Aero Sejahtera.

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