

The Effect of Transformational Leadership on Employee Performance with Employee Engagement and Job Satisfaction as Moderator Variables

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Abstract. This study investigates the effect of transformational leadership on employee performance with employee engagement and job satisfaction as moderating variables within the governmental bureaucracy context. The research problem centers on the need to understand how transformational leadership influences performance outcomes through different moderating mechanisms, particularly in public sector organizations where traditional leadership approaches may not be sufficient for contemporary challenges. The objective is to analyze the direct and moderated effects of transformational leadership on employee performance, specifically examining how work engagement and job satisfaction alter these relationships. Using a quantitative approach, data were collected from 268 employees of BPS-Statistics Indonesia in West Papua Province through structured questionnaires and analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The findings reveal that transformational leadership has a positive and significant direct effect on employee performance. However, work engagement was found to weaken this influence, while job satisfaction strengthens the relationship between transformational leadership and performance. These results contribute to leadership theory by demonstrating differential moderating effects and providing practical implications for public sector management in balancing engagement strategies while enhancing job satisfaction to optimize transformational leadership effectiveness.

Keywords: Transformational leadership, work engagement, job satisfaction, employee performance

INTRODUCTION

Currently, government institutions are widely viewed as knowledge-based organizations that focus on developing and providing public services to support the interests of society and the government (Henttonen et al., 2016). Employee performance has a significant influence on an organization's success. If employee performance is not optimal, the overall organizational performance will also decline. Performance is defined as the level of achievement of a given task. Thus, individual performance can be defined as an individual's achievement in the work that constitutes their responsibilities.

Several factors affect employee performance, including organizational support, management ability, and the performance carried out by each organizational member. Individual performance is also interpreted as an employee's achievement in the work done, what will be done, and how they will do said work. It can also be seen through the employee's ability to complete tasks related to the company's main objectives (Eliyana et al., 2019). Employees are considered a key factor in improving performance, and existing employees are expected to have no desire to leave the company where they are currently working. Many companies today have the main objective of increasing their employees' performance. Companies also realize the strong relationship between leaders and employee performance (Qalati et al., 2022).

Globally, workload and employee engagement have become important issues in organizational management. A Gallup survey shows that 44 percent of workers worldwide in 2023 reported experiencing significant stress daily, a high number that remained stable in 2024, with 41 percent of workers experiencing similar issues. In fact, stress levels among managers were recorded as higher than those of non-managerial employees, which has an impact on the entire organizational workflow system (Gallup, 2023; Gallup, 2024). It is important for organizations to pay attention to the various factors that can influence their employees' performance. Previous research has revealed that one of the factors influencing employee performance is transformational leadership (Ahsan, 2024).

Leadership plays a crucial role in increasing organizational effectiveness, especially in driving employee performance. Among various leadership styles, transformational leadership is considered the most relevant for modern organizational contexts because it emphasizes the leader's ability to inspire, motivate, and encourage innovation among employees (Northouse, 2019). Transformational leaders are not only focused on achieving organizational targets but also on fostering a sense of trust, commitment, and loyalty among subordinates. This ultimately encourages employees to provide a more optimal contribution to the organization (Avolio & Yammarino, 2019). Various recent studies show that transformational leadership has a positive influence on improving employee performance, both in the public and private sectors (Aboramadan & Dahleez, 2020; Qalati et al., 2022).

In the context of public organizations, this leadership style is even more important because government institutions are required to carry out cross-unit coordination and collaboration to achieve performance targets. Transformational leadership can create a supportive work environment for innovation and collaboration, making it relevant for implementation in public service-oriented government agencies (Wang et al., 2024).

Based on social exchange theory, leadership plays an important role in shaping work attachment and employee performance. The individual performance level is influenced by the suitability of the connection between employees and leaders, as well as by the extent to which employees feel attached to their job. Employees who have high work attachment tend to show the best performance because they see work as an important part of their lives (Saif et al., 2024). Individual performance can also be understood through the level of productivity demonstrated by employees. Low productivity has the potential to result in non-optimal performance, and if left to continue, will lower overall organizational performance. To evaluate performance objectively, an organization can use standardized statistical measurements, for example, through Key Performance Indicators (KPIs) customized to the job type. Thus, performance assessment can be done in a fair and proportional manner based on the employee's task achievement in a certain period (Nguyen et al., 2023).

Effective leaders are needed to move and direct their members in achieving organizational goals. A leader not only acts as a controller but also as an agent of change capable of influencing the design of organizational performance (Jaroliya & Gyanchandani, 2022; TT Cao & Le, 2024). One of the leadership styles that is considered most relevant in this context is transformational leadership because leaders with this style can provide a role model, encouraging innovation, and motivating employees to contribute more optimally to achieving organizational goals (TT Cao & Le, 2024; Qalati et al., 2022). Transformational leadership is marked by four main dimensions: intellectual stimulation, idealized influence, individual

considerations, and inspirational motivation, which simultaneously build employee trust, commitment, and loyalty (Eliyana et al., 2019). Previous research also shows that this leadership style is positively related to improving employee performance in various sectors, where employees who are led transformationally tend to show higher productivity than those led by other leadership styles (Judge & Piccol, 2004).

In the context of Indonesia, particularly at the Central Statistics Agency (BPS) of West Papua Province, the issue of employee performance remains a concern. Based on the performance report of BPS West Papua Province, employee performance achievements showed fluctuating trends in the period 2018–2023, with an increase in 2019, a sharp decrease in 2020, improvement in 2021–2022, but a return to decline in 2023. This instability indicates the need for a more strategic and effective leadership strategy to maintain the consistency of employee performance and ensure the sustainable achievement of organizational targets.

The primary research problem lies in the inconsistent employee performance at BPS West Papua Province, where performance fluctuations indicate potential gaps in leadership effectiveness. This research is urgent because public sector organizations, particularly statistical agencies, require sustained high performance to deliver accurate and timely data for national development. Understanding how transformational leadership influences performance through different moderating mechanisms is critical for developing effective leadership strategies in governmental bureaucracies.

Previous research has extensively examined transformational leadership's direct effects on performance (Qalati et al., 2022; Eliyana et al., 2019) and its relationships with work engagement and job satisfaction separately. However, limited studies have investigated the differential moderating effects of work engagement and job satisfaction simultaneously in the same model, particularly within the Indonesian public sector context. Most research focuses on private sector organizations, creating a gap in understanding how these relationships operate in governmental bureaucracies with different organizational dynamics and constraints.

This study contributes novel insights by: (1) examining the simultaneous moderating effects of work engagement and job satisfaction on transformational leadership-performance relationships, (2) providing empirical evidence from Indonesian governmental bureaucracy, specifically BPS, (3) revealing the differential nature of moderating effects where work engagement weakens while job satisfaction strengthens the leadership-performance relationship, and (4) offering a sustainable transformation approach rarely addressed in previous studies that mainly focus on direct impacts.

The specific objectives of this research are to: (1) analyze the direct effect of transformational leadership on employee performance in BPS West Papua Province, (2) examine the moderating role of work engagement in the transformational leadership-performance relationship, (3) investigate the moderating role of job satisfaction in the transformational leadership-performance relationship, and (4) provide practical recommendations for optimizing transformational leadership effectiveness in public sector organizations.

The benefits include theoretical contributions to leadership and organizational behavior literature, practical guidance for public sector managers in implementing effective leadership strategies, insights for BPS management in improving organizational performance, and a foundation for future research in governmental organizational contexts.

MATERIALS AND METHOD

This study was quantitative research using PLS-SEM. The primary data were obtained directly from respondents through distributed questionnaires. Secondary data were collected from the BPS of West Papua Province to support the primary data.

The population consisted of all 268 employees of the Central Statistics Agency (BPS) of West Papua Province. A census sampling technique was employed, meaning the entire population was used as the sample. Respondents were required to have worked at BPS for at least one year. Data collection occurred in November 2024 via a Google Form distributed to all qualified employees.

Data collection used an online survey method with a questionnaire designed to gather numeric data on transformational leadership, work engagement, job satisfaction, and employee performance. The questionnaire was distributed via Google Forms, and respondents submitted their completed forms for processing. A Likert scale was used to measure subjective attitudes and perceptions. Reliability and validity tests were conducted on the collected data before analysis.

Data analysis involved descriptive statistics to summarize and present general trends, followed by Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 software to test the hypotheses. The analysis process included determining structural and measurement models based on theory, data collection and testing, path model estimation, and evaluation of the measurement model (for validity and reliability) and structural model (for predictive relevance and significance using bootstrapping). The goal was to develop a model that explained the variances in the dependent variables.

Definition Operational Variables

1. Employee performance

Employee performance defined as contributions made by employees and will increase performance organization in a way overall. Employee performance can also be considered as level contributions made employee For reach goals set by the organization. There is three dimensions performance employees which includes : performance in do tasks, performance contextual, and habits No productive in place work (THV Cao et al., 2024). As for indicators from performance employee are work quality, initiative, and personal quality (Sodiq et al., 2024).

Study This will using 9 question items. Measurement variables This will use Likert scale 1-5 indicating evaluation positive and negative from respondents to questions given. The measurements that will be done is as following:

SS=	Strongly agree	Given score 5
S=	Agree	Given score 4
N=	Neutral	Given score 3
TS=	Don't agree	Given score 2
STS=	Strongly Disagree	Given score 1

2. Leadership transformational

Leadership transformational defined as style and ability For lead employees to be able to fulfil level performance they while develop Power leadership that is owned. Dimension from leadership transformational covers stimulation intellectual, consideration to individual, motivation For give inspiration, and the influence of idealism (Njaramba, 2024). Meanwhile, indicator leadership transformational includes transformational leaders, encourage followers to rise above their own self-interest, provide feedback, establish high standards of performance, help followers to become more creative and innovative, pay attention to followers' needs, and motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values (Buil et al., 2019).

Study This will using 14 question items. Measurement variables This will use Likert scale 1-5 indicating evaluation positive and negative from respondents to questions given. The measurements that will be done is as following :

SS=	Strongly agree	Given score 5
S=	Agree	Given score 4
N=	Neutral	Given score 3
TS=	Don't agree	Given score 2
STS=	Strongly Disagree	Given score 1

3. Attachment Work employee

Attachment Work employee defined as dedication and behavior positive actions taken For Can focus on the place work and give contribution best for company, Some dimensions attachment Work are Vigor, Dedications, and Absorption (Schaufeli et al., 2006).

Question about attachment contains 9 statement items. Measurement variables This will use Likert scale 1-5 indicating evaluation positive and negative from respondents to questions given. The measurements that will be done is as following :

SS=	Strongly agree	Given score 5
S=	Agree	Given score 4
N=	Neutral	Given score 3
TS=	Don't agree	Given score 2
STS=	Strongly Disagree	Given score 1

4. Satisfaction Work

Satisfaction Work defined as evaluation from employee to work done, assessment This Can negative and positive. Dimension satisfaction Work covers reward ; nature work That alone ; opportunity For promotion ; quality supervision ; relationship with colleague work ; condition work and security work (Ivancevich et al., 2011). The indicators from satisfaction Work includes opportunities for advancement, good working conditions, motivation from the leader, and salary and wages (Siddiqi et al.,

2024).

Study This will using 8 question items. Measurement variables This will use Likert scale 1-5 indicating evaluation positive and negative from respondents to questions given. The measurements that will be done is as following :

SS=	Strongly agree	Given score 5
S=	Agree	Given score 4
N=	Neutral	Given score 3
TS=	Don't agree	Given score 2
STS=	Strongly Disagree	Given score 1

For make things easier understanding in study this, then operationalization variables used in study This is as following:

Table 1. 1Definition of Variables

Variables	Definition Operational	Dimensions	Indicator	Measurement
Employee performance (Y)	Measurable action - carried out by employees and related with habits and results - produced by employees in order to achieve objective company (Ndung'u et al., 2023).	- performance in do task - performance contextual - habit No productive in place Work (Cao et al., 2024).	Employee performance characterized by: - Quality results work achieved in accordance with standards that have been set. - Ability employee For proactive in finish task. - Aspect personality that includes discipline, responsibility, responsibility, honesty, attitude positive, and good interpersonal relationships.(Sodi q et al., 2024)	Likert Scale 1-5
Leadership transformational (X)	Style and ability - For lead employees to be able to fulfil level performance they while develop Power leadership that is owned (Nguyen et al., 2023).	- stimulation intellectual, consideration to individual - motivation For give inspiration - the influence of idealism(Njara mba, 2024)	Leadership transformational characterized by: - Leader give motivational and inspiring follower - Leader push follower For put aside interest personal. - Leader give bait constructive feedback.	Likert Scale 1-5

Variables	Definition Operational	Dimensions	Indicator	Measurement
			<ul style="list-style-type: none"> - Leader set standard tall in matter performance. - Leader help For become more creative and innovative. - Leader give attention to needs and aspirations. - Leader motivating follower For reach performance that exceeds expectation. (Buil et al., 2019)	
Attachment Work employee (Z1)	Dedication and behavior positive actions taken For Can focus on the place work and give contribution best for company (Laguía et al., 2024)	<ul style="list-style-type: none"> - cognitive - emotion - physique - behavior - social (Saks, 2006)	Attachment Work employee characterized among others: <ul style="list-style-type: none"> - Spirit or strength Work. - The dedication that is owned employee. - Involvement full or focus (Buil et al., 2019) 	Likert Scale 1-5
Satisfaction Work employee (Z2)	Evaluation from employee to work done, assessment This Can negative and positive (Genedy et al., 2024).	<ul style="list-style-type: none"> - Rewards characteristic work That Alone For - chance promotion - quality supervision - connection with colleague Work - condition Work - security work (Ivancevich et al., 2011)	Satisfaction Work employee characterized among others: <ul style="list-style-type: none"> - Opportunity For progress career. - Condition good job - Motivation from leader. - Salary and benefits received (Siddiqi et al., 2024) 	Likert Scale 1-5

RESULTS AND DISCUSSION

Object Overview Study

The Role of the Central Statistics Agency (BPS)

The Central Statistics Agency (BPS) is a non-ministerial government institution that is responsible for answer direct to President. Based on Constitution Number 6 of 1960 concerning the Census and the Law Number 7 of 1960 concerning Statistics, BPS is the Central Bureau of Statistics. Then, based on Constitution Number 16 of 1997 concerning Follow -up statistics

with regulation legislation under it, the name of the Central Bureau of Statistics changed become the Central Statistics Agency. Based on Regulation President of the Republic of Indonesia Number 86 of 2007 concerning the Central Statistics Agency, was formed agency BPS vertical consisting of from the Provincial BPS and Regency /City BPS for organize duties and functions in the region.

Based on Constitution Number 16 of 1997 concerning Statistics, BPS has role as following:

1. Provide data needs for government and society where the data was obtained from census or survey conducted alone and from department or institution government other as secondary data.
2. Help activity statistics in building a statistical system national in ministries, institutions government or institutions other.
3. Develop and promote standard techniques and methodologies statistics, as well as provide services in the field education and training statistics.
4. Build cooperation with institutions international and other countries to interest development Indonesian statistics.

Until 2021, the work area Statistics in Indonesia cover 35 provinces, 416 districts, 98 cities, 7,274 sub-districts, and 83,843 villages. object study This conducted at the BPS representative office West Papua Province where the West Papua Province BPS oversees 10 districts /cities as work units.

BPS vision and mission's vision for 2020-2024 is Statistical Data Provider Quality for Advanced Indonesia, which means BPS plays a role in provision of statistical data national and international in produce accurate and descriptive statistics condition Actually in frame supporting Advanced Indonesia. The BPS mission formulated For reach the vision that has been determined as following:

1. Provide statistics standard quality national and international. Fostering K/L/D/I through System Continuous National Statistics.
2. Realize excellent service in the field statistics For realization System National Statistics.
3. Building superior and adaptive human resources based on mark professionalism, integrity and trustworthiness

Duties, functions and authorities of BPS

Based on Regulation President Number 86 of 2007 concerning the Central Statistics Agency and Regulations Head of the Central Statistics Agency Number 7 of 2008 concerning Organization and Work Procedures of the Central Statistics Agency as following:

1. Tasks Carry out task government in the field of statistics in accordance regulation legislation.

Function

1. Assessment, preparation and formulation policies in the field statistics.
2. National and regional coordination activity statistics.
3. Determination and implementation statistics base.
4. Determination system statistics national.
5. Coaching and facilitation to activity agency government in the field of activity statistics.

- 6. Implementation coaching and service administration general in the field planning general, secretarial, organizational and administrative, personnel, finance, archives, public relations, legal, equipment, and housing ladder.

Authority

- 1. Compilation plan national in a way macro in his field.
- 2. Formulation policies in their fields for support development in a way macro.
- 3. Determination system information in his field.
- 4. Determination and implementation of national statistics.
- 5. Other authorities as appropriate with provision regulation applicable laws and regulations.
- 6. Formulation and implementation policy certain in the field activity statistics and breastfeeding guidelines organization survey statistics sectoral.

Structure Central Statistics Agency organization West Papua Province

BPS West Papua Province is a BPS vertical agency for organize duties and functions in West Papua Province. Structure The BPS organization of West Papua Province as following:

- 1. Description of Respondents' Demographic Characteristics

Evaluation to answer from respondents done after all data successful collected during period study that is from 15 to 19 November 2024 with distribute the questionnaire link to all over BPS employees of West Papua Province and all BPS employees at district / city levels within the West Papua Province BPS. Distribution of questionnaire links This Of course with use letter official from Head of BPS Province. The West Province is designated to all BPS districts / cities within the scope of BPS West Papua Province.

From the results distribution of questionnaire links to all over employees within the scope of the BPS of West Papua Province, the collected data was obtained as many as 268 respondents. Research This excluded for:

- a) Employee status Task Study (including returning) active Work not enough from 4 months during 2024).
- b) Employee status of being on leave without state responsibility /CLTN (including those who have returned active Work not enough from 4 months during 2024).

- 2. Respondent Characteristics Based on Gender

Research result about characteristics respondents based on type sex can seen in Table 2 below This :

Table 2. Respondent Gender

Information	Amount	Percentage
Man	147	54.9%
Woman	121	45.1%
Amount	268	100%

Source : Primary Data Processing Results 2024

Based on the data presented in Table 2, can know that respondents study This consists of of two types gender, namely male and female respondents man totaling 147 people, which covers 54.9% of the total respondents. Meanwhile that, respondents Woman totaling 121 people, or around 45.1% of the total respondents. In general total, amount respondents involved

in study This is 268 people, with distribution that shows proportion respondents man more Lots compared to women. This data show existence sufficient representation balanced between second type gender, although there is A little domination from respondents male. Representation This give description distribution respondents based on type sex in study.

Respondent Characteristics Based on Age

Research results about characteristics respondents based on age can seen in Table 3 below This:

Table 3. Respondents' Age

Information	Amount	Percentage
20 - 29 Years	115	42.91%
30 - 39 Years	64	23.88%
40 - 49 Years	74	27.61%
≥ 50 Years	15	5.6%
Amount	268	100%

Source : Primary Data Processing Results, 2024

Based on the data in Table 3, the distribution age respondents in study This show that majority respondents is at in range aged 20-29 years, namely as many as 115 people or 42.91% of the total respondents. The group age the biggest next is 40-49 years old, which includes 74 people or 27.61%. Then, the group age 30-39 years take notes a total of 64 people, representing 23.88% of the total respondents. Meanwhile that, group respondents with age ≥ 50 years are the smallest, with total of 15 people or 5.6%. Overall, there were 268 respondents, and this data gives description that part big respondents are at the age productive young until middle aged, with greater proportion small in group age Continued. Distribution This indicates that study These involving respondents with variation sufficient age diverse, although more dominated by groups age young.

Respondent Characteristics Based on Last Education

Research result about characteristics respondents based on level education final can see in Table 4 below This:

Table 4. Respondents' Last Education

Information	Amount	Percentage
Elementary/Middle/High School/ Equivalent	20	7.46%
DI/DII/DIII	25	9.33%
DIV/S1	201	75%
Masters/Doctoral Degree	22	8.21%
Amount	268	100%

Source : Primary Data Processing Results, 2024

Based on the data in Table 4.3, the level of education final respondents show that majority respondents own background behind DIV/S1 education, namely as many as 201 people or 75% of the total respondents. The group education final most next is S2/S3, with total of 22 people or 8.21%, followed by respondents who have DI/DII/DIII education, as many as 25 people or 9.33%. Respondents with level elementary/middle/high school/ equivalent

education recorded as group the smallest, namely 20 people or 7.46 %. Overall, there were 268 respondents in study of this. Distribution This show that part big respondents own level education high, especially at the DIV/S1 level, which reflects quality source Power enough human good. This also shows that population respondents tend to originate from circles that have gone through more formal education high. Characteristics Respondents Based on Length of Service

Research results about characteristics respondents based on length of service can see in Table 5 below this:

Table 5. Respondents' Length of Service

Information	Amount	Percentage
14 years	87	32.46%
5 – 9 Years	57	21.27%
10 – 14 Years	67	25%
15 – 19 Years	36	13.43%
20 – 24 Years	13	4.85%
≥ 25 Years	8	2.99%
Amount	268	100%

Source : Primary Data Processing Results, 2024

Based on the data in Table 5, the distribution of length of service respondents show that majority respondents are in the 1–4 year category, namely as many as 87 people or 32.46% of the total respondents. The group next is respondents with a length of service of 10–14 years, as many as 67 people or 25%, followed by the group who worked for 5–9 years, as many as 57 people or 21.27%. Respondents with a working period of 15–19 years recorded as many as 36 people or 13.43%, while those who work for 20–24 years totaling 13 people or 4.85%. Group smallest is respondents with length of service ≥ 25 years, as many as 8 people or 2.99%. Total respondents are 268 people. This data shows that majority respondents are in the relative working period category short, namely under 5 years, but there is also a significant proportion from respondents with work period medium until length, which reflects experience diverse work in the environment study This.

3. Respondent Characteristics Based on Position

Research results about characteristics respondents based on length of service can be seen in Table 6 below:

Table 6. Respondents' Job Positions

Information	Amount	Percentage
Functional Expert Associate	4	1.49%
Functional Junior Expert	60	22.39%
First Functional Expert	126	47.01%
Functional Skilled, Supervisor, Proficient	32	11.94%
General Functional, Assignment Functional / Implementer	27	10.07%
Head of BPS Regency /City and Head of General Affairs	10	3.73%
Head General Subsection	9	3.36%
Amount	268	100%

Source : Primary Data Processing Results, 2024

Based on the data in Table 6, the distribution position Work respondents show that majority respondents be in office First Functional Expert, as many as 126 people or 47.01% of the total respondents. Group position the biggest next is Functional Junior Experts, with 60 people or 22.39%, followed by Functional Skilled, Supervisor, and Advanced, as many as 32 people or 11.94%. Position General Functional, Assignment Functional / Implementer held by 27 people, or around 10.07%. Furthermore, the position as The Head of BPS Regency /City and Head of General Affairs are filled by 10 people or 3.73%, while Head the General Subsection has 9 people or 3.36 %. With the smallest amount respondents smallest is Intermediate Expert Functional, held by 4 people or 1.49%. Total respondents in table This is 268 people. This data describes that part big respondents originate from position functional, with proportion the biggest be at the level expert First.

4. Characteristics Respondents Based on Unit Work

Research results about characteristics respondents based on unit Work can seen in Table 7 below this :

Table 7. Respondents' Work Units

Information	Amount	Percentage
Fakfak Regency	22	8.21%
Kaimana Regency	19	7.09%
Regency Manokwari	39	14.55%
Regency Maybrat	8	2.99%
Raja Ampat Regency	20	7.46%
Sorong Regency	35	13.06%
South Sorong Regency	18	6.72%
Regency Bintuni Bay	21	7.84%
Regency Bay Wondama	17	6.34%
Sorong City	22	8.21%
West Papua Province	47	17.54%
Amount	268	100%

Source : Primary Data Processing Results, 2024

Based on the data in Table 7, the distribution unit Work respondents show that the biggest originate from unit Work West Papua Province, as many as 47 people or 17.54% of the total respondents. The next biggest group is Manokwari Regency, with 39 people or 14.55%, followed by Sorong Regency, with 35 people or 13.06%. Fakfak Regency and Sorong City each have amount respondents the same, namely 22 people or 8.21%. Then, Raja Ampat Regency contributed 20 people or 7.46 %, Bintuni Bay had 21 people or 7.84%, and Kaimana Regency had 19 people or 7.09 %. Respondents from South Sorong Regency is recorded as 18 people or 6.72%, followed by the Regency Bay Wondama with 17 people or 6.34%. Regency Maybrat owns the fewest respondents, namely 8 people or 2.99%. The total respondents is 268 people. This data reflect diversity distribution respondents in various unit work, with domination from West Papua Province and Manokwari Regency.

5. Respondent's Answer Description

Description answer respondents is distribution results answer respondents in each indicators and variables research. Distribution answer respondents will explained based on frequency or amount respondents in accordance with selected score starting from 1 to 5. The average calculation results for each indicator and variables will categorized For know to what extent is the perception respondents on indicator every variable. Rules categorization used as following :

$$\text{Class interval} = \frac{(\text{highest score} - \text{lowest score})}{\text{number of class}} = \frac{(5 - 1)}{5} = 0,8$$

Based on the calculation above, then obtained class interval value which is 0.8 so that average answer category respondents as follows:

Table 8. Average Respondent Answer Categories

Class Interval	Category Evaluation
1.00 - 1.80	Very Low
1.81 - 2.60	Low
2.61 - 3.40	High enough
3.41 - 4.20	High
4.21 - 5.00	Very high

6. Analysis and Testing

Data from study This will processed and analyzed use Structural Equation Modeling (SEM) technique based on Partial Least Square. The data processing and analysis process will process using SmartPLS 4.1.1.4 software for research relationships and influences between variables.

CONCLUSIONS

This study examined the influence of transformational leadership on employee performance at BPS West Papua Province, considering work engagement and job satisfaction as moderating variables. Results indicated that transformational leadership positively impacted performance, with work engagement weakening this effect while job satisfaction strengthened it. These findings contribute to Social Exchange Theory and Two-Factor Theory and offer practical guidance for BPS to balance engagement strategies and enhance job satisfaction. However, the study's focus on a single agency and its cross-sectional design limit generalizability, suggesting that future research should expand the scope to multiple organizations and employ longitudinal methods to better understand these dynamics over time.

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