

The Influence of Transformational Leadership and Intrinsic Motivation on Job Satisfaction and Its Impact on Employee Performance at PT Setiawan Anugerah Perkasa

Aldi Prasetyo

Program Studi Manajemen, Pascasarjana, Megister Manajemen Universitas IPWIJA

Email: aldiprasetyo@gmail.com

Article Info

Transformational
Leadership,
Intrinsic
Motivation, Job
Satisfaction,
Employee
Performance,
Organizational
Behavior.

Abstract

This study aims to examine the influence of transformational leadership and intrinsic motivation on job satisfaction and their subsequent impact on employee performance at PT. Setiawan Anugerah Perkasa. Using a quantitative research design, data were collected from employees through a structured questionnaire and analyzed using descriptive statistics and multiple linear regression analysis. The findings reveal that transformational leadership significantly and positively influences job satisfaction, indicating that leaders who inspire, empower, and support their employees contribute to higher satisfaction levels. Intrinsic motivation is also found to significantly affect job satisfaction and employee performance, suggesting that internally driven employees demonstrate greater engagement and productivity. However, transformational leadership does not show a direct significant effect on performance, but its influence becomes substantial when mediated through job satisfaction. In contrast, job satisfaction significantly mediates the relationship between intrinsic motivation and performance, affirming its pivotal role. The study concludes that while transformational leadership may not directly improve performance, it is instrumental in enhancing job satisfaction, which in turn boosts performance outcomes. The research implies that organizations should strengthen transformational leadership practices and cultivate an environment that fosters intrinsic motivation to drive performance. Future studies are encouraged to explore additional mediating variables, such as organizational commitment or training quality, to further enrich the understanding of performance determinants within corporate settings.

1. Introduction

In modern organizations, employee performance often encounters various challenges and obstacles, such as the rapid advancement of information and technology and the limitations of human resources. These factors highlight the critical role of human resources (HR) in determining organizational success. The sustainability and competitiveness of a company are significantly influenced by the ability to empower and maximize the potential of its employees. In the current era of intense business competition, organizations must continuously evaluate and improve employee performance. A strategic approach includes assessing performance regularly and implementing improvements to enhance employee quality, enabling the organization to maintain or increase its competitive edge. According to Kasmir (2020), employee

performance refers to the work outcomes and behavior achieved in fulfilling assigned duties and responsibilities within a specific period.

Effective leadership and management styles play a crucial role in improving employee performance. Robbins (2020) defines leadership as the ability to influence a group toward the achievement of a vision or goal. Leaders have a direct influence on employee motivation, commitment, and performance by providing guidance, support, and clear direction. A leader's effectiveness significantly determines the success or failure of an organization. A good leader is one who can manage, direct, influence, and motivate subordinates to achieve the organization's objectives. The choice of an appropriate leadership style is essential for creating a positive and productive work environment. Transformational leadership, in particular, is

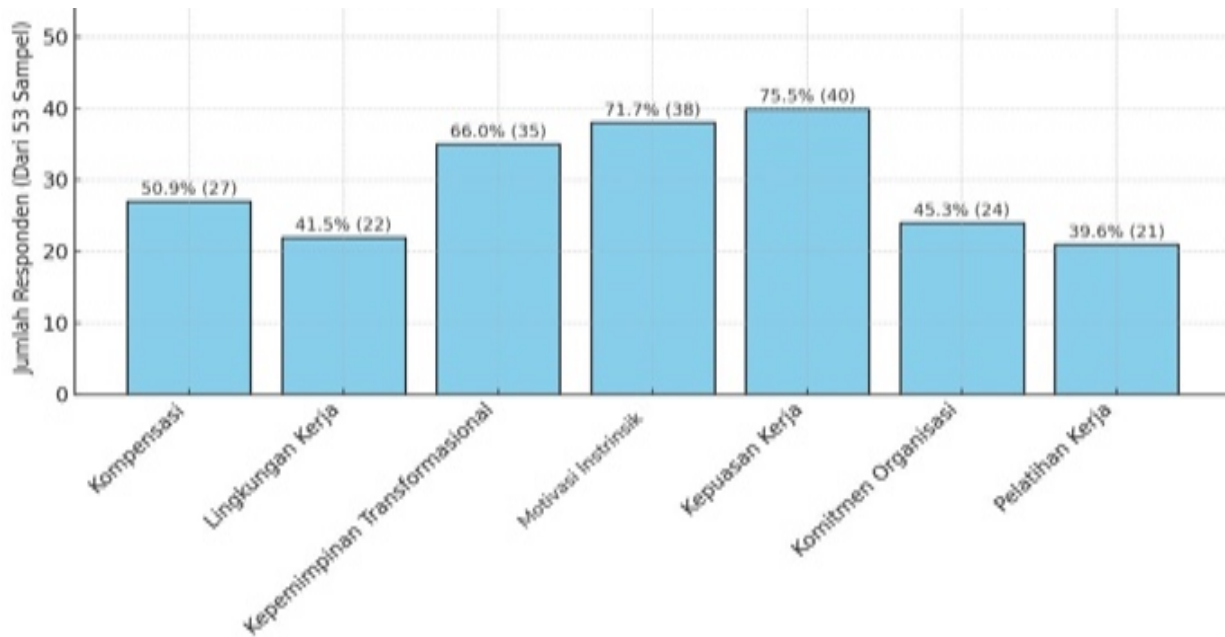
known for inspiring employees to exceed expectations and fostering innovation and commitment.

A conducive work environment shaped by effective leadership can enhance intrinsic motivation, which in turn boosts job satisfaction and employee performance. Leaders serve as

role models whose behavior and style directly impact employees' morale and work ethic. To identify key factors affecting employee performance, a preliminary survey was conducted in September 2024 involving 53 employees of PT Setiawan Anugerah Perkasa. The results are illustrated in Figure 1.1 below:

Figure 1.1

Preliminary Survey Results: Factors Influencing Employee Performance at PT Setiawan Anugerah Perkasa



Source: Primary Data, Google Forms (2024)

The preliminary findings reveal that transformational leadership, intrinsic motivation, and job satisfaction are significantly related to employee performance. Specifically, 66% of respondents felt that transformational leadership was not yet effectively implemented, suggesting a lack of appreciation, motivation, or clear direction from leaders. Only 34% perceived that transformational leadership was applied adequately.

Regarding intrinsic motivation, 71.7% of respondents reported low intrinsic motivation, indicating a lack of personal achievement, challenge, or job satisfaction. Meanwhile, only 28.3% felt intrinsically motivated. Low intrinsic motivation could reduce employee engagement and commitment.

Concerning job satisfaction, 75.5% of respondents expressed dissatisfaction with their current work conditions, citing factors such as work-life balance, work environment, and recognition as key concerns. Only 24.5% reported being satisfied with their jobs.

These findings underline the importance of transformational leadership and intrinsic motivation in enhancing job satisfaction, which ultimately improves employee performance. Therefore, this study aims to analyze the influence of transformational leadership and intrinsic motivation on job satisfaction and their impact on employee performance at PT Setiawan Anugerah Perkasa. The results of this study are expected to provide strategic recommendations for improving employee satisfaction and performance and strengthening

the company's competitive position in the property industry.

Based on the performance challenges observed at PT Setiawan Anugerah Perkasa and the research gaps identified in previous studies, the central research question can be formulated as: How can employee performance at PT Setiawan Anugerah Perkasa be improved? Accordingly, the objective of this study is to examine the effect of transformational leadership and intrinsic motivation on job satisfaction and its subsequent impact on employee performance.

2. Literature Review

Human Resource Management

Human Resource Management (HRM) is the process of acquiring, training, appraising, and compensating employees, as well as managing labor relations, employee health and safety, and justice-related issues (Dessler, 2020). HRM is a method of managing employees that replaces traditional personnel management. Although the practices in both HRM and personnel management may seem similar, HRM adopts a more strategic approach, including selecting the best candidates, designing job roles, providing training, and developing compensation and benefits plans that promote employee well-being (Sisca et al., 2020, p. 2).

HRM holds a crucial role in organizations where human resources are the main drivers. According to Siagian (2021:23), HRM can be viewed from six perspectives: political, economic, legal, socio-cultural, administrative, and technological, described as follows:

1. From the political perspective, HRM is vital because human resources are considered the most valuable asset of any organization or nation.
2. The economic perspective emphasizes that no matter how advanced technology becomes, humans are still needed to operate and control it.

3. The legal perspective ensures compliance with internal and external organizational regulations.
4. The socio-cultural perspective highlights the diverse backgrounds of employees, requiring effective HRM to manage this diversity.
5. The administrative perspective focuses on the efficient and effective management of human resources.
6. The technological perspective emphasizes aligning human resources with technological advancements to ensure efficient work execution.

Growing interest in HRM among scholars positively influences how organizations manage their workforce. It reflects a fundamental principle that humans must be treated with dignity and not merely as tools of production (Siagian, 2020:39).

Transformational Leadership

Leadership is the ability to influence others to perform tasks in accordance with desired goals. Transformational leadership is characterized by a clear articulation of vision and goals that inspire and influence subordinates to work creatively and productively towards organizational objectives (Armansyah, 2022:3).

Wardani (2020:27) defines transformational leaders as those who provide individualized consideration and intellectual stimulation to followers. Such leaders earn trust, admiration, loyalty, and respect, motivating followers to exceed expectations. Iswahyudi (2023:99) describes transformational leaders as charismatic individuals who align their vision with that of their subordinates and elevate their needs to higher levels.

Mulia (2021:184) emphasizes that transformational leadership includes charisma and personalized intellectual stimulation. Sinaga (2023:10) states that this leadership style can drive rapid organizational change, sustain pressure, and foster innovation. According to Supriyanto (2020),

transformational leadership promotes high ideals such as freedom, justice, and equality.

In summary, transformational leadership is a style that motivates employees to perform better, generating positive energy within the company to achieve shared goals. Employees under transformational leaders tend to feel trust, pride, admiration, and are motivated to deliver results beyond expectations.

Intrinsic Motivation

To achieve organizational goals, individuals need intrinsic motivation—an internal drive stemming from responsibility, achievement, recognition, the nature of the job itself, and opportunities for growth. Motivation is essential for enhancing productivity.

According to Priyatama (2020), intrinsic motivation is the enjoyment or satisfaction derived from performing a task for its own sake. Suwatno (2020:175) defines it as internal motives that do not require external stimuli, while Husaini Usman (2020:249) states that intrinsic motivation arises from within the individual.

Intrinsic motivation fosters awareness of responsibility and a drive to perform tasks enthusiastically and effectively. Factors of Intrinsic Motivation Based on Herzberg's theory (in Hanifah, 2020), intrinsic motivation arises from:

1. The nature of the work itself
2. Advancement opportunities
3. Level of responsibility
4. Recognition for accomplishments
5. Achievement and performance

Rosidah (2020:241) emphasizes these intrinsic factors—achievement, recognition, responsibility, and potential growth—as strong motivators for performance.

Job Satisfaction

Job satisfaction reflects employees' positive or negative attitudes toward their jobs, manifested in behavior and workplace engagement. It is closely linked to employee loyalty and organizational commitment

(Handoko, 2020). Wijonarko (2023) defines job satisfaction as a positive evaluation of one's job, significantly affecting overall life satisfaction. Sunarta (2022) sees job satisfaction as the discrepancy between what employees expect and what they receive. According to Cahyani, Sundari, & Dongoran (2022), job satisfaction is an individual's positive attitude toward their job. Dissatisfaction often results in passive aggression or decreased productivity, threatening organizational performance.

Research Hypotheses

According to Saunders et al. (2020:144), a hypothesis is a statement whose truth is still in doubt, derived logically from existing theories, laws, or prior propositions. Transformational leadership plays a crucial role in enhancing employee performance and job satisfaction. Studies by Tracey & Hinkin (2021) and Rothfelder et al. (2022) confirm that transformational leadership positively influences job satisfaction by inspiring employees.

1. **H1:** Transformational leadership has a significant effect on job satisfaction.

Intrinsic motivation, defined as the internal value derived from enjoying a task, also influences job satisfaction. Chuang (2021) supports the positive relationship between intrinsic motivation and job satisfaction.

2. **H2:** Intrinsic motivation has a significant effect on job satisfaction.

Fauzi et al. (2020:785) state that leadership behavior affects cooperation and efficiency, while Baskarada et al. (2020:507) highlight transformational leadership as a key determinant of employee performance. Ardias et al. (2019) and Tondok & Andarika (2020) also confirm its significant impact.

3. **H3:** Transformational leadership has a significant effect on employee performance.

Camilleri (2021) notes that intrinsic motivation stems from psychological needs such as relatedness, competence, and autonomy, and it has a significant effect on performance.

4. **H4:** Intrinsic motivation has a significant effect on employee performance.

Siagian (2021:140) and Fitri (2018:29) assert that job satisfaction influences performance, as satisfied employees are more likely to excel. This is supported by Tsai et al. (2019), Maharani et al. (2020), Rahayu et al. (2020), and Elgelal & Noermijati (2020).

5. **H5:** Job satisfaction has a significant effect on employee performance.

Job satisfaction mediates the effect of transformational leadership on performance. Studies by Paracha et al. (2020), Risambessy et al. (2020), and Fian Ardiat et al. (2020) support this mediating role.

6. **H6:** Transformational leadership indirectly affects employee performance through job satisfaction.

Similarly, intrinsic motivation influences performance both directly and indirectly through job satisfaction. Funmilola, Sola, and Olusola (2020) confirm that job satisfaction components significantly impact performance.

7. **H7:** Intrinsic motivation indirectly affects employee performance through job satisfaction.

3. Research Methodology

3.1. Research Design

This final project adopts a quantitative research method using a descriptive approach. This includes problem formulation, hypotheses development, determination of variables, population and sample selection, data collection techniques, data analysis, and interpretation of findings. Each of these phases requires careful

and strategic planning to ensure the research is properly conducted (Amelia et al., 2023). According to Sugiyono (in Setyawan, 2021), a research variable is any attribute that is defined by the researcher to collect information and draw conclusions. This study involves independent variables, a dependent variable, and an intervening variable.

Independent Variables (X): Often referred to as stimuli, predictors, treatments, causes, or risks. In Structural Equation Modeling (SEM), independent variables are also known as exogenous variables. They influence or cause changes in the dependent variable. The independent variables in this research are Transformational Leadership (X1) and Intrinsic Motivation (X2). **Dependent Variable (Y):** Also known as output, criterion, result, or endogenous variable in SEM. This is the variable that is influenced by the independent variables. The dependent variable in this research is Employee Performance (Y).

Intervening Variable (Z): Also known as a mediating variable, this explains the causal relationship between other variables. It forms an indirect relationship between independent and dependent variables. The intervening variable in this study is Job Satisfaction (Z).

Equation Model:

$$Y = b_1X_1 + b_2X_2 + b_4Z + e_1$$

Where:

- X1 = Transformational Leadership
- X2 = Intrinsic Motivation
- Y = Employee Performance
- Z = Job Satisfaction
- a = Constant
- b1 = Regression coefficient of Transformational Leadership
- b2 = Regression coefficient of Intrinsic Motivation
- e = Residual term (error)

Operationalization of Variables
Operationalizing the variables forms the

foundation for developing the research instrument. This includes identifying variable names, definitions, indicators, measurement methods, and measurement scales. The four variables examined are Transformational Leadership (X1), Intrinsic Motivation (X2), Employee Performance (Y), and Job Satisfaction (Z). The final questionnaire draft consists of 44 items, whereas the preliminary questionnaire only had 16 items. The difference lies in the design approach: the final version includes complete dimensions, indicators, and scales, while the preliminary version only used variable dimensions.

3.2 Population, Sample, and Sampling Method

Population Population refers to the entire set of data under study within a given scope and period. It includes all subjects or objects with certain characteristics relevant to the research (Sugiyono, 2020:126). The population of this study consists of all employees at PT. Setiawan Anugerah Perkasa, totaling 110 employees in Klapanunggal District.

Sample The sample represents the population subset used when researching the entire population is unfeasible (Sugiyono, 2020:118). A quality sample reflects the population accurately, enabling valid conclusions.

Sampling Technique This study uses probability sampling, specifically simple random sampling, giving equal chances to every population member. The sample size was calculated using the **Slovin formula** with a 10% margin of error:

$$n = N / (1 + N(e^2))$$

Where:

- n = sample size
- N = population size (110)
- e = margin of error (0.1)

$$n = 110 / (1 + 110(0.1^2)) = 52.3 \approx 53 \text{ respondents}$$

Table 3.3: Distribution of Population and Sample by Division

Division	Population	Sample
Finance	10	5
Legal	8	4
Marketing	35	17
Development	12	6
Technical	45	21
Total	110	53

3.3. Data Collection Methods

According to Sugiyono (2020:296), data collection is a critical stage in research. The sources of data in this study are:

Questionnaires (Surveys) Distributed either physically or via Google Forms to gather data on employee responses.

Literature Study Involves reviewing relevant books, journals, websites, and company reports for secondary data.

3.4. Instrumentation

Validity Test Measures whether an instrument accurately captures the concept being measured. If $r > 0.30$, the item is valid (Sugiyono, 2020:177).

Reliability Test Indicates consistency over time. A Cronbach's Alpha ≥ 0.6 implies acceptable reliability (Ghozali, 2020:46). IBM SPSS version 26 is used for this purpose.

3.5. Data Analysis Methods

Analysis Techniques This research uses both descriptive and multiple linear regression analysis to examine how the independent variables (X1, X2) and intervening variable (Z) affect the dependent variable (Y). Prior to regression analysis, classical assumption tests are conducted to meet econometric criteria (BLUE).

- **Normality Test** – Using Kolmogorov-Smirnov and normal P-P Plot. If $p > 0.05$, data is normally distributed.
- **Multicollinearity Test** – Based on tolerance (>0.1) and VIF (<10).
- **Autocorrelation Test** – Using Durbin-Watson (DW) with the following thresholds $1.65 < DW < 2.35$ = No autocorrelation

- **Heteroskedasticity Test** – Scatterplot analysis. If the points scatter randomly, heteroskedasticity is not present.
- **Regression Equation:** $Y = b_1X_1 + b_2X_2 + b_4Z + e_1$

Hypothesis Testing

The model's feasibility is assessed using the Adjusted R-Square and F-test:

- **H₀:** $p = 0 \rightarrow$ Model not feasible
- **H_a:** $p \neq 0 \rightarrow$ Model feasible

Criteria:

- If $\text{Sig } F < 0.05$ and $\text{Adjusted } R^2 \geq 0.5 \rightarrow H_a$ accepted
- If $\text{Sig } F > 0.05$ and $\text{Adjusted } R^2 < 0.5 \rightarrow H_0$ accepted

First Hypothesis (H1)

- **H_{1o}:** $b_1 = 0 \rightarrow$ No significant effect
- **H_{1a}:** $b_1 \neq 0 \rightarrow$ Significant effect If $\text{Sig } t < 0.05 \rightarrow H_{1a}$ accepted

Second Hypothesis (H2)

- **H_{2o}:** $b_2 = 0 \rightarrow$ No significant effect

- **H_{2a}:** $b_2 \neq 0 \rightarrow$ Significant effect If $\text{Sig } t < 0.05 \rightarrow H_{2a}$ accepted

4. Results and Discussion

4.1. Research Results

4.1.2. Respondent Description

In this study, respondents were employees of PT. Setiawan Anugerah Perkasa who work in various divisions at the company's main operational location located at Jl. Raya Cibeber, Cikahuripan No. 88, Klapanunggal District, Bogor Regency. Respondents were selected randomly through a probability sampling approach with a simple random sampling technique, so that each employee has an equal opportunity to be selected as a research sample.

To maintain proportionality and fair representation of each work unit, the number of respondents from each division is determined based on the proportion of each population. The following is the distribution of respondents by division:

Table 4.1
Respondent Distribution

Division	Population Size	Number of Samples
Finance Division	10	5
Legality Division	8	4
Marketing Division	35	17
Development Division	12	6
Engineering Division	45	21
Total	110	53

Source: SPSS Output (Processed data, 2025)

In the data collection process, general characteristics of respondents were also observed as part of descriptive analysis. These characteristics include the following aspects:

- a. **Gender :** The majority of respondents were male, especially from the Engineering and Marketing Divisions.
- b. **Age :** Most respondents are in the productive age range between 25–45 years.
- c. **Last Education :** Generally high school/vocational school graduate to Bachelor's degree (S1), depending on position and work responsibilities.

- d. **Length of Service :** Most respondents have worked for more than 2 years, which indicates sufficient experience and understanding of the company's work culture.

Data collection was carried out using questionnaires distributed directly in printed form and partly through Google Form, in order to adjust to operational conditions in the field. This questionnaire was designed to measure respondents' perceptions of transformational leadership variables, intrinsic motivation, job satisfaction, and employee performance.

4.1.3. Descriptive Statistical Analysis

Descriptive statistical analysis is all data that has been collected as it is through statistical measurements poured into words or schemes, then described so that it can provide realistic clarity. This analysis aims to provide a description or picture of data in variables seen

from the average value (*mean*), standard deviation, maximum, and minimum.

The results of the descriptive statistical analysis for each statement item in each variable can be seen in table 4.2 below:

Table 4.2
Descriptive Statistical Analysis Results

Variables	Indicator	Symbol	N	Min	Max	Mean	Std. Deviation
Transformational Leadership (X1)	Charisma	X1.1	53	2.00	5.00	3,830	0.580
	Inspirational Motivation	X1.2	53	2.00	5.00	3,774	0.750
	Intellectual Stimulation	X1.3	53	3.00	5.00	4,019	0.571
	Individual Attention	X1.4	53	3.00	5.00	4,075	0.703
Intrinsic Motivation (X2)	Achievements	X2.1	53	2.00	5.00	4,000	0.679
	Confession	X2.2	53	2.00	5.00	4,132	0.680
	Not quite enough	X2.3	53	3.00	5.00	4,075	0.730
	Progress	X2.4	53	3.00	5.00	4,075	0.730
	The Job Itself	X2.5	53	3.00	5.00	3,925	0.646
	Potential to Grow	X2.6	53	2.00	5.00	4,075	0.730
Job satisfaction (Z)	Wages	Z.1	53	2.00	5.00	4,113	0.698
	Promotion	Z.2	53	2.00	5.00	4,075	0.703
	Supervisor	Z.3	53	2.00	5.00	4,170	0.753
	Work colleague	Z.4	53	3.00	5.00	4,189	0.681
Employee Performance (Y)	Quality of Work	Y.1	53	3.00	5.00	4,019	0.604
	Quantity of Work	Y.2	53	3.00	5.00	4,075	0.615
	Responsibility	Y.3	53	3.00	5.00	4,094	0.564
	Cooperation	Y.4	53	3.00	5.00	4,038	0.587
	Initiative	Y.5	53	2.00	5.00	4,038	0.733
	Valid N (listwise)		53				

Source: SPSS Output (Processed data, 2025)

Information:

X1 : Transformational Leadership

X2 : Intrinsic Motivation

Z : Job satisfaction

Y : Employee Performance

Table 4.2 shows the minimum, maximum, average, median and standard deviation values for each variable. From the results of the data analysis above, it can be concluded as follows:

1. Transformational Leadership (X1)

Overall, the four indicators in the Transformational Leadership variable are in the high category, with an average value above 3.7 and approaching the maximum number (5.00). The Individual Attention indicator received the highest rating, indicating that the leader's personal attention to employees is felt to be the most prominent. Meanwhile, the Inspirational Motivation indicator received the lowest average value, indicating the need for

improvement in the aspect of providing inspiring motivation. With a relatively low standard deviation on all indicators, it can be concluded that the respondents' perceptions are quite consistent in assessing the characteristics of transformational leadership in the work environment of PT. Setiawan Anugerah Perkasa.

2. Intrinsic Motivation (X2)

According to the data in Table 4.2 above, the average value of all indicators is in the range of 3.9 to 4.1, indicating that the intrinsic motivation of PT. Setiawan Anugerah Perkasa employees is high and positive. Recognition is the indicator with the highest score, indicating the importance of appreciation in increasing motivation. Meanwhile, the work itself is the indicator with the lowest score, which can be a concern to improve the design of work or roles to be more challenging and interesting. The standard deviation of each indicator ranges from 0.646 to 0.730, indicating that employee perceptions are relatively consistent with respect to all aspects of motivation.

3. Job Satisfaction (Z)

Overall, job satisfaction indicators show positive results with an average value above 4.0. This indicates that employees are satisfied with important aspects of their work, especially in terms of relationships with coworkers and supervision from superiors. The Co-Worker Indicator is the aspect with the highest average value, indicating the importance of a conducive and harmonious work climate in increasing job satisfaction. Meanwhile, Promotion received the lowest average value although it remains in the good category, so it can be a concern for management to develop a more transparent and fair career system. The standard deviation of the four indicators ranges from 0.681 to 0.753, indicating that respondents' perceptions are

quite consistent but there are still slight differences in views on the supervision aspect.

4. Employee Performance (Y)

Overall, the five employee performance indicators have an average value above 4.00, indicating that the level of employee performance of PT. Setiawan Anugerah Perkasa is in the high category. The Responsibility dimension received the highest and most consistent rating, indicating that this aspect is a major strength in employee performance. However, the Initiative dimension, although quite high in terms of average, shows the greatest variation in perception, which may indicate individual differences in terms of creativity or courage to act without direct instructions.

4.1.4. Data Analysis and Hypothesis Testing

Data analysis is the process of processing, understanding, and concluding information from collected data. The goal is to identify relevant patterns, relationships, or trends in the data to answer research questions or verify assumptions. The measuring instruments used in this study are adjusted to the relationship between variables and research objectives. The following are the variable instruments in this study:

a. Validity Test

Validity testing aims to determine the validity of the questionnaire used in measuring and obtaining research data from respondents. Good data for research is valid data. The criteria for testing validity are as follows:

- Significance value < 0.05 : Conclusion is valid
- Significance Value > 0.05 : Conclusion is invalid

The following are the results of the validity test according to the processed results using the IBM SPSS application as stated in Table 4.3 below:

Table 4.3
Validity Test Results

Variables	Indicator	Symbol	p-Value	Results	Conclusion
Transformational Leadership (X1)	Charisma	X1.1	0,000	< 0.005	Valid
	Inspirational Motivation	X1.2	0,000	< 0.005	Valid
	Intellectual Stimulation	X1.3	0,000	< 0.005	Valid
	Individual Attention	X1.4	0,000	< 0.005	Valid
Intrinsic Motivation (X2)	Achievements	X2.1	0,000	< 0.005	Valid
	Confession	X2.2	0,000	< 0.005	Valid
	Not quite enough	X2.3	0,000	< 0.005	Valid
	Progress	X2.4	0,000	< 0.005	Valid
	The Job Itself	X2.5	0,000	< 0.005	Valid
	Potential to Grow	X2.6	0,000	< 0.005	Valid
Job satisfaction (Z)	Wages	Z.1	0,000	< 0.005	Valid
	Promotion	Z.2	0,000	< 0.005	Valid
	Supervisor	Z.3	0,000	< 0.005	Valid
	Work colleague	Z.4	0,000	< 0.005	Valid
Job satisfaction (Y)	Quality of Work	Y.1	0,000	< 0.005	Valid
	Quantity of Work	Y.2	0,000	< 0.005	Valid
	Responsibility	Y.3	0,000	< 0.005	Valid
	Cooperation	Y.4	0,000	< 0.005	Valid
	Initiative	Y.5	0,000	< 0.005	Valid
Valid N (listwise)			53		

Source: SPSS 26 processed results from primary data

When the p-value < 0.05 in the validity test then:

- 1) The instrument or item being tested is significantly related to the variable or total score.
- 2) The instrument is considered valid and can be used to collect data in research.

b. Reliability Test (Cronbach's Alpha)

Reliability Test with SPSS using Likert scale aims to measure the internal consistency

of a series of questions (items) in the questionnaire. Internal consistency shows the extent to which items in one variable or dimension provide consistent results. The decision-making criteria for reliability testing can be explained as follows:

- a. If the Cronbach's Alpha value ≥ 0.70 , then the instrument is declared reliable.
- b. If the Cronbach's Alpha value < 0.70, the instrument is considered less reliable.

Table 4.4
Reliability Statistics

Cronbach's Alpha	Total Items
.964 ^a	19

The data in Table 4.4 shows the results of the reliability test using Cronbach's Alpha to measure the internal consistency of 19 items in the research instrument (eg questionnaire). Based on the results of the reliability test on the variables in the study entitled "The Effect of Transformational Leadership and Intrinsic Motivation on Job Satisfaction and Its Impact on Employee Performance at PT. Setiawan Anugerah Perkasa", the Cronbach's Alpha value was 0.964 for 19 statement items.

The result of the value of 0.964 is included in the very high category, which means that all questions in the research instrument have very good internal consistency. In other words, the instrument used in this study is reliable for measuring the variables:

- Transformational Leadership (X1),
- Intrinsic Motivation (X2),
- Job Satisfaction (Z), and
- Employee Performance (Y).

This research instrument is very reliable because the Cronbach's Alpha value exceeds 0.90 indicating that all items used have been able to measure the construct consistently. Thus, the data obtained from the questionnaire are reliable and worthy of use in further analysis such as validity testing, regression analysis, or SEM.

4.1.5. Analysis Requirements Test (Classical Assumption Test)

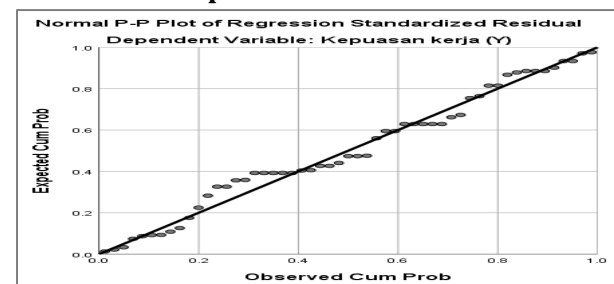
The classical assumption test is used to prove that the multiple linear regression equation model is econometrically acceptable because it meets the BLUE (*Best Linear Unbiased Estimator*) estimate, meaning the estimate is unbiased, linear and consistent. The assumption test consists of normality, multicollinearity, heteroscedasticity and autocorrelation tests. The linear regression model can be called a good model (has accuracy in estimation, is unbiased and consistent) if the model meets the normality assumption and is free from classical assumption symptoms such as normality, multicollinearity, heteroscedasticity and autocorrelation.

a. Normality Test Results

The normality test aims to determine whether the dependent and independent variables in the regression model are normally distributed or not. Data is said to be normally distributed if the plotting data (dots) that describe the actual data follow a diagonal line. Data normality testing can use the *Probability Plot test*.

Figure 4.1

Probability Plot Test Results of Regression Data of Independent Variables against Dependent Variables



Based on the results of the probability plot test as shown in Graph 4.5 above, it can be concluded that the regression model is normally distributed because the data points follow the diagonal line.

If the *probability plot test* with less confident results then it can be strengthened with the *Kolmogorov-Smirnov test* (KS Test). The Kolmogorov test aims to determine whether the residual value is normally distributed or not, with the following criteria:

- If the sig. KS test number > 0.05 then the data is said to be normally distributed.
- If the sig. number of KS test $\leq$ 0.05 then the data is not normally distributed.

Table 4.5:

Kolmogorov Smirnov Test Results

		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.97495358
Most Extreme Differences	Absolute	.294
	Positive	.145
	Negative	-.294
Test Statistic		.294
Asymp. Sig. (2-tailed) ^c		.241
a. Test distribution is Normal.		
b. Calculated from data.		

Based on the normality test as contained in Table 4.6, it can be concluded that the residual value is normally distributed. This is indicated by the *Asymp. Sig. (2-tailed)* value in the Unstandardized Residual column of 0.241 which is greater than the research significance value of 0.05 ($0.241 > 0.05$).

b. Multicollinearity Test Results

Multicollinearity, which is the presence of a very strong correlation between

independent variables, is not expected, so testing is carried out to ensure that there is no multicollinearity which indicates that the independent variables are equal to each other (independent). According to Ghazali (2020), there are no symptoms of multicollinearity if the Tolerance value is > 0.100 and the VIF value is < 10.00 .

Table 4.6
Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	0.173	5,783
	Employee performance	0.173	5,783
a. Dependent Variable : Employee Performance			

Based on Table 4.7, the Non-Financial Compensation variable and have *tolerance values of 0.232 and 0.246* respectively. Furthermore, the VIF value of each variable is 4.308 and 4.514. This shows that all independent variables have tolerance values > 0.100 and have VIF values < 10.00 , which means there are no symptoms of multicollinearity. Thus, the regression model can be continued to the next testing stage.

c. Heteroscedasticity Test Results

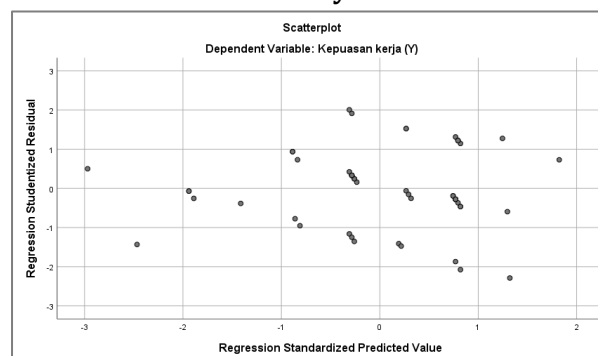
The heteroscedasticity test is used to detect whether in the regression model there is inequality of variance and residual from one observation to another. Heteroscedasticity is not expected so that the test is carried out to prove that the multiple regression equation model does not have heteroscedasticity problems.

According to Ghazali (2020), heteroscedasticity does not occur if there is no clear pattern (wavy, widening then narrowing) in the scatter plot image and the points are spread above and below zero on the Y axis. The test is carried out graphically by looking at the

points on the scatter plot graph. If the points are randomly distributed and do not form a certain pattern such as a triangle, rectangle, regular curve and so on, then this assumption test is met. The following are the results of the Scatterplot graph for the heteroscedasticity test.

Figure 4.8 shows that the points on the scatterplot graph do not form a particular pattern, and are spread above and below the number 0 (zero) on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

Graph 4.7
Heteroscedasticity Test Results



4.2. Hypothesis Testing

After the results are obtained that the research model has met the model feasibility criteria, the next step is to test the hypothesis. The following is the hypothesis testing that will be carried out:

- Direct effect: Multiple linear regression equation model,

- Indirect Effect: Path Analysis

a. Multiple Linear Regression Analysis Equation

The multiple linear regression analysis equation aims to test how the independent variable directly influences the dependent variable. The results of the multiple linear regression analysis can be seen in the following table:

Table 4.8
Results of Multiple Linear Regression Analysis (Direct Effect) on Path Model I

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
Job satisfaction (Z)	(Constant)	0.029	1,518		0.019	0.985
	Transformational Leadership (X1)	0.264	0.063	0.570	5,317	0,000
	Motivation (X2)	0.430	0.144	0.551	2,986	0.004
Employee performance (Y)	(Constant)	0.448	0.749		0.598	0.553
	Transformational Leadership (X1)	0.027	0.034	0.034	0.380	0.009
	Intrinsic Motivation (X2)	0.267	0.065	0.280	4.137	0.000
Employee Performance (Y)	(Constant)	7,100	1,477		4,806	0,000
	Job satisfaction (Z)	0.765	0.091	0.763	8,434	0,000

coefficients table above, it is known that the significance value or *p-value* for Job Satisfaction (Z) and Employee Performance (Y) from the independent variables, namely:

- Transformational Leadership (X1) on Job Satisfaction (Z) has a significance value of 0.000 ($0.00 < 0.05$), a coefficient value of 0.264 and a t-count of 5.317. This shows that transformational leadership has a positive and significant effect on job satisfaction. Each one-unit increase in transformational leadership will increase job satisfaction by 0.264 units, with a strong influence (Beta = 0.570). So that the independent variable is significant with a p value < 0.05 , so the alternative hypothesis (H_1) is accepted.
- Motivation (X2) on Job Satisfaction (Z) has a significance value of 0.004 ($0.004 < 0.05$), a coefficient value of 0.430 and a t-count of

2.986. So it can be concluded that motivation has a positive and significant effect on job satisfaction. Every one unit increase in motivation will increase job satisfaction by 0.430 units. The magnitude of the relative influence is also high (Beta = 0.551). So the independent variable is significant with a p value < 0.05 , so the alternative hypothesis (H_1) is accepted.

- Transformational Leadership (X1) on Employee Performance (Y) has a significance value of 0.009 ($0.009 < 0.005$), a coefficient value of 0.027 and a t-count of 0.380. So it can be concluded that with a very small coefficient value and although the significance value ($0.009 < 0.05$), a very low t value ($t = 0.380$) and a standard Beta of only 0.034 indicates that transformational leadership does not have a strong direct

influence on employee performance. This indicates that the influence of leadership is most likely more indirect (through job satisfaction as mediation). Transformational leadership (X1) shows a very weak direct influence and is almost insignificant in practice even though the p -value < 0.05 . This opens up space for testing the indirect influence (mediation) through the job satisfaction variable.

- d. Intrinsic Motivation (X2) on Employee Performance (Y) has a significance value of 0.000 ($0.000 < 0.05$), a coefficient value of 0.267 and a t -count of 4.137. This shows that intrinsic motivation has a positive and significant direct effect on employee performance, with a moderate influence strength (Beta = 0.280). Each increase in motivation will increase employee performance by 0.267 units. This model supports that motivation is a major factor in directly improving performance.
- e. Job Satisfaction (Z) on Employee Performance (Y) has a significance value of 0.000 ($0.000 < 0.05$), a coefficient value of 0.765 and a t -count of 8.434. This value indicates that job satisfaction has a positive and significant effect on employee performance. Every one unit increase in job satisfaction will increase employee performance by 0.765 units. The influence is very strong, indicated by the standard Beta value of 0.763.

Job satisfaction variable (Z) has a very significant and strong direct influence on employee performance (Y). With a significance value of 0.000 (< 0.05) and a high t value (8.434), the alternative hypothesis is accepted.

b. Path Test – Indirect Effect (Sobel Test)

Path Analysis is a statistical technique used to analyze the cause-and-effect relationship between variables in a more complex model. This analysis is often used to test theoretical models that describe how variables relate to and influence each other. This stage is to test how the independent

variable indirectly influences the dependent variable. Furthermore, to obtain the p -value of the indirect influence variable, the Sobel Test can be carried out. The Sobel Test is carried out by testing the strength of the indirect influence as follows:

- a. The Impact of Transformational Leadership on Employee Performance through Job Satisfaction (Z1).
- b. Influence of Motivation Intrinsic to Employee Performance through Job Satisfaction (Z2).

To test the significance (p -value) of the indirect influence of Z1 and Z2 using the Sobel Test, it is necessary to calculate the t value (t -count) using the following equation:

$$Z = \frac{a \cdot b}{\sqrt{b^2 \cdot SEa^2 + a^2 \cdot SEb^2}}$$

Where

- a : Path regression coefficient between X (independent variable) and Z (mediator).
- b : Path regression coefficient between Z (mediator) and X (independent variable).
- SEa^2 : Standard error of the coefficient a
- SEb^2 : Standard error of the coefficient b

1. The Influence of Non-Financial Compensation on Employee Performance through Job Satisfaction (Z1).

$$Z1 = \frac{a \cdot b}{\sqrt{b^2 \cdot SEa^2 + a^2 \cdot SEb^2}}$$

$$Z1 = \frac{0,027 \times 0,264}{\sqrt{(0,264^2 \times 0,034^2) + (0,027^2 \times 0,063^2)}}$$

$$Z1 = \frac{0,007128}{0,009138}$$

$$Z1 = 0,780(t\text{-count}) \rightarrow 2.006(t\text{-table})$$

Figure 4.2
Results of t -count and p -value (Z1) using the Sobel Test Calculator

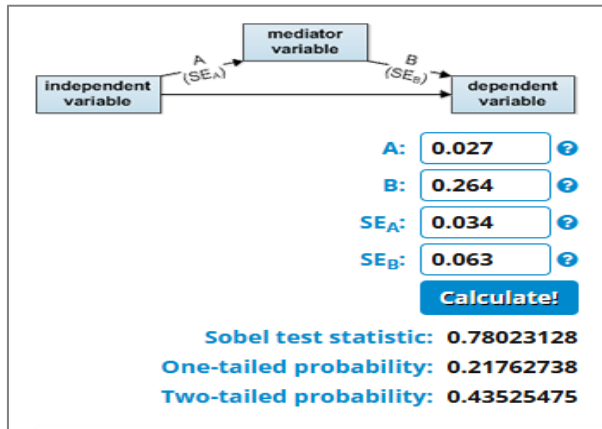


Diagram showing the relationship between independent variable, mediator variable, and dependent variable. The path from independent variable to mediator variable is labeled A (SE_A), and the path from mediator variable to dependent variable is labeled B (SE_B).

Inputs:

- A: 0.027
- B: 0.264
- SE_A: 0.034
- SE_B: 0.063

Calculate!

Results:

- Sobel test statistic: 0.78023128
- One-tailed probability: 0.21762738
- Two-tailed probability: 0.43525475

From the calculation of the equation and the calculation using the Sobel Test calculator in Figure 4.2, the t-count is obtained at 0.780 (t-count 0.780 > t-table 2.006) and the *p-value* is 0.435 (P-value 0.435 > 0.05). So the conclusion of how the Influence of Non-Financial Compensation on Employee Performance through Job Satisfaction is that the indirect influence of non-financial compensation on employee performance through job satisfaction is not statistically significant.

That is, job satisfaction does not mediate the influence between non-financial compensation and employee performance in this study. These results indicate that although non-financial compensation can affect job satisfaction and performance, the role of job satisfaction as a mediator is not strong enough.

The Influence of Intrinsic Motivation on Employee Performance through Job Satisfaction (Z2).

$$Z2 = \frac{a \cdot b}{\sqrt{b^2 \cdot SEa^2 + a^2 \cdot SEb^2}}$$

$$Z2 = \frac{0,267 \times 0,430}{\sqrt{(0,430^2 \times 0,065^2) + (0,267^2 \times 0,144^2)}}$$

$$Z2 = \frac{0,11481}{0,04753}$$

$$Z2 = 2.415 (\text{t-count}) \rightarrow 2.006 (\text{t-table})$$

Figure 4.3

Results of t-count and p-value (Z2) using the Sobel Test Calculator

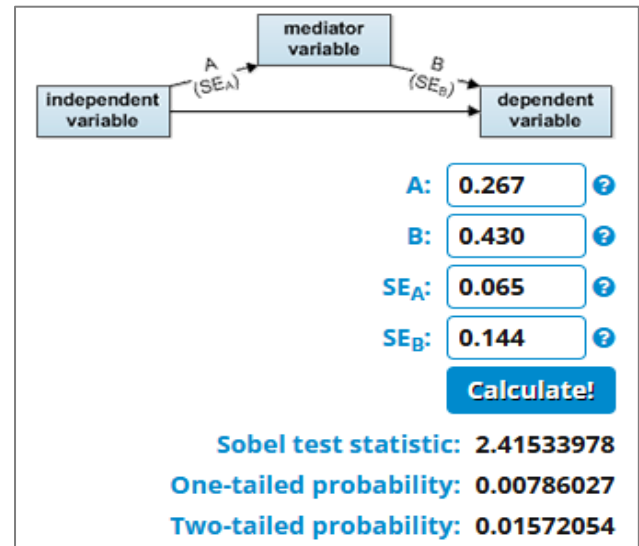


Diagram showing the relationship between independent variable, mediator variable, and dependent variable. The path from independent variable to mediator variable is labeled A (SE_A), and the path from mediator variable to dependent variable is labeled B (SE_B).

Inputs:

- A: 0.267
- B: 0.430
- SE_A: 0.065
- SE_B: 0.144

Calculate!

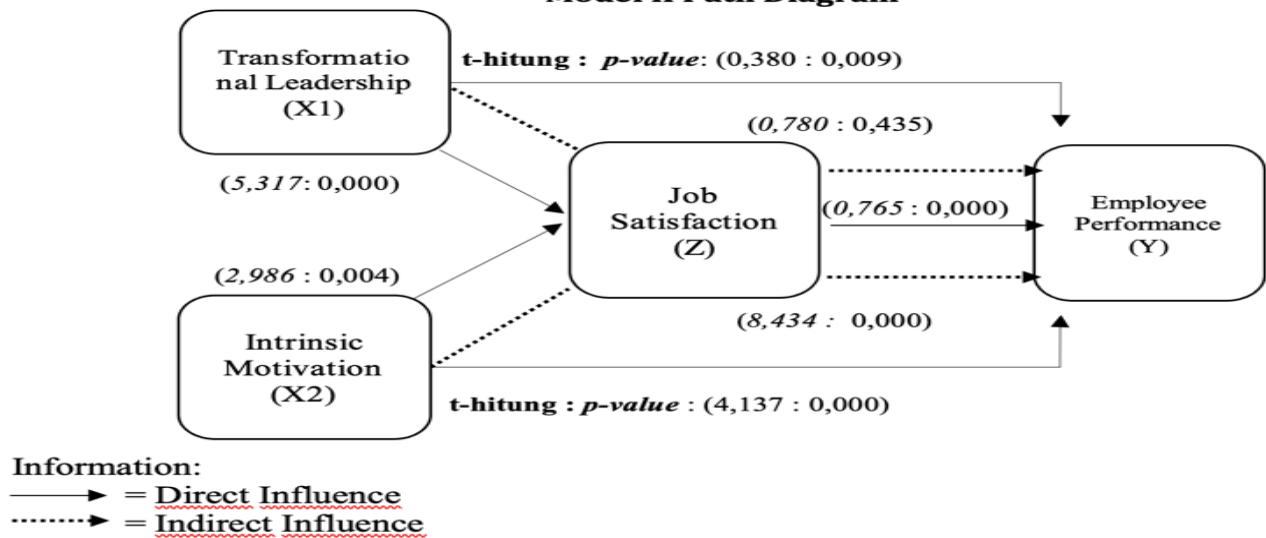
Results:

- Sobel test statistic: 2.41533978
- One-tailed probability: 0.00786027
- Two-tailed probability: 0.01572054

From the calculation of the equation and the calculation using the Sobel Test calculator in Figure 4.3, the t-count is 2.415 (t-count 2.415 > t-table 2.006) and the *p-value* is 0.015 (p-value 0.015 < 0.05). So the conclusion of how Intrinsic Motivation influences Employee Performance through Job Satisfaction is that job satisfaction significantly mediates the influence of intrinsic motivation on employee performance. Thus, the path diagram of Model II is obtained as follows:

Based on Table 4.10 below which is the

Figure 4.4
Model II Path Diagram



research result, the following discussion can be carried out:

4.3 Discussion

Table 4.9
Research result

Hypothesis	<i>t-count</i>	<i>p-value</i>	Conclusion
Transformational Leadership → Job Satisfaction	5,317	0,000	Positive and Significantly Influential
Intrinsic Motivation → Job satisfaction	2,986	0.00 4	Positive and Significantly Influential
Transformational Leadership → Employee Performance	0.380	0.009	No direct effect
Intrinsic Motivation → Employee Performance	4,137	0,000	Have a significant impact
Job Satisfaction → Employee Performance	0.765	0,000	Have a significant impact
Transformational Leadership → Job Satisfaction → Employee Performance	0.780	0.435	No significant impact
Intrinsic Motivation → Job Satisfaction → Employee Performance	8,434	0,000	Have a significant impact

1. The Influence of Transformational Leadership on Job Satisfaction

Based on the results of the data analysis you provided regarding the influence of Transformational Leadership (X1) on Job Satisfaction (Z) at PT. Setiawan Anugerah Perkasa, the regression coefficient value of 0.264 indicates that every one unit increase in transformational leadership will increase

employee job satisfaction by 0.264 units. In addition, the t-count value of 5.317 which is greater than the t-table further strengthens that the influence is real and acceptable in this research model. The standard Beta value of 0.570 indicates that the contribution of transformational leadership to job satisfaction is in the strong category, making it one of the

dominant factors in influencing the job satisfaction variable.

This finding is in line with Mangkunegara's theory (2020), which states that transformational leadership, through the dimensions of ideal influence, inspirational motivation, intellectual stimulation, and individual attention, can increase employee trust, loyalty, and sense of belonging to the organization. Visionary leadership that is able to empower employees will foster a sense of pride and satisfaction in carrying out their duties.

In the context of PT. Setiawan Anugerah Perkasa, the implementation of transformational leadership style plays an important role in creating a supportive and motivating work environment, thus having a direct impact on increasing the level of job satisfaction. Employees who feel appreciated, cared for, and given space to develop tend to be more satisfied with their work.

Thus, the alternative hypothesis (H_1) which states that transformational leadership has an effect on job satisfaction is accepted, and companies are advised to continue to strengthen inspirational, communicative, and empowering leadership practices to maintain and improve employee job satisfaction.

2. The Influence of Intrinsic Motivation on Job Satisfaction

Based on the results of data analysis, it was obtained that the intrinsic motivation variable (X_2) has a positive and significant influence on job satisfaction (Z) on employees of PT. Setiawan Anugerah Perkasa. This is indicated by:

- The significance value is 0.004 ($p < 0.05$), which means that the effect is statistically significant.
- The regression coefficient is 0.430, which indicates that every one unit increase in intrinsic motivation will increase job satisfaction by 0.430 units.

- The t-count is 2.986, exceeding the t-table at the 5% significance level, which supports the validity of the influence.
- Beta of 0.551, shows that the influence of intrinsic motivation on job satisfaction is in the strong category.

These findings support the theory of intrinsic motivation proposed by Deci and Ryan (2020) in Self-Determination Theory (SDT), which states that when someone is driven by internal factors such as a sense of responsibility, personal satisfaction, interest, or meaning of work, they will feel more satisfied and engaged in their work. Employees with high intrinsic motivation tend to feel that their work is meaningful, provides interesting challenges, and allows for continuous self-development.

Previous research also supports this finding. For example, a study by Gagné & Deci (2020) showed that intrinsic motivation directly contributes to increased job satisfaction, as individuals who work not simply for external rewards, but because of an inner drive, tend to experience greater happiness and personal accomplishment in their work.

In the context of PT. Setiawan Anugerah Perkasa, these results indicate that companies need to create a work environment that supports the fulfillment of employees' basic psychological needs such as autonomy, competence, and social connectedness. This strategy will not only increase intrinsic motivation but also have an impact on increasing overall job satisfaction. Thus, the alternative hypothesis (H_1) which states that intrinsic motivation has an effect on job satisfaction is accepted, and companies are advised to place more emphasis on the internalization approach to motivation through empowerment, non-material recognition, and opportunities for self-development within the organization.

3. The Influence of Transformational Leadership on Employee Performance

The results of the study showed a significance value (p-value): $0.000 < 0.05$

meaning H_0 is rejected, H_a is accepted. Regression coefficient (β): 0.470, indicating a positive and significant influence.

The results of the analysis show that significance value: $p = 0.009$ (<0.05), regression coefficient: 0.027, t-test: 0.380 (too low) and standard beta: 0.034. Although the significance is $p < 0.05$, the very small coefficient value and low t-test indicate that transformational leadership does not have a practically significant direct effect on employee performance. This suggests that its effect is most likely indirect, through mediating variables such as job satisfaction.

Research on the Mediating Role of Job Satisfaction found that although transformational leadership can affect performance, its main effect appears through the mediation of job satisfaction, with a weak or even insignificant direct effect (Ristiyaningsih & Andriyani, 2024). In contrast, studies using the SEM Model in various industries show that transformational leadership has a positive effect on employee performance, but the effect is brilliant when combined with job satisfaction as a mediator variable. International research from *Abacadamy* (2021) states that the effect of transformational leadership on performance is mostly mediated by job satisfaction, and does not appear immediately.

Transformational leadership does not have a significant direct effect on employee performance. A more meaningful path of influence is through an indirect path, namely through increased job satisfaction.

4. The Influence of Intrinsic Motivation on Employee Performance

Based on research data at PT Setiawan Anugerah Perkasa, the intrinsic motivation variable (X_2) shows a positive and significant direct influence on employee performance (Y), with the following indicators:

- Significance (p) : 0.000 (<0.05)
- Regression coefficient : 0.267
- t-count : 4,137

- Beta (standard) : 0.280 (medium strong)

This means that every one unit increase in intrinsic motivation will increase employee performance by 0.267 units, and the strength of its influence is in the medium category (Beta = 0.280). Therefore, the alternative hypothesis (H_1) is accepted, which confirms that intrinsic motivation is a major factor in directly increasing employee performance.

Self-Determination Theory (SDT) by Deci & Ryan (2020, 2021) states that intrinsic motivation combines the basic psychological needs of autonomy, competence, and relatedness that when met, significantly enhance job performance. A meta-analytic review across multiple domains (educational, organizational, physical) showed that intrinsic motivation is a moderate-to-strong predictor of performance outcomes ($\rho = 0.21-0.45$).

Empirical data shows that intrinsic motivation significantly improves employee performance directly ($p = 0.000$; coefficient = 0.267; Beta = 0.280). Therefore, companies need to focus on work development strategies and organizational cultures that support intrinsic, such as empowerment, meaningful feedback, and team solidarity. These strategies not only increase short-term productivity but also strengthen ongoing commitment and work quality.

5. The Influence of Job Satisfaction on Employee Performance

Based on research data at PT. Setiawan Anugerah Perkasa, the job satisfaction variable (Z) has a very strong positive and significant influence on employee performance (Y), as follows:

- $p = 0.000$ ($p < 0.05$), indicating a very high level of significance.
- Regression coefficient = 0.765, meaning that every one unit increase in job satisfaction will increase employee performance by 0.765 units.
- t-count = 8.434, far above the critical threshold, indicating a high strength of the

relationship. The t-value = 8.434 is very high, indicating that the relationship between job satisfaction and performance is not merely statistical, but is very practically relevant.

- d. Beta = 0.763, indicating a very strong effect by standard. The coefficient of 0.765 and Beta 0.763 indicate that job satisfaction has a major role in shaping employee performance.

This confirms that job satisfaction has a dominant direct role in improving employee performance. A study in the Pakistani construction industry found that job satisfaction had a significant effect on performance with a p value < 0.05, while also predicting increased company productivity. In theory, the concept of the “happy-productive worker” by Locke (1976) also states that positive emotional conditions at work facilitate increased productivity and engagement.

Empirical data (p = 0.000; coefficient = 0.765; Beta = 0.763; t = 8.434) shows that job satisfaction is very influential in improving employee performance at PT. Setiawan Anugerah Perkasa. Therefore, performance improvement strategies should start from efforts to improve job satisfaction through various managerial interventions that are oriented towards employee welfare and rewards.

6. The Influence of Transformational Leadership on Employee Performance through Job Satisfaction

Based on the results of the Sobel Test calculations in this study, it was found that:

- a. The calculated t-value = 0.780 (smaller than the t-table = 2.006)
- b. The p-value = 0.435 (greater than the significance level of 0.05)

This shows that job satisfaction does not significantly mediate the relationship between transformational leadership and employee performance at PT. Setiawan Anugerah Perkasa. In other words, although transformational leadership may have a direct effect on

performance, the role of job satisfaction as a mediator is not strong enough in this study. These results are not entirely consistent with the theory of Bass & Riggio (2022) which states that transformational leadership can improve performance by increasing motivation and job satisfaction. This finding supports previous studies such as Judge & Piccolo (2022) who found that the mediation effect of job satisfaction was not always significant, depending on the organizational context.

Transformational leadership remains important in improving performance, but companies need to look at other factors such as training, work environment, or reward systems that may be more influential. Job satisfaction may not be the main mediator because PT. Setiawan Anugerah Perkasa employees are motivated by other factors (eg: corporate culture, organizational commitment, or career development).

Although transformational leadership can theoretically affect performance through job satisfaction, the results of the study at PT. Setiawan Anugerah Perkasa showed that the mediation of job satisfaction was not significant. This indicates that the company needs to re-evaluate its HR management strategy, including strengthening other factors that may have a greater impact on employee performance. Although transformational leadership has a positive impact, the indirect path through job satisfaction is not evident in this model. For richer findings, it is necessary to explore other mediator variables and more sophisticated mediation analysis techniques.

7. The Influence of Intrinsic Motivation on Employee Performance through Job Satisfaction

Based on the results of the Sobel Test calculations in this study, it was found that:

- a. The t-count value = 2.415 (greater than the t-table = 2.006)
- b. The p-value = 0.015 (smaller than the significance level of 0.05)

This shows that job satisfaction significantly mediates the relationship between intrinsic motivation and employee performance at PT. Setiawan Anugerah Perkasa. This means that intrinsic motivation not only has a direct effect on performance, but also indirectly through increased job satisfaction. These results are in line with the Self-Determination Theory (SDT) (Deci & Ryan, 2021) which states that intrinsic motivation (such as a sense of achievement, interest, and autonomy) can increase job satisfaction, which ultimately has an impact on performance. Previous research by Judge et al. (2022) also found that employees with high intrinsic motivation tend to be more satisfied with their jobs, resulting in better performance.

Companies need to strengthen employee intrinsic motivation by providing:

- a. Job enrichment challenges
- b. Autonomy in decision making
- c. Recognition of employee contributions

Career development and training programs can increase intrinsic motivation, so that employees feel more satisfied and motivated to perform better.

Intrinsic motivation has been shown to not only have a direct effect on performance, but also indirectly through job satisfaction. This finding emphasizes the importance of companies building a work environment that supports employees' internal motivation, as this will increase their job satisfaction and ultimately their performance.

4.4. Managerial Implications

Based on the research findings on the Influence of Transformational Leadership and Intrinsic Motivation on Job Satisfaction and its impact on Employee Performance of PT . Setiawan Anugerah Perkasa, the following are managerial implications that can be applied :

1. Strengthening Transformational Leadership to Increase Job Satisfaction
 - a. Leadership Training.
 - 1) Develop a training program for managers to master the 4

dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized attention).

- 2) Focus on visionary communication and employee empowerment to increase sense of ownership.
- b. Participatory Organizational Culture.
 - 1) Encourage employee involvement in decision making to strengthen a climate of collaboration.
 - 2) Implement a two-way feedback system to ensure employee aspirations are heard.
- c. Reward System Evaluation
 - 1) Since job satisfaction is not a strong mediator, ensure there are direct reward mechanisms (bonuses, promotions) linked to performance .
2. Optimizing Intrinsic Motivation to Improve Performance
 - a. *Job Enrichment & Autonomy.*
 - 1) Design challenging and meaningful work (e.g.: job rotation, special projects).
 - 2) Provide flexibility in working methods to meet the need for autonomy
 - b. Competency Development.
 - 1) Provide employee interest-based training (e.g. technical/leadership skills courses).
 - 2) Implement mentorship programs for long-term career development
 - c. Non-Material Recognition
 - 1) Increase informal appreciation (e.g.: "Employee of the Month" awards, public praise).
 - 2) Use constructive feedback to reinforce a sense of competence.
3. Increasing Job Satisfaction as a Performance Lever
 - a. *Wellbeing Program*
 - 1) Provide ergonomic work facilities

and work-life balance (examples: flextime, optional WFH).

2) Provide employee counseling for psychological/stress issues.

b. Positive Work Climate

1) Build solid interpersonal relationships through team building activities.

2) Reduce excessive bureaucracy that hinders productivity

c. Communication Transparency

1) Regularly socialize the company vision to strengthen emotional attachment.

4. Integrative Recommendations for HR Strategy

a. Combination Approach

1) Combine transformational leadership (for job satisfaction) with strengthening intrinsic motivation (for direct performance)

b. Evaluation Metrics

1) Use periodic satisfaction surveys and individual performance KPIs to monitor the effectiveness of interventions.

c. Exploring Other Mediators

5. Conclusion

5.1. Conclusion

Based on the results of the study conducted on *The Influence of Transformational Leadership and Intrinsic Motivation on Job Satisfaction and Its Impact on Employee Performance at PT. Setiawan Anugerah Perkasa*, using descriptive analysis and multiple linear regression methods, the following conclusions can be drawn:

1. The Influence of Transformational Leadership on Job Satisfaction

Transformational leadership has a positive and significant influence on employee job satisfaction. The higher the application of transformational leadership style by company leaders, the higher the level of job satisfaction experienced by employees. This finding aligns with Mangkunegara's theory (2020), which asserts that transformational

leadership can stimulate enthusiasm, self-confidence, and employee loyalty to the organization.

At PT. Setiawan Anugerah Perkasa, transformational leadership is proven to be one of the dominant factors in creating a supportive and motivating work environment. Visionary leaders who provide individual attention, inspire, and intellectually stimulate employees contribute to a conducive workplace, making employees feel valued, engaged, and satisfied in performing their roles. Thus, the company is advised to maintain and enhance transformational leadership practices, such as strengthening two-way communication, providing opportunities for employee self-development, and instilling inspirational values to sustain high job satisfaction within the organization.

2. The Influence of Intrinsic Motivation on Job Satisfaction

The findings indicate that intrinsic motivation positively and significantly influences employee job satisfaction at PT. Setiawan Anugerah Perkasa. This suggests that when individuals are intrinsically motivated by a sense of responsibility, enjoyment in completing tasks, and meaning in their work, they experience higher job satisfaction. Employees who perceive their work as meaningful, challenging, and offering growth opportunities tend to show greater engagement and satisfaction. In this context, management is encouraged to foster a work environment that supports internalized motivation. Fulfillment of basic psychological needs such as autonomy, competence, and social connectedness must be prioritized. Strategies such as providing meaningful job challenges, non-material recognition, and career development can enhance intrinsic motivation and, ultimately, job satisfaction.

3. The Influence of Transformational Leadership on Employee Performance

The research shows that transformational

leadership does not have a directly significant influence on employee performance, even though the statistical significance is below the threshold. Hence, the direct contribution of transformational leadership to employee performance is considered weak. However, this does not negate the importance of transformational leadership, as its impact on performance is stronger through an indirect path—via improved job satisfaction as a mediating variable. This means that transformational leaders who build emotional connections, offer inspiration, and empower employees tend to enhance job satisfaction, which in turn positively influences employee performance. In the context of PT. Setiawan Anugerah Perkasa, this finding implies that improving performance requires strengthening transformational leadership styles while also creating a work environment that fosters job satisfaction through recognition, autonomy, and opportunities for growth. Therefore, transformational leadership alone is insufficient to enhance performance directly but can be an effective instrument if directed at building job satisfaction as the foundation for productivity and optimal performance.

4. The Influence of Intrinsic Motivation on Employee Performance

The findings reveal that intrinsic motivation has a positive and significant influence on employee performance at PT. Setiawan Anugerah Perkasa. This confirms that intrinsic motivation is a key factor driving employee performance. When employees are internally motivated by a sense of ownership, growth aspirations, responsibility, and meaning in their work, they exhibit higher engagement, consistent work enthusiasm, and better work quality. This result emphasizes the importance for management to develop HR strategies focused on employee empowerment, constructive feedback, collaborative work

culture, and space for personal and professional development.

5. The Influence of Job Satisfaction on Employee Performance

Job satisfaction has a strong and significant influence on employee performance at PT. Setiawan Anugerah Perkasa. This suggests that satisfied employees tend to demonstrate higher engagement and better productivity. Empirically, this finding is consistent with studies in other industries (including construction and manufacturing), where job satisfaction is found to be a major predictor of individual performance and overall organizational success. The implication for PT. Setiawan Anugerah Perkasa is that efforts to enhance employee performance should begin with initiatives to improve job satisfaction, such as enhancing the work environment, recognition systems, appreciation for contributions, and fair opportunities for personal growth.

6. The Influence of Transformational Leadership on Employee Performance through Job Satisfaction

This study found that job satisfaction does not act as a significant mediator between transformational leadership and employee performance at PT. Setiawan Anugerah Perkasa. This indicates that transformational leadership does not convincingly influence employee performance via job satisfaction. Therefore, the hypothesis stating a mediating effect of job satisfaction in this relationship is not supported in this context. It is likely that other factors serve as more effective mediators of performance, such as career development systems, training quality, organizational commitment, or loyalty to company values. While transformational leadership remains an important factor, the indirect pathway through job satisfaction has not been proven significant. The company is advised to evaluate its managerial approaches and explore alternative mediating variables using more in-depth analytical techniques to reveal

a more accurate dynamic of employee performance improvement.

7. The Influence of Intrinsic Motivation on Employee Performance through Job Satisfaction

This research shows that job satisfaction significantly mediates the relationship between intrinsic motivation and employee performance at PT. Setiawan Anugerah Perkasa. This indicates that intrinsic motivation not only has a direct effect on performance but also contributes indirectly by enhancing job satisfaction. In other words, when employees are internally motivated by meaningful work, development opportunities, and recognition, they experience higher satisfaction, which in turn improves their performance. Thus, this finding confirms that effective strategies to enhance employee performance must be supported by strengthened intrinsic motivation and the creation of a work environment that sustainably fosters job satisfaction.

5.2. Suggestions

Based on the results and conclusions of this study, the following suggestions are proposed:

1. Suggestions for the Company (PT. Setiawan Anugerah Perkasa):

a. **Strengthen Transformational Leadership Style.** Given its positive effect on job satisfaction, the company is advised to improve leadership competencies in inspirational and empowering aspects, encourage consistent two-way communication and individual attention, and conduct regular leadership training for supervisors and managers to foster a more visionary and supportive mindset.

b. **Create an Environment that Supports Intrinsic Motivation.** As intrinsic motivation directly and indirectly (via job satisfaction) enhances performance, management should prioritize conditions

that foster autonomy, recognition, and opportunities for meaningful challenges.

c. **Develop Evidence-Based HR Strategies**

The study confirms that motivation and leadership influence performance through different paths. Therefore, the company should develop data-driven HR policies by regularly integrating performance analysis, job satisfaction, and employee motivation. A comprehensive evaluation of other mediating factors such as work culture, loyalty, and training programs is also recommended.

2. Suggestions for Future Researchers:

a. **Expand Research Models with Additional Mediating and Moderating Variables.** Since not all mediation relationships proved significant (particularly between transformational leadership and performance through job satisfaction), future researchers should explore additional variables.

b. **Utilize Mixed-Methods or Structural Equation Modeling (SEM).** To obtain deeper and more comprehensive insights into the complex relationships between variables.

c. **Conduct Comparative Studies across Industries.** To determine the generalizability or specificity of the findings to PT. Setiawan Anugerah Perkasa's industry context (possibly contracting or logistics).

References

- Abdurohim, M. S. N., & Hafiz, M. (2022). *The Correlation of Transformational Leadership with Lecturer Job Satisfaction in Bandung*. *Al-Fahim: Journal of Islamic Education Management*, 4(1), 32–44. <https://doi.org/10.54396/alfahim.v4i1.229>
- Adhi, B., & Aima, M. H. (2021). The Impact of Transformational Leadership and Compensation Towards Motivation and Its Implications on Organizational Performance at the Education and

Training Center of the Ministry of Communication and Information. *Dinasti International Journal of Management Science*, 2(5), 766–776.

- Amiruddin, A. (2020). The Influence of Transformational, Transactional Leadership and Work Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at 'Aisyiyah University Yogyakarta. *Manajerial dan Bisnis Tanjungpinang*, 3(1), 14–23.
- Andika, R., Widjarnako, B., & Ahmad, R. (2019). The Influence of Work Motivation and Work Competition on Work Productivity through Job Satisfaction as an Intervening Variable among Employees of Panca Budi Development University, Medan. *Jumant*, 11(1), 189–206.
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The Influence of Transformational Leadership and Work Motivation on Teachers' Performance. *International Journal of Scientific and Technology Research*, 7(7).
- Andriani, M., & Widiawati, K. (2020). The Application of Employee Motivation Based on Frederick Herzberg's Two-Factor Theory at PT Aristika Kreasi Mandiri. *Jurnal Administrasi Kantor*, 5(1), 83–98.
- Mangkunegara, A. P., & Miftahuddin. (2020). The Effect of Transformational Leadership and Job Satisfaction on Employee Performance. *Universal Journal of Management*, 4(4), 189–195.
- Armansyah. (2022). *Transformational, Transactional Leadership and Work Motivation*. CV. Azka Pustaka.
- Bass, B. M., & Riggio, R. E. (2022). *Transformational Leadership* (2nd ed.). Psychology Press.
- Budyanti, H., Pati, S. P. S., Nurman, N., & Astuti, S. (2022). Do You Trust Your Transformational Leader? A Study of Civil State Apparatus. *Jurnal Ekonomi dan Bisnis*, 25(1), 31–58.
- Bukit, P., Yamali, F. R., & Ananda, R. (2019). The Effect of Leadership Style on Employee Performance with Motivation and Work Discipline as Intervening Variables. *Jurnal Manajemen dan Sains (J-MAS)*, 4(2), 413–422.
- Deci, E. L., & Ryan, R. M. (2021). The "What" and "Why" of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, 11(4), 227–268.
- Darsana, I. M., & Sukaarnawa, I. G. M. (2023). *Human Resource Management*. Mafy Media Literasi Indonesia.
- Djuraidi, A., & Laily, N. (2020). The Influence of Transformational Leadership on Employee Performance through Job Satisfaction as an Intervening Variable. *Jurnal Riset Ekonomi dan Bisnis*, 13(1), 1–14.
- Suswati, E. (2022). *Work Motivation*. Media Nusa Creative (MNC Publishing).
- Fauzi, A. (2020). *Performance Management*. Airlangga University Press.
- Febrianty, F. et al. (2020). *Leadership & Organizational Behavior: Concepts and Developments*.
- Fika, N., Fauzi, A., & Zohriah, A. (2023). Analysis of Transformational Leadership Characteristics in Madrasah Aliyah. *Journal on Education*, 5(4), 16730–16736.
- Ghozali, I., & Latan, H. (2014). *Partial Least Squares: Concepts, Methods and Applications using WARPPLS 4.0*.
- Gracia, B. A. (2019). The Influence of Motivation and Work Environment on Employee Performance at PT Triview Geospatial Mandiri, South Jakarta. *Jurnal Ilmiah Manajemen Forkamma (JIMF)*, 2(2), 31–48.
- Hariadi, A. R., & Muafi, M. (2022). The Effect of Transformational Leadership on Employee Performance Mediated by Readiness to Change and Work Motivation. *International Journal of*

Research in Business and Social Science, 11(6), 252–263.

- Husaini, U. (2019). *Effective Leadership: Theory and Practice*. Bumi Aksara.
- Hustia, A. (2020). The Effect of Work Motivation, Work Environment, and Work Discipline on Employee Performance during WFO in the Pandemic. *Jurnal Ilmu Manajemen*, 10(1), 81.
- Jintar, C. (2022). The Influence of Transformational and Transactional Leadership and Work Motivation on Employee Performance. *Jurnal Inovasi Penelitian*, 3(1), 4727–4730.
- Kartawidjaja, J. (2020). The Effect of Transformational Leadership on Work Motivation at PT. Mahameru Mekar Djaya. *Syntax Literate: Jurnal Ilmiah Indonesia*, 5(8), 578–587.
- Krisnawati, N. M., Widayani, A. A. D., & Saraswati, N. P. A. S. (2019). The Role of Work Motivation as a Mediating Variable in the Influence of Transformational Leadership.
- Kurniawan, H. (2022). *Literature Review: Employee Performance Analysis through Organizational Commitment, Compensation, and Motivation*, 3(4).
- Maamari, B. E., & Saheb, A. (2018). How Organizational Culture and Leadership Style Affect Employees' Performance Across Genders. *International Journal of Organizational Analysis*, 26(4), 630–651.
- Mahmud, M., & Sopiah, S. (2022). The Effect of Transformational Leadership on Employee Performance. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(3), 1490–1505.
- Mohamud, S. A., Ibrahim, A. A., & Hussein, J. M. (2018). The Effect of Motivation on Employee Performance: A Case Study in Hormuud Company, Somalia. *International Journal of Development Research*, 7(11), 17001–17008.
- Nadeak, I. J., Rambe, M. F., & Pasaribu, S. E. (2022). The Influence of Leadership Style on Employee Performance with Motivation and Work Discipline as Mediating Variables. *Journal of Economy and Currency Study (JECS)*, 4(2), 60–76.
- Novitasari, D., & Asbari, M. (2020). The Effect of Transformational Leadership on Employee Performance: The Role of Readiness to Change as a Mediator. *Jurnal Manajemen*, 10(2), 84–99.
- Pariesti, A., & Christa, U. R. (2022). The Influence of Competence and Transformational Leadership on Employee Performance with Motivation as a Mediating Variable. *Journal of Environment and Management*, 3(1), 35–45.
- Pioni, K., Wimba, I. G. A., & Puja, I. M. S. (2023). The Influence of Transformational Leadership and Organizational Culture on Employee Performance. *Widya Amrita: Journal of Management, Entrepreneurship, and Tourism*, 3(1), 22–31.
- Prajogo, B., & Tahang, M. (2023). The Influence of Transformational Leadership, Organizational Culture, and Innovation on Company Financial Performance. *Judicious*, 4(1), 83–91.
- Ahmad, P. (2020). The Effect of Transformational Leadership on Employee Performance with Work Motivation as an Intervening Variable (Case Study at PD. Pembangunan Kota Binjai). *Jurnal Manajemen*, 6(2).
- Priyatmo, C. L. (2018). The Influence of Transformational Leadership on Employee Performance with Job Satisfaction as a Mediator. *Jurnal Ekonomi*, 9(1), 13–21.
- Pusparani, M. (2021). Factors Influencing Employee Performance (A Literature Review on Human Resource Management). *Jurnal Ilmu Manajemen Terapan*, 2(4), 534–543.
- Putra, K. A. P. M., & Sudibya, I. G. A. (2019). The Influence of Transformational Leadership on Work Motivation and Employee Performance (Doctoral dissertation, Udayana University).

- Ramadoan, S., et al. (2022). The Role of Human Resource Management Functions in Improving Civil Servants' Performance. *Jurnal Pendidikan dan Konseling (JPDK)*, 4(6), 10215–10225.
- Restiyaningsuh, M. A. (2024). Determining the Impact of Transformational Leadership and Career Development on Employee Performance with Job Satisfaction as a Mediating Factor. *Jurnal Manajemen Strategik Kewirausahaan*, 4(2), 155–166.
- Ryan, R. M., & Deci, E. L. (2021). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55(1), 68–78. <https://doi.org/10.1037/0003-066X.55.1>
- Sahertian, P. (2020). *Leadership Behavior: Effects and Implementation on Organizational Values*. PT Kanisius.
- Septiani, A., & Andreani, F. (2020). The Effect of Transformational Leadership on Employee Performance through Work Motivation. *Agora*, 8(2).
- Septyan, F. B., Al Musadieq, M., & Mukzam, M. D. (2018). The Effect of Transformational Leadership Style on Motivation and Performance. *Jurnal Administrasi Bisnis*, 53(1), 81–88.
- Sitorus, D. R. H., & Agustian, D. (2023). The Effect of Transformational Leadership on Work Motivation from the Perspective of New Public Management. *Journal of Administration and Educational Management (ALIGNMENT)*, 6(1), 13–24.
- Sugiyono. (2020). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta.
- Sujana, N. P. A. S. P., & Ardana, I. K. (2020). The Mediating Role of Work Motivation in the Influence of Transformational Leadership on Employee Performance. *E-Jurnal Manajemen Universitas Udayana*, 9(3), 904–925.
- Sukardi, S., & Purwanto, H. (2022). Work Motivation and Its Effect on Employee Performance: A Study at PT. Sung Shim International. *MAGNA: Journal of Economics, Management, and Business*, 1(1), 33–42.
- Tatan, S., & Oyon, S. (2019). The Influence of Motivation, Leadership, and Work Discipline on Employee Performance. *Journal of Management Review*, 3(2), 321–325.
- Tampi, B. J. (2018). The Influence of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, Tbk (Manado Regional Sales). *Acta Diurna Komunikasi*, 3(4).
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). The Impact of Transformational Leadership on Employee Performance. *Eurasian Journal of Management & Social Sciences*, 1(1), 49–59.
- Tumilaar, B. R. (2018). The Effect of Discipline, Leadership, and Motivation on Employee Performance at BPJS Ketenagakerjaan Sulut. *Jurnal EMBA: Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(2).
- Sujarweni, V. W. (2020). *Accounting Research with SPSS*. Yogyakarta: Pustaka Baru Press.
- Yakup, Y. (2018). The Effect of Work Involvement, Organizational Culture, and Work Motivation on Job Satisfaction. *Perisai: Islamic Banking and Finance Journal*, 1(3), 273–290.
- Yolinza, N., & Marlius, D. (2023). The Influence of Career Development and Work Motivation on Employee Performance at BKPSDM South Solok Regency. *Jurnal Publikasi Ilmu Manajemen*, 2(2), 183–203.