

14th ISCA 2024

The Impact of Training Program and Transformational Leadership on Employee Performance with Job Satisfaction as Mediating Variable

Muhammad Raihan Rafi¹, Siti Zulaikha Wulandari², Purnomo Adi³

¹Jenderal Soedirman University, muhammad.raihan.r@mhs.unsoed.ac.id, Indonesia

² Jenderal Soedirman University, siti.wulandari@unsoed.ac.id, Indonesia

³ PT Juragan Gemilang Indonesia, purnomo.adi13@gmail.com, Indonesia

*corresponding author

ABSTRACT

The purpose of this study was to analyze the effects of training program and transformational leadership on employee performance, with job satisfaction as a mediating variable. This research employed a quantitative approach. The study population consisted of employees at PT Juragan Gemilang Indonesia (Purwokerto and Kuningan), with the saturated sampling method used for data collection. A total of 76 employees participated as respondents, with data gathered through questionnaires distributed via Google Forms. The questionnaire utilized a Likert scale ranging from 1 to 5. Data analysis was conducted using SPSS 29 for Windows. The results of the study revealed that Training program negatively affect employee performance, Transformational leadership positively affects employee performance, Training program negatively affect job satisfaction, Transformational leadership positively affects job satisfaction, Job satisfaction negatively affects employee performance, Training program negatively affect employee performance through job satisfaction, Transformational leadership positively affects employee performance through job satisfaction.

Keywords: Training Program, Transformational Leadership, Employee Performance, Job Satisfaction

1. Introduction

The success and development of a company are considered essential, especially amid increasingly intense global competition, where employee and organizational performance are deemed highly influential. Training is seen as a component that affects employee performance. According to Yuliardi dan Mayliza (2023), Training is defined as the process of developing employee skills with the aim of supporting organizational goals. Training provides individuals with specific abilities that help achieve organizational objectives and improve employee performance. Logically, a lack of training can lead to operational errors and negatively impact

company productivity. Zuama *et al.*, (2023) finding that employee performance is significantly positive by training program.

Continuous training programs have not been implemented at PT Juragan Gemilang Indonesia; however, employee performance and company productivity have reportedly increased. This is considered contradictory to previous theories and studies (Fitriyani *et al.*, 2024), which state that training plays a critical role in enhancing employee performance.

Additionally, employee performance is influenced by internal and external variables, including leadership style (Insani 2020). Implementing leadership styles suitable for a company's condition is believed to create a positive work environment where employees are encouraged to achieve optimal results. There are many types of leadership styles, including transformational leadership. According to Harsoyo (2022) transformational leaders are more capable of motivating their followers to be more creative in their efforts and outcomes through inspirational motivation, while the intellectual stimulation component encourages followers to innovate and create better. Transformational leadership not only achieves goals and influences followers but also aims to transform fundamental values into attitudes and behaviors by developing their potential (Ramadhani dan Indawati 2021). This is supported by research from Suhartono *et al.*, (2023) which shows that transformational leadership has a direct positive impact on performance. Referring to the above understanding, transformational leadership is suitable for newly established companies like PT Juragan Gemilang Indonesia.

Employee performance is also influenced by job satisfaction, which is considered a key factor in achieving optimal outcomes. When job satisfaction is experienced, maximum effort is usually exerted, leading to increased productivity and better results (Rosnani, 2012). Job satisfaction is regarded as an essential factor influencing employee performance because it enhances motivation, commitment, and productivity. Siswanto (2023) stated that job satisfaction increases as a result of training, contributing to improved employee performance. This finding supports the argument that job satisfaction is a crucial factor in understanding the impact of training. Furthermore, research by Deeb (2023) found that the effect of leadership on employee performance is partially mediated by job satisfaction. This indicates that understanding the mechanisms behind the success of transformational leadership requires considering job satisfaction.

2. Literature Review

2.1 Employee Performance

Gustshella *et al.*, (2024) stated that employee performance encompasses mental attitudes and behaviors that drive task achievement with better quality compared to previous work, as well as the continuous improvement of work standards. Mastur (2021) explained that an employee's level of achievement in meeting job demands is influenced by their performance, which is described as a combination of ability, motivation, and opportunity. Meanwhile, Rusmiati *et al.*, (2021) defined employee performance as the output of an individual when carrying out their

duties and responsibilities. According to Nurhabibah *et al.*, (2023) employee performance is defined as a business's ability to achieve more optimal results from the execution of specific job functions. Employee performance reflects how well a company can attain the best outcomes from the tasks performed by its employees. In other words, employee performance plays a crucial role in helping businesses achieve higher efficiency and productivity in the tasks assigned to employees.

2.2 Training Program

Gustshella *et al.*, (2024) stated that training is a way for companies to improve employee performance by developing mindsets, changing behaviors, and enhancing knowledge, skills, and insights. Training programs can cover various topics, such as technical job skills, industry knowledge, leadership development, and other relevant competencies. Training is a systematic process designed to help employees improve their knowledge, skills, and behaviors through learning experiences. The goal of training is to boost employee performance Saraih *et al.*, (2021). Ivancevich (2018) described training as a process aimed at systematically changing employee behavior to improve organizational performance. Effective training can enhance both individual and team performance within an organization. It is a structured and systematic learning process designed to develop employee potential, with the primary goal of improving performance and increasing company productivity.

2.3 Transformational Leadership

Transformational leadership involves inspiring and motivating employees by turning group potential into actual performance. Transformational leaders play a key role in providing inspiration, fostering innovation, and actively supporting individual employee development, which positively impacts their performance (Peddiboyina dan Selvan 2019). According to Bush (2018), transformational leadership is a process that changes individual behavior, organizational culture, and the leader themselves. Transformational leaders consistently communicate a new vision to motivate the organization, demonstrate enthusiasm and confidence in their beliefs, and emphasize ethics and values alongside setting accountable standards. They often have strong charisma, influence followers to share their vision, and exceed expectations. Transformational leaders also show strong organizational skills, aligning individual aspirations and motivations with the organization's overall vision. Similarly, Senekal dan Lenz (2021) stated that transformational leadership involves changes in organizational behavior, culture, and individuals, as well as the transformation of the leader through passion, confidence, ethics, and high accountability.

2.4 Job Satisfaction

Job satisfaction is described as a person's positive or negative attitude toward their job, based on an evaluation of various job aspects Robbins dan Judge (2013). People satisfied with their jobs tend to have a positive outlook, while those less satisfied often view their work negatively. Job satisfaction focuses on attitudes shaped by assessments of different job characteristics, linking satisfaction levels to an individual's positive or negative perceptions based on evaluations of specific job aspects. Suryani (2022) stated that job satisfaction reflects a person's emotional state regarding their work environment, which can trigger positive or negative responses. This is

important for both individuals and organizations, as it impacts productivity and commitment. When employees are satisfied with their jobs, they tend to be more productive and effective in performing their tasks (Eka *et al.*, 2023).

2.5 Hypotheses Development

2.5.1 Training Program on Employee Performance

According to Pameilia dan Sary (2019), if a company can maintain or enhance its training programs, it will positively impact employee performance, which in turn influences overall company activities, as employees play a vital role in smooth operations. This aligns with Dessler (2005) who stated that job training affects employee performance, and if the training provided by the company is effective, employee performance will naturally improve. Thus, job training has a strong relationship with performance, as achieving high performance relies heavily on the knowledge, skills, and abilities gained through training. Based on this, the following hypothesis is proposed:

H1: Training programs have a positive impact on employee performance.

2.5.2 Transformational Leadership on Employee Performance

In leadership, a leader aims to influence their subordinates' behavior to achieve organizational goals (Ling dan Sing, 2011). Effective leadership impacts job satisfaction, commitment, and employee performance (Bass 1990). Transformational leadership can drive organizations to achieve superior performance, meeting demands for change and innovation while improving performance and enhancing the organization's image. It can be concluded that performance improves due to transformational leadership, consistent with studies by Herdiyanti and Assery (2021) and Otto (2018) which show that transformational leadership has a strong and positive effect on performance. Based on this, the following hypothesis is proposed:

H2: Transformational leadership has a positive effect on employee performance.

2.5.3 Training Program on Job Satisfaction

Research by Meidita (2019) revealed that training significantly affects job satisfaction, as it improves performance and builds confidence in completing tasks. This aligns with Kashmir (2016) who stated that training aims to boost confidence, broaden knowledge, increase motivation, understand the work environment, and achieve various other goals. Jumiati *et al.*, (2023) also supported these findings, showing that training has a direct and significant impact on performance. Similarly, Siagian dan Khuzaini (2015) juga mengungkapkan bahwa pelatihan terbukti memberikan pengaruh signifikan terhadap kepuasan found that training significantly influences employee satisfaction, indicating that effective training positively impacts job satisfaction.

H3: Training programs have a positive effect on job satisfaction.

2.5.4 Transformational Leadership on Job Satisfaction

Research by Bodla dan Nawaz (2010), focused on developing the concept of transformational leadership and evaluating its relationship with satisfaction, particularly whether leaders feel

satisfied with their leadership style. Meanwhile, Shurbagi dan Zahari (2013) studied the role of organizational culture in mediating the relationship between transformational leadership and job satisfaction at the National Oil Corporation of Libya. The results showed a significant and beneficial relationship between leadership style and job satisfaction. The study revealed that transformational leadership, which includes inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration, improves employee well-being and job satisfaction in various contexts. Based on these findings, the following hypothesis is proposed: H4: Transformational leadership has a positive effect on job satisfaction.

2.5.5 Job Satisfaction on Employee Performance

Job satisfaction reflects a person's attitude toward their job, where high satisfaction indicates a positive attitude, while dissatisfaction shows a negative outlook. It is a positive emotional state resulting from evaluating work experiences (Suhartono *et al.*, 2023). According to Saleh and Elgelal (2014) employee job satisfaction increases when they feel valued. There is a connection between employees and the company—when employees are satisfied, the company benefits from optimal performance. This is supported by Purnama *et al.*, (2020) who stated that job performance improves when employees have high satisfaction with their work. H5: Job satisfaction has a positive effect on employee performance.

2.5.6 Training Program on Employee Performance Mediated by Job Satisfaction

Even within the same workplace, employees experience different levels of job satisfaction influenced by factors such as the work environment and relationships with colleagues (Jumiati *et al.*, 2023). According to Fakhri *et al.*, (2020) training has a significant and positive impact on employee performance through job satisfaction, meaning job satisfaction acts as a mediator between training and improved performance.

H6: Training programs positively influence employee performance through job satisfaction.

2.5.7 Transformational Leadership on Employee Performance Mediated by Job Satisfaction

Adawiyah (2023) found that transformational leadership significantly impacts employee performance, with one of the key pathways being through enhanced job satisfaction. This is supported by Basalamah (2023) whose research shows that effective leadership practices combined with improved job satisfaction directly enhance employee performance.

When employees are satisfied with their jobs, they tend to be more enthusiastic, committed, and productive. Therefore, job satisfaction serves as a bridge linking transformational leadership to employee performance. Increased satisfaction driven by effective leadership ultimately contributes to better employee performance.

H7: Transformational leadership positively influences employee performance through job satisfaction.

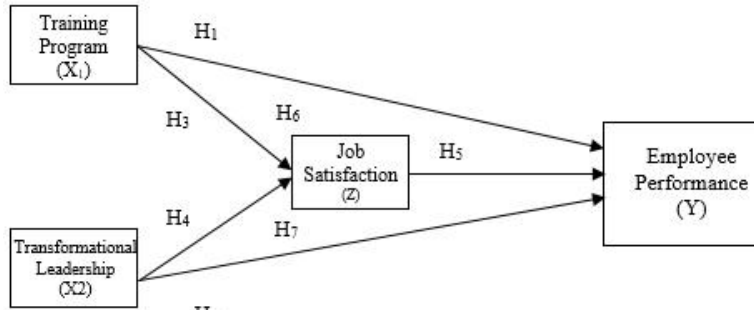


Figure 1. Research Framework

3. Research Methodology

This study adopts a quantitative research approach. The population consists of 86 employees of PT Juragan Gemilang Indonesia, located in Purwokerto and Kuningan. The sample size was determined using the Slovin formula, resulting in a sample of 76 employees. Data collection was conducted using questionnaires, which were distributed online via Google Forms. According to Suliyanto (2018) questionnaires are a method of gathering data by presenting respondents with a series of statements related to the research subject to obtain their responses. A 5-point Likert scale was utilized to measure attitudes, responses, and perceptions of individuals or groups regarding social phenomena, providing a deeper understanding of the subject (Sugiyono, 2006). Regression analysis was employed to analyze the data in this research.

4. Results

4.1 Characteristics of Respondents

The data was collected through questionnaires distributed to 76 employees from the Purwokerto and Kuningan offices for the stated purpose. The questionnaires were administered confidentially using a Likert scale ranging from 1 to 5.

Table 1. Characteristics of Respondents

Characteristics of Respondents	Category	Total	Percentage (%)
Gender	Man	44	57.9%
	Woman	32	42.31%
Age	<22	6	7.9%
	22-52	69	90.8%
	>52	1	1.3%
Last education	Middle School	11	14.5%
	High School	58	76.3%
	Bachelor Degree	7	9.2%

Based on the results, the number of male employees is higher than the number of female employees due to the nature of the work, which tends to demand physical strength, such as lifting heavy items, loading and unloading products, and working in the field under occasionally challenging conditions. In this company, this age is considered the productive phase, with optimal physical and mental abilities to meet job demands. It is also the stage when individuals

have completed formal education and gained relevant work experience, making them qualified for the company's requirements. The data shows that most employees have a high school education as their highest level of education. This is because many positions in the company do not require advanced technical skills or higher education but focus more on practical skills and physical work. High school graduates often meet the basic qualifications for roles such as warehouse staff, field workers, or drivers, which are essential to the company's operations.

4.2 Hypotheses Results

4.2.1 Hypotheses Testing Results

Table 2. Hypotheses Results

Hypotheses	Sig.	Results
Training program have a positive effect on employee performance	0.293	Rejected
Transformational leadership has a positive effect on employee performance	0.001	Accepted
Training programs have a positive effect on job satisfaction.	0.198	Rejected
Transformational leadership has a positive effect on job satisfaction.	0.001	Accepted
Job satisfaction has a positive effect on employee performance.	0.788	Rejected
Training programs have a positive effect on employee performance through job satisfaction.	0.239	Rejected
Transformational leadership has a positive effect on employee performance through job satisfaction.	0.009	Accepted

Data analysis in this study was conducted using IBM SPSS. The independent variables, training program (X1) and transformational leadership (X2), the dependent variable, employee performance (Y), and mediating variable, job satisfaction (Z) were analyzed. The normality test results (Kolmogorov-Smirnov) for the variables Training Program (X1) and Transformational Leadership (X2) on Job Satisfaction (Z) showed an asymptotic significance value of 0.200. Similarly, the test for Training Program (X1), Transformational Leadership (X2), and Job Satisfaction (Z) on Employee Performance also showed an asymptotic significance value of 0.200. It can be concluded that the data is normally distributed. If the VIF value is < 10 and the tolerance value is > 0.10, the regression model is considered free from multicollinearity issues. All variables have VIF values below 10 and tolerance values above 0.10, indicating that the applied regression model has no Heteroscedasticity does not occur if the probability value is > 0.05 or if the t-statistic < t-table at $\alpha = 0.05$. All variables have significance values > 0.05, indicating no heteroscedasticity issues in the regression model used. multicollinearity problems.

Table 3. R-square Results 1

Model	R	R square	Adj R Ssquare	Std Error of the estimate
1	0.770 ^a	0.592	0.581	3.719

The analysis results show that the coefficient of determination is 0.592, indicating that the training program and leadership variables contribute 59.2% to job satisfaction. The remaining 40.8% is influenced by other factors not examined in this study.

Table 4. R-Square Results 2

Model	R	R square	Adj R Ssquare	Std Error of the estimate
1	0.656 ^a	0.430	0.407	2.555

The analysis shows that training programs, transformational leadership, and job satisfaction influence 43% of employee performance, with an R-squared value of 0.430. The remaining 57% is influenced by other factors not included in this study.

5. Discussion

5.1 training program has negatively impacts on employee performance

Based on the interviews conducted, the company's training programs are not fully aligned with employee needs and are not held regularly. Training is provided only to new employees as part of the initial orientation, which limits its support for continuous development. As a result, the training has minimal impact on performance. This aligns with research by Harahap dan Aisyah (2024) which found that training without a proper Training Needs Analysis (TNA) is often ineffective and fails to achieve its objectives. Similarly, Diantari (2023) concluded that training has no significant impact on employee performance, indicating that an increased number of training programs alone does not necessarily improve performance.

5.2 transformational leadership has positively impacts on employee performance

Research by Sitorus *et al.*, (2021) found that transformational leadership has a positive and significant impact on employee performance. Therefore, leaders in a company need the ability to motivate and develop employees' potential optimally.

5.3 training program has negatively impacts on job satisfaction

Training programs do not significantly affect employee satisfaction. This may be because the training provided does not meet employee needs or is not conducted effectively, as noted by (Vonny, 2016). Research by Yuniarni & Santoso (2024) found that training might not align with employees' expectations, leading to no improvement in job satisfaction. Even when training is conducted, its content may not address employees' specific needs, and the results might not be immediately applicable to daily tasks, preventing employees from experiencing its benefits.

5.4 transformational leadership has positively impacts on job satisfaction

Effective implementation of this leadership style increases employee satisfaction, as leaders who inspire, motivate, and develop their team positively impact job satisfaction. This aligns with findings by Rusandi dan Yanto (2023) who stated that leadership style has a significant positive effect on employee satisfaction. Such leadership makes employees feel guided and supported, creating a comfortable work environment. Therefore, leaders should continuously improve their

leadership by providing inspirational motivation, intellectual stimulation, and individual attention to each employee.

5.5 job satisfaction has negatively impact on employee performance

Employee job satisfaction in this study may not predict their performance because the work emphasizes results over satisfaction. Similarly, research by Zailani dan Artanto (2024) found that job satisfaction does not significantly impact employee performance. Paparang *et al.*, (2021) also showed that unmet expectations and individual perceptions of work can lead to dissatisfaction that hinders performance, even if employees generally feel satisfied.

5.6 training program has negatively impact on employee performance through job satisfaction

Aini *et al.*, (2022) stated that job satisfaction as a mediating variable does not significantly influence the relationship between training and employee performance. Suarga *et al.*, (2024) found that if training is irrelevant or does not meet employee needs, even satisfied employees may not improve their performance. Research shows that job satisfaction can be high without a significant increase in productivity or work outcomes.

5.7 transformational leadership positively impact employee performance through job satisfaction

A leader applying transformational leadership principles can use this approach to assess employee satisfaction. Happy and satisfied employees tend to perform better. This aligns with studies by Hariana (2021); Hilmawan (2021); Isnawati (2020); Iba (2023) which found that transformational leadership significantly impacts employee performance, with job satisfaction acting as a mediating factor.

6. Conclusion

This study examines how training programs and transformational leadership affect employee performance, with job satisfaction as a mediating factor. The results show that training programs negatively impact performance and satisfaction because they are not relevant or regularly conducted, limiting their effectiveness. In contrast, transformational leadership has a positive effect on both performance and satisfaction by creating a supportive and motivating work environment.

Job satisfaction, however, does not significantly influence performance, likely due to the focus on results over satisfaction and unmet expectations. While job satisfaction does not mediate the relationship between training and performance, it does mediate the positive impact of transformational leadership on performance. These findings highlight the need for more targeted training programs and the importance of transformational leadership in improving satisfaction and performance. Future research should explore additional factors to gain a deeper understanding of these relationships.

References

- Adawiyah, I. (2023). Transformational Leadership And Employee Performance : Systematic Literature Review, 2(4).
- Bernard, M. B. (1990). From Transactional to Transformative Leadership: Learning to Share the Vision. *Acorn*, 18(3), 19–31.
- Bodla, M .A & Nawaz, M. . . (2010). Comparative Study of Full Range Leadership Model among Faculty Members in Public and Private Sector Higher Education Institutes and Universities, (2005), 208–214.
- Bush, T. (2018). Transformational leadership: Exploring common conceptions. *Educational Management Administration and Leadership*, 46(6), 883–887. <https://doi.org/10.1177/1741143218795731>
- Deeb, I. (2023). Is Training What Made and Nurtured Transformational Leaders ?, 324–351. <https://doi.org/10.4236/oj.2023.123016>
- Dessler, G. (2005). The Strategic Role of Human Resource Management After studying this chapter , you should be able to :
- Gustshella, F. A., Kosasih, P., Sari, R. D. P. , & Rohman, A. (2024). The Effect of Training, Organizational Culture on Employee Performance with Competence as Intervening. *Pakistan Journal of Life and Social Sciences (PJLSS)*, 22(2), 2922–2935. <https://doi.org/10.57239/pjlss-2024-22.2.00214>
- Ivancevich, J. . (2018). *Human Resource* (8th ed.). The McGraw-Hill Companies, Inc.
- Kashmir. (2016). *Manajemen sumber daya manusia (teori dan praktik) / Kasmir*. Jakarta: Rajagrafindo Persada.
- Ling, V. M., & Sing, N. K. (2011). The influence of leadership styles on employees ’ job satisfaction in public sector organizations in Malaysia, (May 2014).
- Meidita, A. (2019). Pengaruh Pelatihan dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja, 2(2), 226–237.
- Peddiboyina, B. R., & Selvan, K. G. (2019). A research on transactional leadership style and job satisfaction of employees in telangana state road transport corporation. *International Journal of Recent Technology and Engineering*, 8(1 SpecialIssue4), 1052–1054.
- Senekal, Q., & Lenz, R. (2021). Transformational leadership: Enabling others to act. *International Journal of Business and Management Studies*, 12(2)(2), 532–543.
- Shurbagi, A. & Z. I. (2013). The Relationship between Transformational Leadership and Organizational Culture in National Oil Corporation of Libya, 4(4). <https://doi.org/10.5430/ijba.v4n4p26>
- Siagian & Khuzaini. (2015). *Jurnal Ilmu dan Riset Manajemen* Volume 4, Nomor 5, Mei 2015 1, 4, 1–20.
- Suhartono, S., Sulastiningsih, S., Chasanah, U., Widiastuti, N., & Purwanto, W. (2023). the Relationship of Leadership, Discipline, Satisfaction, and Performance: a Case Study of Steel Manufacture in Indonesia. *International Journal of Professional Business Review*, 8(2), 1–12. <https://doi.org/10.26668/businessreview/2023.v8i2.1146>
- Suryani, N. K. (2022). Kepuasan Kerja : Pengaruhnya dalam Organisasi (Tinjauan Teoritis dan Empiris), 2(2), 71–77.