

Research Article

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The Influence of Transformational Leadership on Performance Through Motivation and Job Satisfaction for Teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen

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Abstract: *In facing complex global dynamism, a dynamic organization must be able to overcome real challenges from all aspects to produce superior and competitive performance. This research aims to determine the influence of transformational leadership on the performance of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen through motivation and job satisfaction as intervening variables. Data collection techniques using questionnaires, observation and literature study. This type of research is quantitative research and data analysis is carried out using Partial Least Square with SmartPLS 4.0 software. The results of this research show; 1. Transformational Leadership has a positive and significant effect on motivation directly, 2. Transformational Leadership has a positive and significant effect on job satisfaction directly, 3. Transformational leadership has a negative and insignificant effect on performance, 4. Motivation has a negative and insignificant effect on performance, 5. Job satisfaction has a positive and significant effect on performance directly, 6. Transformational leadership has a negative and insignificant effect on performance which is mediated through motivation, 7. Transformational leadership has a positive and significant effect on performance which is mediated through job satisfaction.*

Keywords: *transformational leadership, motivation, job satisfaction, performance.*

Introduction

In facing increasingly complex global dynamics, a dynamic organization must be able to face real challenges from all aspects to produce superior and competitive employee performance. Human resource management is also closely related to teacher performance, which is very important for the success of the world of education. Teachers are not just educators; they are also class leaders, advocates of learning, and mentors of students. Students' academic achievement, their social-emotional development, and the overall atmosphere of the school are directly affected by their performance (Hargreaves & Fullan, 2015). Because teachers are the most important asset in the education system, effective human resource management includes teacher support and development, performance evaluation, and recruitment management (Leithwood & Jantzi, 2006).

Among the performance problems of teachers at the Al-istiqomah Karya Guna Kebumen Education Foundation or commonly abbreviated as YAPIKA - which basically has four formal educational institutions starting from RAT or the equivalent of Kindergarten to MA or equivalent to Senior High School- is the decline in performance in the results of the Madrasah Self-Evaluation (EDM) which is done once a year. Some of the causes are in terms of administration, attendance and miscommunication within the institution. Based on pre-survey data using colquit theory, several variables were found that were considered to have an influence on performance. The highest independent variables are leadership style and behavior with transformational leadership style having the highest results at 17% of the four existing variables.

Meanwhile, for the mediating variables, of the five variables given, there are two variables that have the highest value, namely motivation and job satisfaction which both have a value of 25%.

Job performance is strongly influenced by transformational leadership, especially in education and other organizations. This leadership style emphasizes establishing a shared vision, providing motivation, and encouraging team members to achieve higher goals (Northouse, 2021). High performance can also be influenced through motivation and job satisfaction, which comes from a leader's transformational leadership style (Yukl, 1981). Because transformational leadership focuses on inspiration, motivation, and developing a shared vision, employee motivation and satisfaction are influenced by transformational leadership and employee performance (Bass & Riggio, 2006). The same thing was also seen at the YAPIKA institution, researchers saw that when employees feel motivated and satisfied with their work, they are more enthusiastic, dedicated and results-oriented, which in turn results in increased performance.

Research that conducted before by Ryan Triwahyu, Miah Said and Thamrin Abduh shows that transformational leadership has a positive and significant effect (Triwahyu et al., 2022). This is confirmed by research conducted by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana, as well as Firmansyah and Hidayat which states that transformational leadership has a positive and significant effect on employee performance (Firmansyah & Hidayat, 2023; Suprpta et al., 2015). However, there is research that shows it does not have a significant influence on performance either directly or mediated by job satisfaction (Rizki, 2023).

Additionally, it has been conducted in a study and the results show that motivation has a partial positive influence on employee performance (Hasanudin, 2021). Motivation is an intervening variable because basically every person or employee must be motivated to work and succeed. But, the results of subsequent research state that motivation has a direct negative and insignificant influence (Hidayat, 2021). However, there are several previous studies which state the opposite, that motivation has a negative and insignificant influence on performance directly (Murti & Srimulyani, 2013; Pasaribu, 2019). Not only in direct effect, but indirectly, it turns out that other research also states that motivation cannot mediate transformational leadership in influencing a person's performance (Tecoalu et al., 2022).

Apart from motivation, job satisfaction is also a variable that needs to be considered because it is a factor causing low performance. Job satisfaction can be seen as a worker's attitude and feelings about carrying out their work (Juniarti, 2021). As can be seen from the phenomenon of selecting variables above as temporary determinants and of course more in-depth studies still need to be carried out. Because the work is easier and has fewer responsibilities, employees at lower levels are more susceptible to dissatisfaction and boredom.

Literature Review

Performance

As stated by Colquitt, Lepine, and Wesson, job performance is formally defined as the value of a series of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals (Colquitt et al., 2015). This is also accordance with the explanation which states that employee performance can be explained as the result of the work and contribution made by an employee to the goals and targets of the organization (Gary, 2011).

According to Bernardin and Russel at Anjani et al., (2018) and (Mangkunegara & Hasibuan, 2009) stated that there are several performance indicators, namely:

1. Quantity

2. Execution of tasks
3. Responsibility for completing tasks well and reducing losses.

Motivation

Motivation is the energy that drives behavior, or the internal process that gives energy and direction to behavior (Ryan & Deci, 2017). Meanwhile, in the context of leadership and employee performance, leaders who have motivation can be defined as their efforts to take the initiative to encourage their employees to be more productive and successful in achieving their goals, especially for the company (Syafri et al., 2023).

According to the ERG motivation theory proposed by Clayton Alderfer which is also agreed with by Robbins, Stephen P, Mary, DeCenzo and David A (Robbins et al., 2017) and then affirmed by Abraham Maslow as well, there are several indicators for motivation:

1. Existence, which refers to physiological needs and a sense of security.
2. Attachment, which refers to rewards and social needs.
3. Growth, which refers to the need for self-actualization.

Job Satisfaction

Based on Robins and Judge, job satisfaction is defined as positive feelings about work resulting from evaluation of its attributes. People who are very satisfied with their jobs have positive feelings, while people who are very dissatisfied have negative feelings (Robbins & Judge, 2018). Slightly different from what was conveyed by Hasibuan in the Journal of Management and Economics written by Fahmi, (2021), he stated that job satisfaction is defined as an emotional attitude that is pleasant and loves one's work, where this attitude is reflected by work morale.

Several indicators of job satisfaction according to Sopiha at (Ilahi et al., 2017) which affirmed by (Widodo, 2023) as well, are:

1. Salary / compensation
2. Colleagues
3. Satisfaction with the work itself
4. Satisfaction with superiors
5. Opportunity for advancement

Transformational Leadership

Transformational leadership style is about leading, changing the strategy and culture of the organization so that it becomes more in line with the surrounding environment, where the leader acts as an agent of change who energizes and directs workers towards a new set of values (Bass & Riggio, 2006). Transformational leadership emphasizes an engaging personality, understanding of agency values, and employee needs. The goal of this leadership style is for employees to feel trust, admiration and respect for the people they lead so that they can be enthusiastic about improving their performance (Dion & Wasim, 2021).

The indicators of transformational leadership according to Avolio & Bass, (2004); Bass & Riggio, (2006) stated there are several indicators, which are:

1. Idealized influence
2. Inspirational motivation

3. Intellectual stimulation
4. Individualized consideration

Method

This research is quantitative research using the Structural Equation Modelling - Partial Least Square (SEM-PLS) approach. The population is 135 with random sampling. The number of samples taken using the Isaac and Michael method with a margin of error of 5% resulted in a total of 115 samples (Tarjo et al., 2022). The independent variable in this research is Transformational Leadership while the dependent variable is Performance through Motivation and Job Satisfaction as intervening variables. There are three data collection techniques used, they are questionnaires, observation and literature study with two types of data used, namely primary data and secondary data (Babbie, 2020). All of this research was conducted on teachers at the Al-Istiqomah Karya Guna Education Foundation in Kebumen Regency, Central Java Province.

Test data analysis using the Partial Least Square approach which was carried out with SmartPLS 4.0 software (currently the latest version) on the researcher's device. Standardization of data results Referring to the main source Hair Jr et al., (2021; Sarstedt et al., (2021). There are two types of measurement models in this analysis test, namely the outer model and the inner model.

Outer Model

Latent variable measurement is handled by the outer model. It investigates the connections between hidden variables and their visible representations, or manifest variables. Stated otherwise, the assessment pertains to the validity and reliability of the measuring model. A collection of indicators is used to quantify each latent variable, and the outer model assesses how well these indicators capture the underlying construct (Hair Jr et al., 2023). In this outer model, some analyzes like Outer Loadings as Convergent Validity, Average Variance Extracted (AVE), Heterotrait-Monotrait Ratio (HTMT) for measuring Discriminant Validity, Chronbach's Alpha, and Composite Reliability.

Inner Model

The inner model represented the associations between latent variables in this section of the SEM-PLS framework. By examining how modifications to one construct impact modifications to another, it investigates the structural links between the constructions (Shmueli et al., 2019). This inner model contains some analyze tests like R Square, Goodness of Fit throughout Model Fit, F Square or Effect Size, Path Coefficient Direct Effect and Specific Indirect Effect. To answer the hypothesis before, we can run the bootstrapping analysis on SmartPLS and then looking out the result at path coefficient direct effect and specific indirect effect.

Results and Discussion

Outer Model

Outer model test analysis in SmartPLS is an important part of data analysis using the Structural Equation Modeling (SEM) method. The aim of this stage is to verify the validity and reliability of the constructs or variables used in the model (Sarstedt et al., 2021). Some of the things discussed in it are the outer loadings test on convergent validity to test the validity of using loading factors in the SmartPLS software.

Apart from that, the AVE (Average Variance Extracted) and Heterotrait-Monotrait Ratio (HTMT) tests were also carried out in discriminant validity testing. All of this was done using the PLS-Algorithm analysis test on SmartPLS 4.0 with the output graphic results as follows:

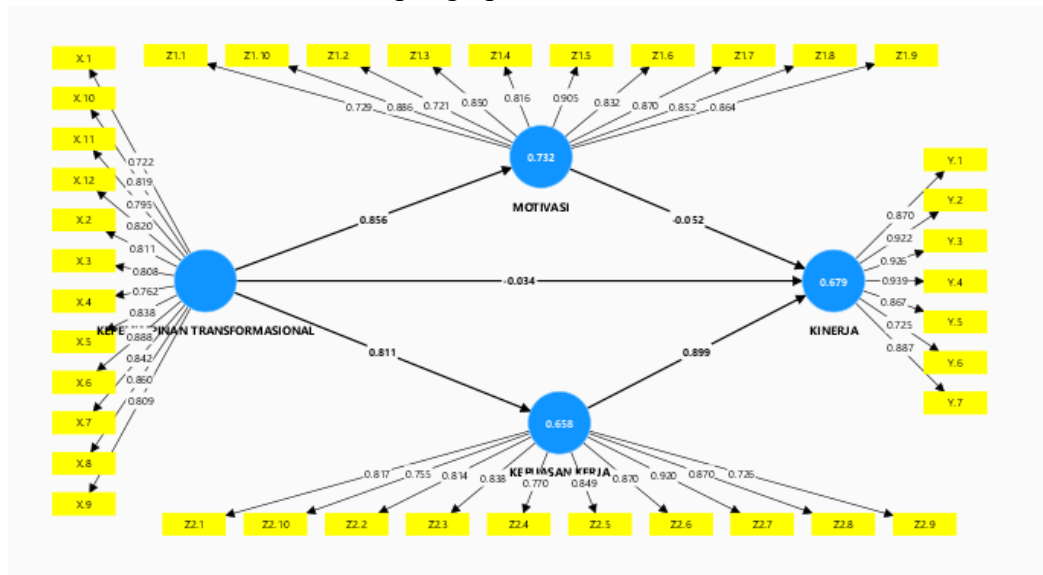


Figure 1: Graphical Output of PLS-Algorithm

Source: SmartPLS 4.0 analyzed at 2024

1. Convergent Validity

In the context of structural models, convergent validity shows that the indicators used to measure a construct are in accordance with the proposed concept and reflect the same dimensions or aspects of construct validity (Sarstedt et al., 2016). In this study, convergent validity was used using the loading factor and AVE methods. A high factor loading value indicates that the indicator significantly contributes to the measurement of the proposed construct (Hair Jr et al., 2021). In most cases, a certain threshold value is considered when determining a significant factor loading value, namely > 0.7 (Vinzi et al., 2010).

Table 1. Outer Loadings as Convergent Validity Test Result

	TRANSFORMASIONAL LEADERSHIP	JOB SATISFACTION	PERFORMANCE	MOTIVATION
X.1	0,722			
X.10	0,819			
X.11	0,795			
X.12	0,820			
X.2	0,811			
X.3	0,808			
X.4	0,762			
X.5	0,838			
X.6	0,888			
X.7	0,842			
X.8	0,860			
X.9	0,809			
Y.1			0,870	

	TRANSFORMATIONAL LEADERSHIP	JOB SATISFACTION	PERFORMANCE	MOTIVATION
Y.2			0,922	
Y.3			0,926	
Y.4			0,939	
Y.5			0,867	
Y.6			0,725	
Y.7			0,887	
Z1.1				0,729
Z1.10				0,886
Z1.2				0,721
Z1.3				0,850
Z1.4				0,816
Z1.5				0,905
Z1.6				0,832
Z1.7				0,870
Z1.8				0,852
Z1.9				0,864
Z2.1		0,817		
Z2.10		0,755		
Z2.2		0,814		
Z2.3		0,838		
Z2.4		0,770		
Z2.5		0,849		
Z2.6		0,870		
Z2.7		0,920		
Z2.8		0,870		
Z2.9		0,726		

Source: SmartPLS 4.0 analyzed at 2024

Based on the data in table 1 above, it can be seen that all variable items have an outer loading result of more than 0.7, so this shows that the convergent validity of all items has met the minimum threshold requirements or met valid criteria. If there is an item whose value is <0.7, the item must be modified or removed until the validity test meets the predetermined value limit. However, in this analysis no items were removed because all items met the minimum standard value, namely >0.7 in the first analysis.

2. Discriminant Validity

Next are the results of analysis tests on AVE and HTMT to measure discriminant validity. AVE (Average Extracted Variance) measures the ratio of the amount of variance explained by the indicators used to measure the construct to the amount of variance that may be observed in the construct (Hair Jr et al., 2014). A high AVE value shows that these indicators consistently measure the construct. To calculate AVE, the following formula can be used:

$$AVE = \frac{\sum \text{loading faktor}^2}{\sum \text{loading faktor}^2 + \sum \text{error varian}}$$

The minimum expected AVE value is usually 0.5. A higher AVE value indicates that the construct indicators consistently produce the same results (Vinzi et al., 2010).

Here is the list of results represented with table 2.

Table 2. Average Extracted Variance (AVE) Test Result

	Average variance extracted (AVE)
TRANSFORMATIONAL LEADERSHIP	0,665
JOB SATISFACTION	0,680
PERFORMANCE	0,773
MOTIVATION	0,697

Source: SmartPLS 4.0 analyzed at 2024

Based on the AVE test results above, it can be seen that all variable items have a value of more than 0.5. The highest value was obtained for the Y variable item, namely the performance variable worth 0.773. This shows that in the performance variable there is at least 77% of the variation in performance indicators explained in the construct being measured which has a better level of explanation. Meanwhile, the lowest value was obtained for the variable x item or the transformational leadership variable, namely 0.665 or there was around 66% variation in the transformational leadership indicators explained in the construct that was measured as having a good level of explanation. The remaining mediating variables are the motivation variable worth 0.697 and the job satisfaction variable worth 0.680.

Furthermore, HTMT has the main objective of finding out the extent to which the indicators used to measure various constructs are truly different from each other, so that each construct can be evaluated accurately. The test criteria using the HTMT matrix are <0.90 to be accepted as a requirement for discriminant validity (Henseler, 2017).

Table 3. Heterotrait-Monotrait Ratio Test Result

	Heterotrait-monotrait ratio (HTMT)
JOB SATISFACTION <-> TRANSFORMATIONAL LEADERSHIP	0,848
PERFORMANCE <-> TRANSFORMATIONAL LEADERSHIP	0,683
PERFORMANCE <-> JOB SATISFACTION	0,864
MOTIVATION <-> TRANSFORMATIONAL LEADERSHIP	0,893
MOTIVATION <-> JOB SATISFACTION	0,889

MOTIVATION <-> PERFORMANCE	0,805
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Source: SmartPLS 4.0 analyzed at 2024

Based on the data in table 3 above, the HTMT matrix test results for all variable items are less than 0.90 using SmartPLS 4.0. This shows that all the variable items studied have met the threshold requirements for discriminant validity.

3. Reliability Test

Several methods used in measuring SEM-PLS reliability include using Cronbach's alpha and composite reliability. These methods allow researchers to ensure that the constructs used in the PLS-SEM model are reliable and valid. This is important because the results of the analysis and conclusions generated from the model will only be useful if the construct has sufficient reliability (Hair Jr et al., 2021).

Table 4. Chronbach’s Alpha Test Result

	Cronbach's alpha
KEPEMIMPINAN TRANSFORMASIONAL	0,954
KEPUASAN KERJA	0,947
KINERJA	0,950
MOTIVASI	0,951

Source: SmartPLS 4.0 analyzed at 2024

Based on table 4 above, it can be seen that all variable items have met the minimum threshold for Cronbach's alpha score because they are more than 0.7. The highest score was obtained for the transformational leadership variable item of 0.954, while the lowest score was obtained for the job satisfaction variable item of 0.947. Another score, namely performance, received a value of 0.950, while the motivation variable item received a value of 0.951. This shows that the model used is reliable for use.

Table 5. Composite Reliability Test Result

	Composite reliability (rho_a)	Composite reliability (rho_c)
TRANSFORMATIONAL LEADERSHIP	0,955	0,960
JOB SATISFACTION	0,950	0,955
PERFORMANCE	0,956	0,959
MOTIVATION	0,953	0,958

Source: SmartPLS 4.0 analyzed at 2024

Based on table 5 above, it can be seen that all variable items have a composite reliability value of more than 0.7 for each variable item. In CR rho_ the highest value was obtained at 0.956 on the performance variable item, while in CR rho_c the highest value was obtained on the transformational leadership item at

0.960. This shows that the reliability of the construct in the model is acceptable because it meets the specified minimum score limit, namely more than 0.7.

Inner Model

Inner model test analysis is an important stage in the model evaluation process. Carried out in Partial Least Squares (PLS) Structural Equation Modeling (SEM), this is used to evaluate the internal or structural construction of the model developed in PLS-SEM. The main focus of internal model test analysis is to evaluate the fit of the internal model, construct validity, and the significance of the relationship between constructs in the model (Sarstedt et al., 2021).

As previously mentioned, the inner model test in this study used R-Square analysis, Model Fit, namely Goodness of Fit, F Square or Effect Size, Path Coefficient Direct Effect and Specific Indirect Effect. The model test was obtained through Bootstrapping data using SmartPLS 4.0, especially in answering the previous hypothesis.

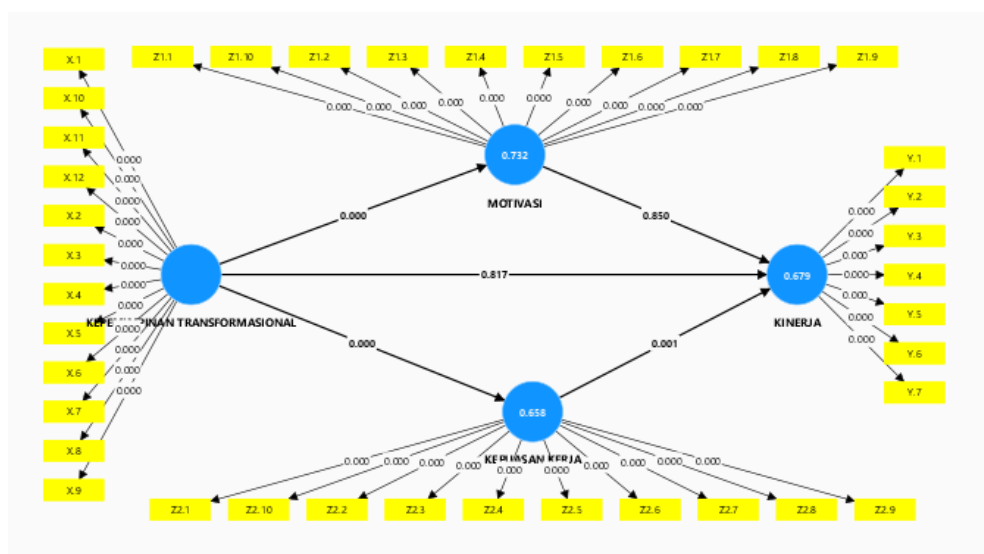


Figure 2: Graphical Output of Bootstrapping
Source: SmartPLS 4.0 analyzed at 2024

1. R-Square

The R-squared value in SEM-PLS usually ranges between 0 and 1, indicating how well the model can explain the variability caused by exogenous variables, which are independent variables (Hair Jr et al., 2021). Following are the criteria in detail:

- 0.25 means the model is weak.
- 0.50 means medium model.
- 0.75 means the model is strong (Ringle et al., 2015).

Table 6. R-Square Test Result

	R-square	R-square adjusted
JOB SATISFACTION	0,658	0,655
PERFORMANCE	0,679	0,670
MOTIVATION	0,732	0,730

Source: SmartPLS 4.0 analyzed at 2024

Based on the data results above, it can be seen that the test results on the job satisfaction variable item have a value of 0.658 on the R-Square and 0.655 on the adjusted R-Square. This means it has a value above 0.5 so it can be concluded that it has a moderate model. The performance variable also has a moderate model because the results are 0.679 in R-Square and 0.670 in Adjusted R-Square. There is a slight difference in the results of the motivation variable item which has the highest value, namely 0.732 on the R-Square and 0.730 on the Adjusted R-Squared.

2. Goodness of Fit

Goodness of Fit (GOF) for saturated and estimated models in path analysis with SmartPLS shows how well the model built fits the observed data (Sarstedt et al., 2016). To evaluate model fit in SEM-PLS analysis, various metrics can be used, such as SRMR (Standardized Root Mean Square Residual) with standard point 0.10, d_ ULS (Unweighted Least Squares discrepancy), d_ G (Geodesic discrepancy) with standard point <95%, Chi-Square with alpha = 0.5, and NFI (Normed Fit Index) with standard point 0.10 means Gof small, 0.25 GoF medium and 0.36 means GoF large (Widayat, 2019). However, actually using the SRMR analysis test can represent the Goodness of Fit test. A lower SRMR value indicates that there is a better level of agreement between the model and the data (Ringle et al., 2015).

Table 7. Goodness of Fit Test Result

	Saturated model	Estimated model
SRMR	0,071	0,105
d_ ULS	3,959	8,577
d_ G	6,515	6,827
Chi-square	2632,769	2738,896
NFI	0,613	0,597

Source: SmartPLS 4.0 analyzed at 2024

Based on the results of the model fit analysis above, the results of the Standardized Root Mean Square Residual or SRMR in the model are estimated at 0.10 with a saturated model of 0.071. This shows that the model estimation results are fit or there is a good match between the model and the data. Meanwhile, the NFI (Normative Fit Index) result of 0.597 shows that the Goodness of Fit statistics are in the GoF large criteria because if rounded up the NFI value becomes 0.6 in accordance with the provisions previously mentioned.

3. Effect Size F-Square

The strength of the relationship that occurs between the constructs in the model is measured through the F-Square test, or effect size in the context of the model in smartPLS. This is useful for determining how much influence the independent variable has on the dependent variable in the structural model (Harahap & Tirtayasa, 2020). Meanwhile, the provisions or criteria for the values in the Effect Size test are divided into three groups, namely low/small, medium/moderate and high/strong. The provisions of the test criteria can be seen in the following statement.

- 0.02 shows low/small results.
- 0.15 shows medium/moderate results.
- 0.35 indicates high/strong results.

Table 8. F-Square Test Result

	f-square
TRANSFORMATIONAL LEADERSHIP-> JOB SATISFACTION	1,928
TRANSFORMATIONAL LEADERSHIP -> PERFORMRANCE	0,001
TRANSFORMATIONAL LEADERSHIP -> MOTIVATION	2,736
JOB SATISFACTION -> PERFORMANCE	0,298
MOTIVATION -> PERFORMANCE	0,001

Source: SmartPLS 4.0 analyzed at 2024

Based on the data results in table 8 above, it can be seen that the results of the relationship between the transformational leadership variable construct and job satisfaction are 1.928, which means this shows a large or strong result because it is above 0.35. The variable construct of job satisfaction on performance has a value of 0.298 or falls into the medium/moderate model criteria. The highest score was obtained for the construct of the relationship between transformational leadership variables and motivation, namely 2.736, which means it is within the strong criteria. If interpreted in more detail, it shows that the proposed model significantly explains the relationship between the constructs studied and makes a substantial contribution.

Furthermore, the construct of the relationship between transformational leadership variables and performance has low results, namely 0.001 or falls into the weak model criteria. Also, the value in the motivation variable construct for performance has the lowest results among the other constructs. This result is 0.001 or is classified as a weak criterion such as the transformational leadership construct on performance. The interpretation of these results shows that the proposed model does not significantly explain the relationship between the studied constructs and does not make a substantial contribution to the phenomenon. This shows that the proposed model significantly explains the relationship between the studied constructs and makes a substantial contribution to the phenomenon.

4. Path Coefficient Direct and Specific Indirect Effect

The path coefficient, also known as the path coefficient in direct effects, measures the strength and significance of the direct relationship between the independent variable and the dependent variable in the model. while Specific Indirect Effect refers to how the independent variable has an indirect impact on the dependent variable through certain mediating variables (Hair Jr et al., 2023). The main provisions are:

- P Values < 0.05 then the effect is significant
- P Values > 0.05 so there is no significant effect
- Sample mean as negatif or positif effect (Kock, 2015)

Table 9. Path Coefficient Direct Effect and Specifi Indirect effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV)	P values
TRANSFORMATIONAL LEADERSHIP_(X) -> JOB SATISFACTION_(Z2)	0,811	0,814	0,037	22,160	0,000
TRANSFORMATIONAL LEADERSHIP_(X) -> PERFORMANCE_(Y)	-0,005	-0,001	0,155	0,032	0,974

TRANSFORMATIONAL LEADERSHIP_(X) -> MOTIVATION_(Z1)	0,856	0,858	0,033	25,570	0,000
JOB SATISFACTION_(Z2) -> PERFORMANCE_(Y)	0,899	0,931	0,274	3,281	0,001
MOTIVATION_(Z1) -> PERFORMANCE_(Y)	-0,145	-0,164	0,209	0,693	0,488
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION-> PERFORMANCE	0,730	0,760	0,235	3,109	0,002
TRANSFORMATIONAL LEADERSHIP -> MOTIVATION -> PERFORMANCE	-0,044	-0,073	0,236	0,187	0,852

Source: SmartPLS 4.0 analyzed at 2024

Based on table 9 above, it can be seen that there are 3 results test that have a direct positive and significant influence and 2 results that have a direct negative and insignificant influence. These three results are the partial influence of transformational leadership on motivation with sample mean 0,8 and P values 0,000. Then the influence of transformational leadership on job satisfaction has sample mean 0.8 as well with P values 0,000. While the influence of job satisfaction on performance has sample mean 0,9 with P values 0,001. On the contrary, the two results that have a negative and insignificant effect are the effect of transformational leadership on performance which has sample mean -0,001 with P values 0,974. Then the effect of motivation on performance has sample mean -0,164 with P values 0,488.

Furthermore, in the results of the specific indirect effect test, transformational leadership has a positive and significant effect on performance through the variable job satisfaction with sample mean 0,7 and P values 0,002. The final result is that leadership has a negative and insignificant effect on performance if mediated through motivation which has sample mean -0,073 with P values 0,852.

Conclusion

Based on the results of data processing findings and the discussion above, it can be concluded that:

1. Transformational leadership has a positive and significant influence on direct motivation of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah
2. Transformational leadership has a positive and significant influence on job satisfaction directly among teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah
3. Transformational leadership has a negative and insignificant influence on the performance directly of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah
4. Motivation has a negative and insignificant influence on the performance directly of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah
5. Job satisfaction has a positive and significant influence on the performance directly of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah
6. Transformational leadership has a positive and significant influence on the performance of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah which is mediated by job satisfaction.

7. Transformational leadership has a negative and insignificant influence on the performance of teachers at Yayasan Pendidikan Al-Istiqomah Karya Guna Kebumen Jawa Tengah which is mediated by motivation.

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