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The Influence of Transformational Leadership on Employee Performance through Job Satisfaction in Employees at Kios Pasar Pagi Mangga Dua, Jakarta

Original Article

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Abstract

This study aims to test the influence of Transformational Leadership on Employee Performance, either directly or through Job Satisfaction as a mediating variable, among fashion kiosk employees at Pasar Pagi Mangga Dua, Jakarta. The study used a quantitative approach with a questionnaire distributed through Google Forms to 155 employees selected by simple random sampling from a population of 250 people; the sample size was determined by the Slovin formula at an error rate of 5%. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.9.9. The results showed that all indicators were valid (outer loading 0.777–0.938) and all constructs were reliable (Cronbach's alpha and composite reliability > 0.96; AVE 0.780–0.795). Transformational Leadership had a positive and significant effect on Employee Performance (β = 0.415; t = 5.360) and Job Satisfaction (β = 0.767; t = 22.176); Job Satisfaction had a positive and significant effect on Employee Performance (β = 0.343; t = 4.461); and Job Satisfaction mediated the influence of Transformational Leadership on Employee Performance (β = 0.263; t = 4.609). Because the direct influence remained significant, mediation was partial. The model explains 58.8% of the variation in Job Satisfaction and 50.8% of the variation in Employee Performance (GoF = 0.657). These findings imply that kiosk owners need to practice leadership that motivates, is open, and is attentive to the needs of employees while maintaining job satisfaction to improve performance.

Keywords: Transformational Leadership, Job Satisfaction, Employee Performance, PLS-SEM, Pasar Pagi Mangga Dua

1. Introduction

Human resources are one of the determinants of business success, so a leader's ability to manage, direct, and motivate employees remains a continually relevant issue in management studies. Leaders play an important role in increasing business effectiveness, especially in driving employee performance (Ardiyansah & Elmi, 2025; Arif & Windarsari, 2026; Riu et al., 2026). Among the various leadership styles, Transformational Leadership is regarded as relevant to modern organizations because it emphasizes the leader's ability to inspire, motivate, and encourage innovation among employees. Sahir et al. (2021) define this style as leadership that encourages subordinates to set aside personal interests and focus on organizational interests, while Salameh Ayanian et al. (2025) emphasize the leader's role in

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providing support, creating a positive work environment, and building relationships based on communication and trust.

The influence of leadership on performance is not always direct; Job Satisfaction is often positioned as a mechanism that bridges the two. Job Satisfaction is understood as the gap between reality and employees' expectations of their work environment (Oset et al., 2019, as cited in Rifai & Susanti, 2021) or as a positive emotional state arising from the evaluation of one's job (Dipoatmodjo et al., 2026; Herman & Syihabudin, 2024; Windarsari & Arif, 2026). Drawing on Maslow's hierarchy of needs (1943, as cited in Sunarya, 2022), transformational leaders who build trust, communication, and employee development can help fulfill employees' needs, from basic and safety needs, to social needs, to esteem and self-actualization, so that job satisfaction increases and ultimately drives performance. This line of reasoning underlies the placement of Job Satisfaction as the mediating variable in this study.

The context of micro, small, and medium enterprises (MSMEs) of fashion traders at Pasar Pagi Mangga Dua, Pademangan, North Jakarta, is interesting to study. The market is known as a wholesale and retail trade center dominated by MSMEs in fashion, textiles, and garments, with buyers coming from Jakarta as well as from outside the region. In general, the kiosk owner also acts as the leader and main manager of the business: making decisions, supervising daily operations, and directing and motivating employees to achieve daily sales targets. With such a structure, the owner's leadership behavior directly affects employee behavior and performance, so a Transformational Leadership style that emphasizes trust, inspiration, motivation, and individual development is considered relevant.

Empirical evidence on the relationships among these three variables is not entirely consistent. Of the 30 previous studies reviewed, 21 showed that Transformational Leadership has a positive and significant effect on Job Satisfaction and Employee Performance, that Job Satisfaction has a positive and significant effect on Employee Performance, and that Transformational Leadership has a significant effect on Employee Performance through Job Satisfaction. However, the other nine studies reported different findings. Deddy (2022) and Hendriawan et al. (2024), for example, found no significant effect of Transformational Leadership on Job Satisfaction; Irwanto and Riyadi (2023) and Putra et al. (2024) found no significant effect on Employee Performance; while Yusuf et al. (2021) and Ratnaningrum et al. (2022) concluded that the mediation of Job Satisfaction was not significant. These differing results constitute an evidence gap that needs to be re-examined, particularly in small trading businesses led directly by their owners, which differ from some earlier study contexts such as government organizations, educational institutions, and corporations.

Based on the review of theory and previous research, this study proposes four hypotheses. *First*, Transformational Leadership has a significant effect on Employee Performance (H1), as reported by Farida et al. (2022). *Second*, Transformational Leadership has a significant effect on Job Satisfaction (H2), in line with the findings of Yusuf (2025). *Third*, Job Satisfaction has a significant effect on Employee Performance (H3), in line with the findings of Yusuf (2025) and Rifai and Susanti (2021). *Fourth*, Transformational Leadership has a significant indirect effect on Employee Performance through Job Satisfaction (H4), as reported by Sumarno et al. (2022) and Farida et al. (2022).

This study aims to test and explain the influence of Transformational Leadership on Employee Performance, both directly and through Job Satisfaction, among fashion kiosk employees at Pasar Pagi Mangga Dua, Jakarta. The results are expected to provide a theoretical contribution in the form of additional empirical evidence amid inconsistent findings, as well as a practical contribution in the form of input for kiosk owners in leading and managing their employees.

2. Research Questions

Based on the background described above, the research questions in this study are as follows:

1) Does Transformational Leadership affect the Employee Performance of kiosk employees at Pasar Pagi Mangga Dua, Jakarta?

2) Does Transformational Leadership affect the Job Satisfaction of kiosk employees at Pasar Pagi Mangga Dua, Jakarta?

3) Does Job Satisfaction affect the Employee Performance of kiosk employees at Pasar Pagi Mangga Dua, Jakarta?

4) Does Transformational Leadership affect Employee Performance through Job Satisfaction among kiosk employees at Pasar Pagi Mangga Dua, Jakarta?

3. Methods

This study used a causal quantitative approach, that is, one that tests cause-and-effect relationships among variables (Sembiring et al., 2024). Transformational Leadership was set as the independent variable (X), Job Satisfaction as the mediating variable (Z), and Employee Performance as the dependent variable (Y). The study was conducted among employees of clothing/fashion kiosks at Pasar Pagi Mangga Dua, North Jakarta, over two months, July–August 2026.

The research population was all 250 fashion kiosk employees at Pasar Pagi Mangga Dua. The sample was selected using probability sampling in the form of simple random sampling, so that every member of the population had an equal chance of being selected (Sugiyono, 2017, as cited in Sembiring et al., 2024; Rasyid, 2022). The sample size was calculated with the Slovin formula at a 5% margin of error (Sugiyono, 2013, as cited in Hasfiana et al., 2026), namely $n = N / (1 + N \cdot e^2) = 250 / (1 + 250 \times 0.05^2) = 153.85$, which was rounded up to 155 respondents.

Primary data were collected through a questionnaire distributed online using Google Forms, supplemented by a literature survey as supporting data (Rasyid, 2022). All statements were measured on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The instrument consisted of 25 statements: 8 for Transformational Leadership, 8 for Job Satisfaction, and 9 for Employee Performance, with the dimensions and sources presented in Table 1.

Table 1. Operationalization of Research Variables

Variable	Dimensions	Source	Items
Transformational Leadership (X)	Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration	Bass et al. (2003, as cited in Sumarno et al., 2022)	8
Job Satisfaction (Z)	The work itself, pay, supervision, coworkers	Wibowo (2017, as cited in Herman & Syihabudin, 2024)	8
Employee Performance (Y)	Work quality, work quantity, timeliness, effectiveness, independence	DeCenzo et al. (2016, as cited in Muklis et al., 2022)	9

Source: research data processed (2026).

Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.9.9 in three stages. First, evaluation of the measurement model

(outer model) to assess convergent validity (outer loading > 0.70), discriminant validity (cross loading), and reliability (composite reliability > 0.70, Average Variance Extracted [AVE] > 0.50, and Cronbach's alpha > 0.70) (Ghozali & Kusumadewi, 2024; Hadi, 2025). Second, evaluation of the structural model (inner model) through the coefficient of determination (R^2), predictive relevance (Q^2), and Goodness of Fit (GoF) (Ghozali & Kusumadewi, 2024; Sihombing et al., 2024). Third, hypothesis testing through bootstrapping with 500 resamples at a 5% significance level, with the criteria of t-statistic > 1.96 and p-value < 0.05; the mediating role was tested through the specific indirect effect.

4. Results and Discussion

4.1. Respondent Characteristics and Description of Responses

A total of 155 kiosk employees participated as respondents. Table 2 shows that the majority of respondents were women (61.3%), aged 17–30 years (64.5%), had a senior high school education (56.1%), and had worked for 1–3 years (48.4%). The predominance of young respondents is understandable because business owners tend to choose young employees who are considered more productive and adaptable to fashion trends, while the predominance of 1–3 years of tenure indicates that employees move between kiosks in search of better income. Nevertheless, 35.5% of respondents had worked for more than three years, so some employees do stay at a single kiosk.

Table 2. Respondent Characteristics (N = 155)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	60	38.7
	Female	95	61.3
Age	17–30 years	100	64.5
	> 30 years	55	35.5
Highest education	Elementary school	21	13.5
	Junior high school	37	23.9
	Senior high school	87	56.1
	Bachelor's degree (S1)	10	6.5
Length of employment	< 1 year	25	16.1
	1–3 years	75	48.4
	> 3 years	55	35.5

Source: research data processed (2026).

In the description of responses, the Transformational Leadership item with the highest mean was that the owner emphasizes a critical attitude in solving problems, while the lowest was that the owner encourages employees to think creatively and innovatively in achieving targets. For Job Satisfaction, the highest item was that the owner routinely reviews daily work (supervision dimension), while the lowest item was that salaries are paid on time (pay dimension). For Employee Performance, the highest item was ensuring that customers are served on time, while the lowest was striving to complete tasks according to the targeted quantity. The low scores on the creativity and task-quantity items are consistent with the characteristics of kiosks based on daily sales, where selling and service skills are needed more than deep innovation and detailed task targets.

4.2. Measurement Model Evaluation (Outer Model)

All indicators had outer loadings above 0.70, namely 0.842–0.934 for Transformational Leadership, 0.777–0.938 for Job Satisfaction, and 0.810–0.919 for Employee Performance, so convergent validity was satisfied. The cross loading test showed that each indicator loaded higher on the construct it measures than on other constructs, so discriminant validity was also satisfied. As shown in Table 3, the values of Cronbach's alpha (0.961–0.965), composite

reliability (0.967–0.970), and AVE (0.780–0.795) all exceeded the thresholds, so the instrument was declared valid and reliable.

Table 3. Reliability and AVE Test Results

Variable	Cronbach's alpha	Composite reliability (rho_c)	AVE	Remarks
Transformational Leadership (X)	0.963	0.969	0.795	Reliable
Job Satisfaction (Z)	0.961	0.967	0.786	Reliable
Employee Performance (Y)	0.965	0.970	0.780	Reliable

Source: data processing with SmartPLS 4.0.9.9.

4.3. Structural Model Evaluation (Inner Model)

The R^2 value for Job Satisfaction of 0.588 shows that 58.8% of its variation is explained by Transformational Leadership, while the R^2 for Employee Performance of 0.508 shows that 50.8% of its variation is explained by Transformational Leadership and Job Satisfaction; both fall into the moderate category (Ghozali & Kusumadewi, 2024). The remainder, 41.2% and 49.2% respectively, is explained by other factors outside the model. The Q^2 value, calculated as $Q^2 = 1 - (1 - 0.588)(1 - 0.508)$, is 0.797, far above 0.35, so the model has strong predictive relevance. The GoF value of 0.657, calculated as the square root of the product of the average AVE (0.787) and the average R^2 (0.548), exceeds the 0.36 threshold, so the model has a high fit.

4.4. Hypothesis Testing Results

The bootstrapping results in Table 4 and Figure 1 show that all four hypotheses were accepted. All path coefficients were positive, with *t*-statistics above 1.96 and *p*-values of 0.000 (< 0.05).

Table 4. Hypothesis Testing Results

Hypothesis	Path	Coefficient (β)	*t*-statistic	*p*-value	Decision
H1	X → Y	0.415	5.360	0.000	Accepted
H2	X → Z	0.767	22.176	0.000	Accepted
H3	Z → Y	0.343	4.461	0.000	Accepted
H4	X → Z → Y (indirect)	0.263	4.609	0.000	Accepted

Note: X = Transformational Leadership; Z = Job Satisfaction; Y = Employee Performance.
Source: data processing with SmartPLS 4.0.9.9.

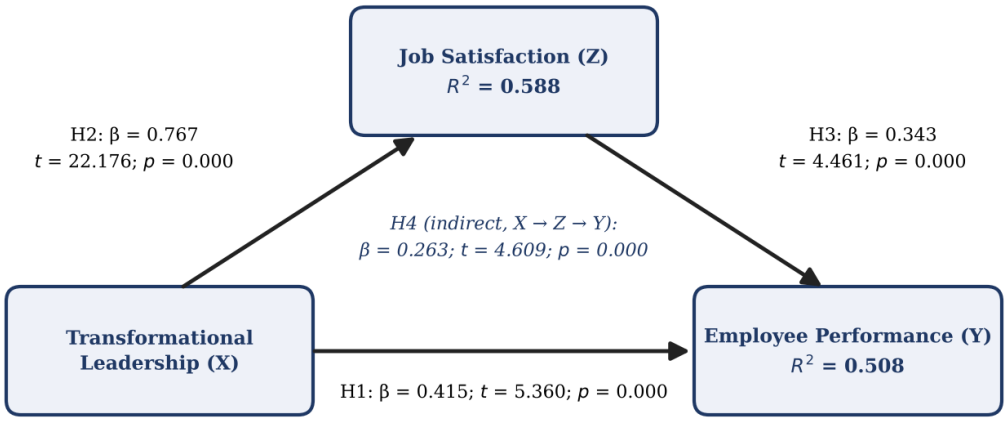


Figure 1. Path Model Estimation Results

4.5. The Effect of Transformational Leadership on Employee Performance (H1)

Transformational Leadership had a positive and significant effect on Employee Performance (β = 0.415; t = 5.360; p = 0.000), so H1 was accepted. The more strongly the owner displays transformational behavior, the higher the performance of kiosk employees. This finding is in line with Farida et al. (2022) and with the view of Alqatawenh (2018, as cited in Rifai & Susanti, 2021) that transformational leaders inspire subordinates to set aside individual interests and make the changes needed for business goals. At the indicator level, the most prominent behavior is the owner's encouragement for employees to be critical in solving problems. Employees are invited to analyze problems and do not depend entirely on the owner's decisions, so they are more willing to make decisions on their own, for example in handling customer complaints, which over the long term can improve service quality. This finding differs from some previous studies that found no significant effect (Irwanto & Riyadi, 2023; Putra et al., 2024), which indicates that the effectiveness of transformational leadership may depend on its organizational context.

4.6. The Effect of Transformational Leadership on Job Satisfaction (H2)

Transformational Leadership had a positive and significant effect on Job Satisfaction with the largest coefficient in the model (β = 0.767; t = 22.176; p = 0.000), so H2 was accepted. This result is in line with Yusuf (2025) and Isrokdin and Adriani (2022), as well as with the view of Salameh Ayanian et al. (2025) that leaders who support their members and build relationships based on communication and trust will promote job satisfaction. Lempoy et al. (2025) also affirm that this style pays attention to followers' attitudes, motivation, and perceptions, thereby fostering respect for the leader. In practical terms, the most prominent satisfaction indicator is the owner routinely reviewing daily work; this periodic review gives employees direction, evaluation, and feedback so that the potential for work errors can be minimized. Conversely, the timeliness of salary payment was the item with the lowest score, so the pay aspect deserves the kiosk owners' attention.

4.7. The Effect of Job Satisfaction on Employee Performance (H3)

Job Satisfaction had a positive and significant effect on Employee Performance (β = 0.343; t = 4.461; p = 0.000), so H3 was accepted. Employees who are satisfied with their jobs tend to work more optimally, be more responsible, and serve customers better. This finding is in line with Qoim et al. (2023), Yusuf (2025), and Rifai and Susanti (2021). Conceptually, Oset et al. (2019, as cited in Rifai & Susanti, 2021) view job satisfaction as the result of comparing employees' reality with their expectations of the work environment; the fulfillment of those expectations drives performance. The coefficient for H3 (0.343) is smaller than the direct effect of leadership (0.415), which shows that the performance of kiosk employees is influenced not only by satisfaction but also directly by the leader's behavior.

4.8. The Mediating Role of Job Satisfaction (H4)

The indirect effect of Transformational Leadership on Employee Performance through Job Satisfaction was significant (β = 0.263; t = 4.609; p = 0.000), so H4 was accepted; this value corresponds to the product of the H2 and H3 coefficients (0.767 × 0.343). Because the direct effect (β = 0.415) remained significant, Job Satisfaction acts as a partial mediator. Based on these coefficients, the total effect of Transformational Leadership on Employee Performance is about 0.678, with about 39% of it channeled through Job Satisfaction. This finding is in line with Sumarno et al. (2022), Farida et al. (2022), and Aini et al. (2025), but

differs from Yusuf et al. (2021) and Ratnaningrum et al. (2022), who concluded that the mediation was not significant. Thus, transformational leadership improves the performance of kiosk employees not only directly but also by creating job satisfaction.

4.9. Research Implications

Theoretically, this study adds empirical evidence that Job Satisfaction is the linking mechanism between transformational leadership and performance in trading MSMEs led directly by their owners. The indicator results also show that not all dimensions of transformational leadership are equally relevant: encouragement of critical thinking and supervision are more prominent than encouragement of innovation, because work at the kiosks demands selling and service skills more.

Practically, kiosk owners need to apply the transformational style consistently through open communication, motivation, trust, and attention to employees' needs, including involving them in solving operational problems. Because job satisfaction has been shown to improve performance, owners also need to maintain employee satisfaction through appreciation of good performance, clear task allocation, fair communication, and mutually respectful working relationships.

5. Conclusion and Recommendations

Based on the results of the PLS-SEM analysis of 155 kiosk employees at Pasar Pagi Mangga Dua, it can be concluded that (1) Transformational Leadership has a positive and significant effect on Employee Performance; (2) Transformational Leadership has a positive and significant effect on Job Satisfaction; (3) Job Satisfaction has a positive and significant effect on Employee Performance; and (4) Transformational Leadership has a positive and significant effect on Employee Performance through Job Satisfaction, with a partial mediating role. This study has limitations: its scope is limited to fashion kiosks at Pasar Pagi Mangga Dua, and not all dimensions of transformational leadership can be applied in these MSMEs because employees need sales skills more than innovative activities.

For kiosk owners, it is recommended to maintain and increase the application of transformational leadership through open communication, motivation, trust, and attention to employees' needs; to give employees room to think critically and be involved in solving operational problems; to increase job satisfaction through appreciation, clear task allocation, and a mutually respectful work environment; and to evaluate leadership style and job satisfaction periodically. For future researchers, it is suggested to add other variables that may affect performance (for example organizational commitment, work motivation, organizational culture, or employee engagement), to extend the object of study to traditional markets or other business sectors with a larger number of respondents, and to combine quantitative methods with interviews or observation (mixed methods) for a deeper understanding.

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