

DEVELOPING LEADERSHIP CAPACITY FOR SUCCESSFUL ORGANIZATIONAL OUTCOMES: A THEORETICAL FRAMEWORK

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Abstract: Employees are tools to achieve company goals. Therefore, they must be able to see, monitor, and understand the conditions, because leadership in the workplace is very important. Human resource management is expected to improve their work to achieve goals, but the reality shows that their efforts fall far short of what is expected. Researchers try to provide answers to the following study problems by applying scientific methods: 1) How does job satisfaction mediate the relationship between transformational leadership and job training on performance? 2) Do transformational leadership and job training affect performance? This study was conducted in the context of (implementation of transformational leadership and performance-based job training). The results of this study also show how closely the relationship between job satisfaction and transformational leadership and job training is. The target sample was surveyed through observations, interviews, and questionnaires. Descriptive analysis and path analysis were used to analyze the data. The findings demonstrated that transformational leadership and job training significantly and favorably improved employee performance. The link between transformational leadership and job training and employee performance can also be mediated by work satisfaction. Any leadership paradigm may be used by leaders, but they must focus on interpersonal and task behaviors. Because of the numerous limitations of this study, other leadership models can be applied in other contexts by future researchers.

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

1. Introduction

One factor that can lead to a decline in data processing is a decline in employee productivity caused by the complexity of the data to be managed as well as system updates that can make data processing more difficult. Various factors that hinder the processing of data, for example, some employees are irresponsible in their work and do not carry out their work in accordance with the established goals. Other factors that contribute to improved performance could be decisions that can be implemented by the agency itself or by employees, such as good leadership according to agency standards (Rivai, 2020). Transformational leadership can be used as leadership that can motivate, develop, and achieve higher levels of employee performance than previously thought. Transformational leadership has a great impact on increasing employee performance to achieve agency goals. Ramadhani and Indawati Supported Research (2021); Rivai (2020); Hakim et al. (2023) found that transformational leadership has an impact on employee performance: when good transformational leadership is provided to employees, it can improve employee performance, and conversely, when low transformational leadership is provided to employees, it leads to lower productivity. refuse.

Although the role of transformational leadership is necessary in an agency so that it can have a good influence on the agency and achieve the goals of the agency well so that it can perform its tasks well, according to interviews with agency employees, Central Statistical Office of the Lamongan Regency, there are administrative problems in the Central Statistics Authority. The

management of the Central Statistical Office is less strict with its subordinates in improving their work. Especially when employees do not show up, management simply leaves it alone and pays less attention to the employee's arrival, which leads to many employees being irresponsible in their work and unable to complete the assigned tasks. When working according to the assigned tasks, the management does not give the right direction on the exact assigned tasks, so the employees are still confused in their work, and where there is a lack of attention, there is a lack of attention to the subordinates. B. Employees who find it difficult to perform the work require management to be attentive and provide guidance on the procedures to complete assigned tasks. Employees expect management to provide attention and guidance to employees related to professional work.

Yankelova et al. (2020) explained how transformational leadership variables can be supported to find the appropriate solution using agricultural business performance and job satisfaction as mediators. Consequently, both transformational leadership and job satisfaction have a positive effect in mediating the relationship between transformational leadership and performance. In addition to the leadership factor, there is also the professional training factor, which has an influence on employee productivity. Mangkuprawira (2015; 146), which states that training affects employee performance. Through effective training and further education of employees to achieve company goals in the short and long term. This is because there are still many employees who do not master their field of activity. Therefore, training is a way to improve the skills of employees. In fact, there are still many agencies that still do not provide proper professional training. Vocational training can be carried out well if appropriate facilities and sufficient time are available for training (Syahputra & Tanjung 2020). A lack of training and competence can reduce employee productivity; employees cannot perform their tasks optimally because they do not yet understand the material provided. This training is conducted to improve the performance of agency employees. Proper and appropriate training of employees by the agency will increase the productivity of employees and enable employees to perform the tasks assigned by the agency in the best possible way, which can also benefit the agency. If the training is done well, it will enhance the careers of employees (Adnyani and Devi, 2019).

According to the author's interview with the staff of the Central Statistics Agency of Lamongan Regency, the training provided by the Central Statistics Agency is far from optimal, which is due to the limited time during the training, the large number of training participants and the lack if as many trainers are in the training process, this affects the process of program implementation where there are several employees who do not understand the system due to lack of training. The training provided by the Central Statistical Agency of Lamongan Regency is training on computer hardware programs and processing applications used to enter data according to the implemented program. The training is conducted by the Central Statistics Agency of Lamongan Regency and lasts a one-time period of 7-8 hours. This training is conducted each time a new program is introduced.

In addition to transformational leadership and training, employee job satisfaction also influences productivity. Job satisfaction is employees' positive attitude, including feelings and behaviors, toward their work through evaluating their work as a sense of appreciation for achieving important work values (Afandi, 2018). Employee job satisfaction is a critical issue to consider, as job dissatisfaction is often accompanied by high job demands and complaints. At the Central Statistical Office, employee job satisfaction is still assessed as low. Employee surveys show that employees are dissatisfied with the facilities provided by BPS as the facilities provided by BPS to employees are still considered poor. This is evidenced by the fact that

several laptops, computers, mice and keyboards experienced failures and some were even unusable, resulting in many employees having to bring their own laptops and keyboards to complete office tasks. Facilities are one of the supporting factors in the smooth execution of employees' tasks so that the work can be completed as expected. Poor working conditions not only affect employee satisfaction, but can also affect their performance. As a result, this not only affects the agency, but also affects employee dissatisfaction, resulting in employees not being able to perform at the optimal level desired by the company.

This is also supported by Muliati's (2021); Paparang (2021); Wavorundeng (2021) states that job satisfaction has a positive impact on employee performance: if employees feel satisfied, they can improve their performance, and vice versa, if employees feel dissatisfied, it will lead to a decrease in their performance. productivity. This means that when employees are satisfied with the opportunities provided by BPS, it can increase their satisfaction and vice versa, when employees are not satisfied with the opportunities provided by BPS, the employee is not satisfied with their job. Considering the importance of employee job satisfaction, employees should be able to create good relationships among colleagues so that they can cooperate with each other and contribute to achieving the company's goals (Halim et al, 2022). Ramadhani and Indawati (2021) explained that transformational leadership has a significant impact on employee performance. Next, a study conducted by Alroward et.al (2020) found that transformational leadership has a significant impact on employee performance. This is different from the study conducted by Susianto (2019), which states that transformational leadership has a negligible effect on job satisfaction and transformational leadership has a negligible effect on employee performance. Daddy (2022) argues that transformational leadership does not have an indirect effect on job satisfaction. This study is based on previous studies that showed different results, as transformational leadership can have a positive and significant effect. If the leader plays a motivational role that can lead the organization to the pinnacle of success, transformational leadership cannot have a positive effect either. positive effect. and a significant effect if not optimally implemented in structureless organizations.

Focusing this study, the purpose of this study is to discover and analyze: 1) How does job satisfaction mediate the relationship between transformational leadership and job performance training? 2) Do transformational leadership and professional learning influence performance? Additionally, based on the results of previous studies that have not yet provided evidence of effectiveness, the researcher defined the direction of the study, calling it "Transformational leadership and professional learning on employee performance with job satisfaction as a mediating variable.

2. Literature Review

Leadership

Rivai (2015) argues that leadership is the process of influencing the behavior of people or groups to achieve goals in certain situations. Another view expressed by Mondy (2008) argues that the act of leading is the process of persuading people to act in a certain way. Leadership is a very important factor in moving and influencing organizational presentation. According to Thoha (2017) leadership styles are different behavioral patterns that leaders prefer in the process of directing and influencing their employees. Kartono & Kartini (2014) Leadership style is the traits, habits, temperament, character and characteristics that characterize a leader in his relationships with other people. According to this opinion, there are two different types

of leadership, namely work-oriented leadership and employee-oriented leadership. Mangkunegara (2016) defines training as a short and methodical learning process that uses a planned and structured approach to provide information and skills to non-managerial staff members for specific purposes. Efforts to improve the quality of human resources are carried out through training. Training helps staff members in developing the skills, talents, and talents needed by the business to achieve its goals as well as in acquiring real-world information and applying it.

Various job service capabilities and practices are intended to be improved through training. Each task should have long-term and short-term goals, with clear direction. The strategy to get the desired result is a set action. It is important to convey the training benefits and expected impact transparently without compromising organizational capacity. Workers' attitudes and behavior towards their work, as well as evaluation of their work as a sign of gratitude for achieving significant work goals, are indicators of their level of job satisfaction (Afandi, 2018). Assessment of many job characteristics can sometimes be done through job satisfaction. The topic of employee job satisfaction is one that organizational planning should investigate. The relationship between employee performance and job happiness is very strong. In other words, employees' perceptions of the significant value generated by their work determine their level of job satisfaction. Internal and external factors are two main categories in which variables that can influence employee job satisfaction can be roughly separated, according to Rivai (2011). Since individuals started working there, intrinsic elements have come from within. Meanwhile, external factors consist of elements originating from the worker's position, workplace conditions, relationships with coworkers, and many more variables.

The findings of this study are consistent with the findings of Sulistyawati et al. (2022) which shows the beneficial impact of transformational leadership on job satisfaction. Transformational leadership has a variable impact on job satisfaction, according to Sulhan et al. (2022). Transformational leadership has a beneficial impact, according to Ratnaningrum (2022). Transformational leadership has a beneficial impact on job satisfaction, according to Djaya (2022), Fuller (2022), Hakim et al (2021), and Ferdiana (2021). The transformational leadership style variable has a very substantial relationship with employee work happiness, according to research by Widyatmika and Riana (2020). Duyan and Yidiz (2020); Rivera and Zapata (2019), concluded that transformational leadership has a positive and significant effect on satisfaction. This means that employees who feel satisfaction with their leaders represent that their performance will always increase. Theory and evidence from research results. This section not only explains the numbers but also discusses in-depth analysis to address the gaps it aims to solve. Then the hypothesis is put forward:

Hypothesis 1: Leadership style has a positive and significant impact on job satisfaction.

The level of pleasure may change as you practice. The researchers drew on previous research to support their hypothesis about the effects of training on performance. Based on these studies, they can be used to establish relationships between variables in their own studies, such as studies of employee satisfaction and learning, as well as studies by Joseph et al. (2021), Dorris et al. (2019), Aygu and Akbay (2019), Alfian et al (2020) and Akmad (2020). This study concludes that transformational leadership style has a positive effect on employee happiness, contrary to Laras et al.'s (2022) study. Theories used in employee training: Astuti, Viriono, Kirana (2022), Suryani, Siput, Rajak (2020), Weitzel and Sagala (2009), Dessler (2011). At the same time, the theories of Robbins (2012), Sung et al. (2014), Hasibuan (2020), Schmidt

(2004) and Syahrul, Adil, Tawfik (2021) have applied employee satisfaction variables. Here's a hypothesis:

Hypothesis 2: Vocational training has a positive and significant impact on job satisfaction.

Martha and Fatika Study (2022); Handayani and Hakim (2022); Jonil and Hikma (2022); Tolu et al (2021); Mahtendeh and Yousefi (2021); Ferozi and Chang (2021); Veliando and Yanuar (2021); Rivay (2020); Bilaka (2020); Burhanudin and Kurniawan (2020) concluded that transformational leadership has a positive impact on employee performance. The results of these studies support the results of the present study. This study is also related to theoretical research. A leader who practices transformational leadership is able to inspire his team members to do their best.

Hypothesis 3: Leadership style has a positive and significant impact on employee performance.

The results of the studies conducted by Kuruppu et al. (2021), Osewe & Gundicha (2021), Sinaga & Sofiyan (2020), Widodo & Wijayanto (2020) and Habibie & Mustika (2020) demonstrate the beneficial effects of employee training on employee performance. Meanwhile, studies by Husna et al. (2016) shows that employee training has a negative impact on employee performance. Asgarova (2019), Rivai (2009), Dessler (2015:284), Sikua (2011) and Tourere (2013), Handoko (2002:104) and Somasundaram and Egan (2004) are the theories used for learning variables. According to Sudana et al. (2014), Sung & Choi (2014a), Mangkunegara (2016), Simamora (2015: 339), Mangkunegara (2012), Mamahit (2013) and Mangkunegara (2004: 67), employee training has a strong impact and a positive impact on productivity. .

Hypothesis 4: Vocational training has a positive and significant impact on employee productivity.

According to a study by Wibisono et al., employee performance is influenced by job satisfaction. (2022); Rodrigo et al (2022); and Nurhasan (2022). According to Paparang et al., job satisfaction influences employee performance. (2021) and Endra (2021). Thus, it has been proven that job satisfaction affects job performance. According to Faizah et al., job satisfaction influences job performance. (2021), Muliati (2021), Helmi and Abunar (2021), Abdul, Hakim, Asadam (2021). Dzyuba Group (2020). According to Adhi et al (2019), there is a significant correlation between happiness at work and employee productivity. Thus, employee satisfaction with the results of their work will lead to increased productivity, and vice versa. Employee actions are directly influenced by job satisfaction, making it an important part of an organization. When employees are recognized by the organization for their achievements and are able to produce quality work, they feel satisfied.

Hypothesis 5: Job satisfaction has a positive and significant impact on employee productivity.

Astuti et al (2022); Kandi et al (2022) indicated that happiness at work can influence transformative leadership and work attitudes. According to the study of Koumalasari and Efendi (2022), happiness at work has a beneficial indirect effect on employee performance, which is mediated by leadership. Job satisfaction mediates the relationship between transformational leadership and employee performance, consistent with the findings of Haviz et al. (2022); Agustina et al (2022); Hafidz and Novianti (2022); Mirsutun and Marimuthu (2021); Asriani (20220); and Ashehil et al. (2019).

Hypothesis 6: Transformational leadership influences employee performance through job satisfaction.

A study conducted by Prasetya et al. (2020), Khimawan (2020), Sitati (2020) and Setiawan et al (2021) show that improving employee productivity through training has a beneficial effect on employee satisfaction. The characteristics used in these studies (employee happiness, productivity and learning) make them comparable. The learning theory used is that of Wilson and Hikma (2020), Kaswan (2011), Setyowati (2016) and Mondy (2008). The theories of employee effectiveness used are those of Hartatika (2014), Priansa (2016), Sutrisno (2011) and Indrasari (2017). Employee training has a positive and significant impact on employee performance through employee satisfaction, which is consistent with the study of Parimita et al. (2018), Robbins and Judge (2008) and Yudha (2018), although the theory of employee satisfaction used is that of Indravati (2013).

Hypothesis 7: Professional training for employee performance through job satisfaction

Research Model

The author develops a theoretical research model based on a literature review, using transformational leadership, job training and job satisfaction as intervening variables to reflect employee performance. Sugiyono (2018) defines a conceptual study as a conceptual model that shows how theory relates to various aspects that are considered significant. As a result, a conceptual study is a collection of information that supports basic understanding and serves as a foundation for further investigation and thinking. The conceptual architecture of the research model is depicted in the following figure:

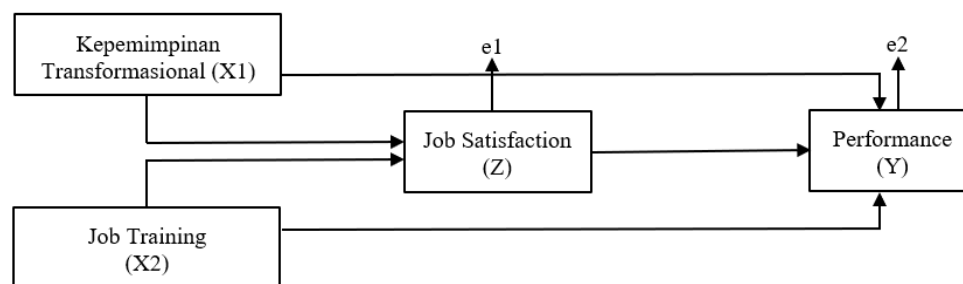


Figure 1: Conceptual Framework for Research

3. Method

The type of research used in this research is quantitative research with a descriptive approach. This research takes 3 variables, namely, the independent variables Transformational Leadership (X1) and job training (X2), the intervening variable namely job satisfaction (Z), and the dependent variable namely employee performance (Y). The population in this study were all employees of the Lamongan Regency Central Statistics Agency, totaling 37 people. This population and research uses the entire sample which is the sampling technique for this research. Total sampling is a sampling method where the number of samples is the same as the population (Sugiyono, 2018). The reason for taking the total sample is that according to Sugiyono (2019), the population is less than 100 and the entire population is used as a sample for the entire study. Based on the research locations identified, this research sample includes all 37 employees.

The theoretical model of leadership from the University of Michigan study was used to test transformational leadership in the questionnaire. With an estimated 37 respondents, this study

uses a complete sample to represent the maximum number of BPS Lamongan in practice. (2017) Arikunto Selecting 25-30% of the total community population is recommended when there are 100 or more people living there. If there are less than 100 people, you must confirm the number. Descriptive analysis is a technique used in data analysis to characterize transformational leadership, job training, job satisfaction and employee performance gradation responses (Ghozali, 2016, p. 19). Before proceeding to the main analysis, after fulfilling the validation, reliability and assumption tests. Path regression analysis is used to analyze the data after it has been carried out because it only uses intervening variables (Sugiyono, 2020). In this case, the independent variables are leadership and job training, while job satisfaction is an intervening variable.

4. Result and Discussion

The validity test is used to measure the validity of the questionnaire. In this study, the validity test was carried out by correlating the question item score with the total score of the construct or variable; then compared with the number 0.6. In most references, factor weights of 0.50 or more are considered to have strong enough validation to explain latent constructs (Hair et al, 2010; Ghozali, 2008). The data in this study are normally distributed, which illustrates that the significant value of the Kolmogorov-Smirnov normality test technique is 0.200 or more than 0.050.

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residuals	Unstandardized Residuals
N		37	37
Normal Parameters, b	Mean	.0000000	.0000000
	Std. Deviation	2.54592577	1.97849887
Most Extreme Differences	Absolute	.159	.100
	Positive	.124	.092
	Negative	-.159	-.100
Statistical Tests		.159	.100
Asymp. Sig. (2-tailed)		.019c	.200c, d

Figure 2: Normality Test

Independent Variable	Tolerance	VIF	Information
Transformational Leadership (X1)	0.483	2,069	Multicollinearity does not occur
Job Training (X2)	0.391	2,559	Multicollinearity does not occur
Job Satisfaction (Z)	0.453	2,208	Multicollinearity does not occur

Figure 3. Multicollinearity Test Results

The tolerance value for each independent variable is greater than 0.10, in accordance with the findings of the multicollinearity test. In addition, the VIF value of each independent variable is smaller than 10. All variables can be used because they do not show any symptoms of multi correlation in the variables used in this study.

Independent Variable	Sig	Information
Transformational Leadership (X1)	0.756	Heteroscedasticity does not occur
Job Training (X2)	0.60	Heteroscedasticity does not occur
Job satisfaction	0.110	Heteroscedasticity does not occur

Figure 4: Heteroscedasticity Test Results

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872a	.760	.739	2.06647	2.015

a. Predictors: (Constant), Job Satisfaction (Z), Transformational Leadership (X1), Job Training (X2)

b. Dependent Variable: Employee Performance (Y)

Figure 5: Auto Correlation Test

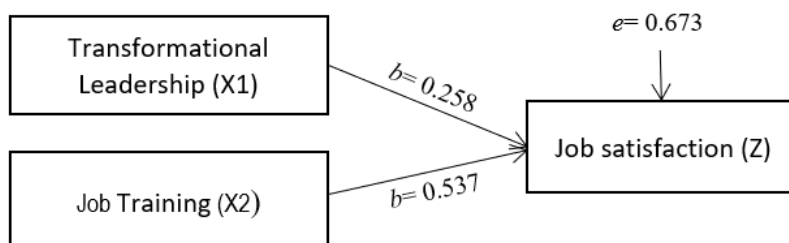


Figure 6: Regression Model 1

Find the value of e_1 based on the determined R square value: value $= \sqrt{1 - R^2} = 0.673\sqrt{1 - 0.547}$ The structural equations are as follows: $Z = a + bx_1 + bx_2 + e$ $Z = 1.986 + 0.29x + 0.585 + 0.673$

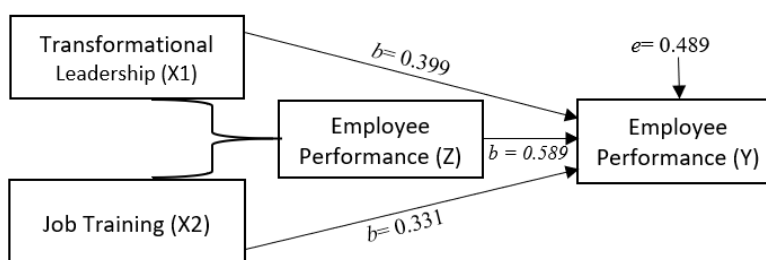


Figure 7: Regression Model 2

Value $e = \sqrt{1 - R^2} = 0.489 \sqrt{1 - 0.760}$ The following structural equations are used:

$$Y = a + bx_1 + bx_2 + bZ_1 + e$$

$$Y = 2.938 + 0.457x_1 + 0.34x_2 + 0.602Z_1 + 0.489$$

$$b = 0.399$$

Based on the results of hypothesis testing, it can be concluded that there is a direct relationship between the two variables-that is, when transformational leadership is high, the level of job satisfaction is also high-and there is a significant positive effect of the transformational leadership variable on the job satisfaction variable. According to Sulistyawati et al. (2022) this indicates that the leader's attitude provides comfort to staff members, thus increasing morale. This research shows how leadership at the Lamongan Regency Statistics Agency has a significant impact on worker satisfaction. Citing the findings of Rivera and Zapata (2019), Asbari et al. (2022), and Ratnaningrum (2022) that transformative leadership significantly affects job satisfaction. Employees will feel satisfied with the attitude of their superiors and have a high level of job satisfaction when they are directed and cared for to achieve goals. This implies that organizations should improve and focus on transformational leadership practices used with staff members. The leaders in the company should help increase employee satisfaction. In order to increase employee job satisfaction, the Lamongan Regency Central Bureau of Statistics should focus on implementing a strong transformational leadership style. The results of this hypothesis test show that the significance level of the job training variable has a significant positive effect on the job satisfaction variable. So it can be concluded that job training is able to directly influence the relationship with job satisfaction variables. This means that the better job training that is in accordance with the material provided, complete facilities and can function properly, sufficient training time increases employee job satisfaction, (Joseph et al., (2021). This is in line with the research of Alfian et al., (2020) believing that job training plays an important role in increasing employee job satisfaction. The same thing was also said by researchers Dorris Akhmad (2020); Laras et al., (2022); Usandra (2020) said that job training has a significant positive effect. Job training with adequate implementation, in accordance with training materials, sufficient training time, complete and functioning facilities can provide satisfaction to employees.

Judging from the job training of the Lamongan Regency Statistics Agency, the sufficient training time given before processing data has a major effect on job satisfaction. The existence of unsupportive work facilities such as several work tools that cannot be used properly causes the level of employee satisfaction to decrease. It should be noted again that employee satisfaction is very important to get the job done, when the work is relatively overloaded, the work facilities are not sufficient.

The results of hypothesis testing show that the transformational leadership variable has a significant positive effect on employee performance at the Lamongan Regency Statistics Agency, which means that the hypothesis is accepted, meaning that if the transformational leadership at the Lamongan Regency Statistics Agency is high, the level of employee performance will increase. This means that the better the transformational leadership in an agency, the better the impact on employee performance, supported by research by Tolu, et al (2022) which concluded that transformational leadership has a positive effect on employee performance. The results of this hypothesis are in line with the research of Veliando and Yanuar (2021), which states that transformational leadership has a significant effect on employee performance. The results of Rivai's research (2020) are also the same, Burhanudin and Kurniawan (2020), say that leadership has a significant effect on employee performance, which means that the higher the level of transformational leadership, the better employee

performance. Transformational leadership is the application of a vision that is followed by employees, the importance of implementing leaders who are able to make changes in all aspects. At the Lamongan Regency Central Bureau of Statistics, transformational leadership is needed in an agency with high hopes that it can make the agency even more developed and can become a figure of motivation and inspiration for employees.

Research shows that employee productivity increases in direct proportion to the quality of training received (Kuruppu et al., 2021). To improve employee productivity, vocational training is a priority of the Lamongan County Central Statistics Agency. Because they are not yet confident in the information they manage, employees who have poor on-the-job training, too little time, and not enough trainers are unable to complete tasks on time, which can affect employee productivity. More emphasis should be placed on employee training to ensure effective training results. The results of the hypothesis test show that the significance level of the job satisfaction variable is significant, so it can be concluded that the job satisfaction variable has a significant positive effect on the performance of employees of the Central Statistical Agency Lamongan Regency, which means that When the level of job satisfaction is high, it can improve employee productivity. This means that when employees are satisfied with the results of the work they do, it means that productivity will improve significantly, which will have a positive impact on the company (Paparang et al., 2021). The results of testing this hypothesis are consistent with the study of Nurhasana (2022), who believes that when employees feel highly satisfied with their jobs, it influences the achievement of employee performance results, which leads to positive outcomes for both the employee and the company. agency. According to Endra's research (2021); Muliates (2021); Helmy and Abunar (2021) say that job satisfaction has a significant positive impact on employee performance. This means that the higher the job satisfaction, the more the employee's performance improves. Job satisfaction can affect employee productivity because if employees are satisfied with what they do, their work morale will be high, resulting in good employee abilities and progress in the agency.

According to the survey results of the Central Statistics Agency Lamongan Regency, the average respondent answered strongly agree and agree, but a few respondents also strongly disagreed. This shows that employee job satisfaction depends on the individual employee himself, and the results of the average descriptive indicators of colleagues show that employees are not satisfied with the work results between employees. The level of employee dissatisfaction is classified as very high, which means that the Central Statistics Agency Lamonga Regency needs to pay more attention to improving employee satisfaction, which affects the level of employee productivity. The results of the study indicate that the relationship between transformational leadership and employee performance is positively influenced when job satisfaction is used as a mediating variable. The results of this study suggest that transformational leadership in Lamong Regency Central Statistical Office may be influenced by the manager's explanation of how to improve self-development and consideration for employees. Thus, to improve employee performance, managers can make efforts by providing guidance, motivation and attention to employees so that employees feel satisfied with what the manager provides, which also affects the productivity and progress of the agency. If a manager, while performing his managerial duties, is always able to pay attention to aspirations, and also knows how to properly organize the tasks to be considered, then he is able to make employees feel happy towards the manager, so that he is able to create job satisfaction. Employees with high job satisfaction enjoy working in the agency, if they take their job seriously, this will influence the employees' performance to improve. Referring to the study of Kumalasar and

Efendi (2022), they argue that leadership is an important factor in the successful performance of employees. This was also done by researchers Agustina et al (2022); Mirsuthan and Marimuthu (2021); Asriani (2020); and Alshehi (2019) who said that job satisfaction can contribute to transformational leadership in employee performance. Employees who are satisfied with good managers can also bring good results for the development of the agency. Based on the research that has been conducted, the results obtained show that through job satisfaction as an intervening variable the relationship between job training and employee performance has a positive influence. So it can be concluded that job satisfaction is able to mediate between transformational leadership and employee performance at the Lamongan Regency Statistics Center. The result of this study is that job training at the Lamongan Regency Statistics Center can be influenced by sufficient training time, the number of trainers in accordance with the training participants. So, in improving employee performance, the effort that can be made by the agency is to improve the job training carried out, if the time given is sufficient and in accordance with the material provided, employees will be able to understand the material provided to the maximum. The results of this hypothesis test are in line with the research of Prasetya et al. (2020) that job training has a significant effect on employee performance and job satisfaction. Furthermore, in line with research, Hilmawan (2020); Sitaati (2020) and Setiawan et al., (2021) say that satisfaction is able to mediate job training on employee performance, meaning that when employees have high job satisfaction due to good job training, having enough time can affect the level of employee performance.

5. Conclusions

Based on the analysis of study findings regarding the practical impact of transformational leadership, job training, and job satisfaction as intervening factors on employee performance at the Lamongan Central Bureau of Statistics, the following conclusions can be drawn: Employee success is significantly influenced by the approach of BPS Lamongan leaders. Employee success benefits greatly and positively from job training, and job satisfaction has a good and substantial influence on employee success. At the same time, transformational leadership, and job training have a good and important influence on BPS lamongan. In addition, this study has several limitations that affect the interpretation of the findings. First, the small sample size and easy accessibility were obstacles to obtaining a representative population distribution that could generalize the results. Employees themselves refused to access a large target sample. Second, theoretical and practical differences in how transformational leadership affects performance, job training and job satisfaction. Inevitable information conflicts between subjects. Management and employees show different experiences and emotions at certain times. Cultural bias and other forms of bias are unexpected challenges that can arise during the research process. This research is based on different examples of leadership to motivate the subjects.

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