

The influence of transformational leadership and servant leadership on employee performance mediated by job satisfaction

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ABSTRACT

This study aims to analyze the effect of transformational leadership and servant leadership on employee performance, with job satisfaction as a mediating variable. Transformational leadership is known for its ability to inspire and motivate employees to achieve organizational goals more effectively through self-development and stronger commitment. On the other hand, servant leadership emphasizes the well-being and needs of employees, which creates a supportive and empathetic work environment. Both leadership styles have the potential to increase job satisfaction, which then has a positive impact on employee performance. In the context of public organizations, particularly the Dinas Perhubungan Kota Pontianak, an understanding of leadership and work ethics is essential to improve employee performance. This study used SmartPLS version 4 as a statistical tool and Structural Equation Modeling (SEM) as a data analysis method to test the hypothesis. The population in this study were 119 employees with sampling techniques using simple random sampling and resulted in 92 respondents being sampled in this study. The results showed that transformational leadership had no significant effect on employee performance. However, servant leadership has a positive and significant impact on employee work habits. In addition, job satisfaction can have a significant impact on employee performance. In addition, job satisfaction serves as a mediation between servant leadership, transformational leadership, and employee performance.

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1. Introduction

In general, a company's human resources (HR) is an important component. HR can ensure the smooth running of all business activities with efficient management. HR provides the talent, effort, ingenuity and drive required to achieve organizational goals. Organizations that have quality human resources tend to achieve success. An organization certainly wants quality human resources as measured by the performance of its employees. In the era of globalization and rapid technological development, organizations are required to adapt and improve performance in order to meet public expectations. In this context, effective leadership becomes very important. Examining the leadership style used by the company is an important factor to consider when trying to maximize employee performance. In an organization, leadership is very important, especially when it comes to empowering people and organizing them to collaborate to solve problems that arise. (Sulej & Iqbal, 2023). The importance of the role of leaders in improving employee performance is increasingly felt considering challenges such as rapid change, globalization, fierce market competition, and technological developments. (Udin et.al., 2023). Organizations that have quality human resources tend to achieve success. The quality of human resources or employee performance greatly affects the success of the company. (Rahayu, 2019). Good performance, of course, employees must feel satisfaction with their work. According to Santoso & Yuliantika (2022), job satisfaction refers to the level of satisfaction or satisfaction

that employees feel towards their job, the work environment, and the company they work for. (Syal et.al., 2024). Employees who feel satisfied with their jobs are usually more motivated and produce better performance. Job satisfaction contributes to increased optimal performance. (Yuanita & Padmantlyo, 2022). Therefore, good job satisfaction can improve optimal employee performance. Optimal employee performance is the main key in achieving organizational goals, and performance is the main indicator to evaluate the achievement of a job. (Priyatmo, 2018) . Through the results of internal surveys measuring employee perceptions of work environment, work-life balance, career opportunities, or compensation as well as through previous academic studies or internal research analyzing similar topics. Dinas Perhubungan Kota Pontianak may have conducted internal evaluations or performance reviews. These reports could include metrics like project completion rates, service delivery efficiency, or individual and team performance scores. Job satisfaction might be assessed through employee engagement surveys or exit interviews, which provide insights into work environment perceptions.

In achieving quality human resource performance, efforts to improve employee performance in an organization can be done by increasing the role of leadership. (Putra Widyatmika & Riana, 2020). The success of an organization depends on good leadership, which can affect employee performance. (Naeem & Khanzada, 2018). Leadership is an important component in meeting organizational needs. In the current era of globalization, organizations not only want to be objects, but also active actors. To achieve this, leaders must be able to mobilize and influence their subordinates to be competitive and ready to compete. Transformational leadership focuses on motivating, inspiring, and transforming individuals to achieve common goals and relevant for organizations that want to increase innovation, employee commitment, and work culture change. whereas servant leadership centers on the needs of employees and aims to support individual development. It is suitable for public service organizations as it emphasizes empathy, listening, and a focus on the well-being of the community as well as subordinates. Both styles are considered to fit the needs of modern organizations that prioritize collaboration, innovation, and empathy, especially in the public sector that serves the community. The importance of the leader's role in improving employee performance is increasingly felt given challenges such as rapid change, globalization, and technological developments. Organizations need to understand well how to align the various needs and satisfaction of employees with the leadership style applied in their organization. (Daud & Afifah, 2019; Isnanda et al., 2024; Nurrohmat & Lestari, 2021). Leadership has become a central subject in management theory, with a growing focus on the various leadership styles that can improve employee performance. (Suzanna & Fauzan, 2019; Qalati et al., 2022) There are several leadership models currently applied, in this context, the two most relevant leadership concepts are transformational leadership and servant leadership. Both concepts have significant implications in improving employee motivation, engagement, and overall performance such as transformational leadership and servant leadership. Transformational leadership theory was developed by Bernard M. Bass, which stems from the concept of transformational leadership proposed by James MacGregor Burns. (Bakker et al., 2023) Meanwhile, *servant leadership* was first introduced by Robert K. Greenleaf in the 1970s through his essay entitled "*The Servant as Leader*". (A, 2023; Adiguzel et al., 2020) Both of these leadership styles have been widely studied and proven effective in improving employee performance.

A leader certainly has a varied leadership style, as in the Dinas Perhubungan Kota Pontianak, which displays a variety of leadership styles. leadership is the focus of the leader. Dinas Perhubungan Kota Pontianak has a very important responsibility in managing the transportation system and transportation infrastructure in this growing city. With the increasing population and mobility of the community, Dinas Perhubungan plays a role in ensuring smooth traffic, safety and comfort for road users. To achieve these goals, employee performance is a key element that directly contributes to the effectiveness of the services provided. Effective leadership in the Dinas Perhubungan Kota Pontianak greatly affects employee performance. A leader who is able to inspire, motivate and support their employees will create a productive and positive work environment. A good leadership style not only provides clear direction, but also pays attention to the needs and aspirations of employees, which in turn can increase job satisfaction. The study starts by examining the existing patterns of different leadership philosophies, as well as the processes and techniques that underlie them. Dinas Perhubungan Kota Pontianak operates autonomously within the local government framework when it comes to carrying out transportation policy. Their primary goal is to oversee transportation and guarantee safe, efficient traffic in the area. Achieving these objectives thus depends on the agency's personnel performing at their best, which is impacted by the level of job satisfaction they have under their direction. In essence, a leader's job is to assist others in reaching their objectives. Both servant leadership and transformational leadership have been shown to be successful in raising employee performance, with both approaches taking into account job satisfaction as a significant determinant of

performance. This study uses job satisfaction as a mediator to examine how these two leadership philosophies affect worker performance at Dinas Perhubungan Kota Pontianak. In several studies, transformational leadership is proven to positively and significantly affect employee performance (Indriasari et al., 2023; Insani, 2020; Ashari et al., 2024) and servant leadership is proven to positively and significantly affect employee performance. And Job Satisfaction is also able to mediate Transformational Leadership and Servant Leadership on Employee performance (Aswad et al., 2023; Silalahi et al., 2022).

From the explanation above, it shows that Dinas Perhubungan Kota Pontianak has a significant role in managing public transportation and city infrastructure. With the ever-evolving challenges in transportation regulation, the employees of Dinas Perhubungan need to be equipped with effective leadership to maximize their performance. This study aims to explore the influence of transformational leadership and servant leadership on employee performance at Dinas Perhubungan Kota Pontianak, as well as the role of job satisfaction as a mediator. By understanding this relationship, it is hoped that more effective strategies can be found in improving employee performance in the government environment.

2. Research Method

This study employs a quantitative methodology. A questionnaire with a study design that is given to respondents online through a Google Form is the method of data collecting that is employed. Online questionnaire distribution through Google Forms provides convenience and efficiency, but potential biases such as digital divide and self-selection should be anticipated. With careful questionnaire design and appropriate mitigation strategies, this method can still produce valid and high-quality data. A Likert scale is used on the survey form. The Likert scale is a ranking-based scale. A higher level can be used to sort the rank, or the other way around (Razali et al., 2023). The questionnaire used in this study had the following categories and a Likert scale from 1 to 5 : 1. strongly disagree 2. disagree 3. neutral 4. Agree 5. Strongly Agree. Transformational leadership is assessed through four indicators known as 4I, namely: 1) inspirational motivation, 2) idealized influence, 3) intellectual stimulation, 4) individual consideration. (Qawabah, 2012). Meanwhile, servant leadership is measured through five indicators, namely : 1) agape love, 2) humility, 3) vision, 4) trust, 5) empowerment (Dennis & Bocarnea, 2005). Employee performance is analyzed using five indicators of: 1) quality, 2) quantity, 3) punctuality, 4) ability to cooperate, 5) independence (Sedarmayanti, 2017). Job satisfaction is assessed through four indicators namely: 1) the work itself, 2) salary, 3) supervision, 4) coworkers (Robbins & Judge, 2015). The population in this study were 119 employees of the Dinas Perhubungan Kota Pontianak, the sampling technique used in this study was simple random sampling so that the sample for this study was 92 respondents with the following criteria: 1) Respondents work at the Dinas Perhubungan Kota Pontianak; 2) Respondents are still actively working; 3) Respondents have worked for at least 1 year. Respondents who have worked for at least one year are considered to have a better understanding of the work culture, leadership system, and organizational dynamics. This ensures they can provide relevant and informative answers. In this study, data analysis used Partial Least Square Structural Equation Modeling (PLS_SEM) using the SmartPls version 4 statistical application. This study uses several tests which include convergent validity tests using Average Variance Extracted (AVE) and outer loading, as well as discriminant validity tests using cross loading. Construct reliability is measured through Cronbach's Alpha and Composite Reliability. The R-Square value is used to see the amount of variation explained by the model. Furthermore, Path Analysis is carried out to test whether the hypothesis has a positive and significant effect or not. The model in this study is to use a form of quantitative research to explore the effect of two independent variables, namely Transformational Leadership and Servant Leadership, on one dependent variable, Employee Performance and the mediating variable Job Satisfaction. The framework of the relationship between these variables is depicted in Figure 1 as follows:

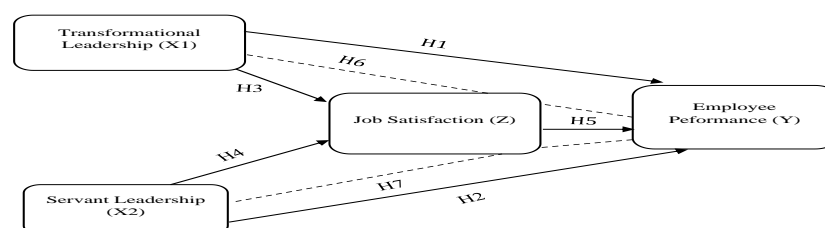


Figure 1. Research framework

3. Result and Discussion

Respondent Characteristics

Analysis of respondent profiles in this survey is based on following demographics:

Table 1. Respondent characteristics

Categories	Items	F	%
Gender	Man	76	63,3%
	Woman	44	36,7%
	Total	120	100%
Age	<25 Years	4	2%
	25-30 Years	36	33%
	31- 35 Years	40	50%
	36-40 Years	34	30%
	>40 Years	6	5%
	Total	120	100%
Name of Field	Lalu Lintas dan Angkutan Jalan (LLAJ)	22	18,3%
	Perlengkapan Jalan (PJ)	16	13,3%
	Angkutan Sungai dan Penyebrangan (ASP)	22	18,3%
	Sekretariat	41	34,2%
	Pengujian Kendaraan Bermotor (PKB)	18	15%
Length of Employment	Total	120	100%
	1-5 Years	90	75%
	6-10 Years	22	18,3%
	11-15 Years	4	3,3%
	>15 Years	4	3,3%
	Total	120	100%

The Following table contains 120 respondents profiles that fit in the criteria analyzed to this research. The data was collected in September 20th- October 5th, 2024 by distributing the questionnaires via google form.

Measurement Model

Two measurement models, known as the outer model or model measurement, were used to process the research findings using SEM-PLS. These models include:

Table 2. Measurement model

Variable	Indicators	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted (AVE)
Transformational Leadership	Inspirational Motivation	Leaders motivate me to work better.	0.787	0.798	0.869	0.623
		Leaders give me instructions on how to complete a job.	0.763			
	Intellectual Stimulation	Leaders encourage me to use creativity in getting the job done.	0.778			
		Leaders treat me as a private individual, not just as a member of a work group.	0.828			
Servant Leadership	Agape Love	Leaders provide attention and care.	0.816	0.865	0.903	0.650
	Humility	Leaders are friendly to their subordinates.	0.815			
	Vision	Leaders have the same commitment as the vision of Dinas Perhubungan Kota Pontianak.	0.797			
	Trust	Leader is open and accepts opinions.	0.829			
	Empowerment	Leaders provide opportunities to develop skills.	0.775			

Variable	Indicators	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted (AVE)
Employee Performance	Quality	I produce work that always meets established quality standards.	0.816	0.855	0.896	0.634
	Quantity	I am able to increase work productivity regularly.	0.745			
	Punctuality	I am able to manage time effectively to complete assigned tasks.	0.801			
	Ability to Cooperate	I am able to build positive working relationships with coworkers.	0.830			
	Independence	I am confident in my own ability to complete tasks.	0.787			
Job Satisfaction	The work itself	The work I do makes me feel challenged to continue learning and developing.	0.811	0.817	0.879	0.646
	Salary	The salary I receive is in accordance with my workload and responsibilities.	0.862			
	Supervision	I feel comfortable when communicating with my supervisor about anything related to work.	0.754			
	Coworkers	My coworkers are always ready to help if I experience difficulties.	0.785			

Source: Primary data processing with Smart-PLS 4.0

Based on the findings in table 2, according to (Hair et al., 2021), for a good outer loading value is 0.7, the loading value for the transformational leadership construct shows a strong measurement of the latent construct, with values ranging from 0.763 to 0.828. The variable loading for the servant leadership construct is also strong, ranging from 0.775 to 0.829. Similarly, the constructs show substantial variable loadings for employee performance, with values ranging from 0.745 to 0.830. The job satisfaction mediator construct shows strong variable loading, with values ranging from 0.754 to 0.862. Based on the findings in table 2, according to (Hair et al., 2021), Cronbach's Alpha values between 0.7 and 0.9 indicate high reliability. The internal consistency of these constructs is also high, with Cronbach's Alpha values of 0.855 for employee performance, 0.817 for job satisfaction, 0.865 for servant leadership, and 0.798 for transformational leadership. The Composite reliability value also shows high reliability, namely 0.896 for employee performance, 0.879 for job satisfaction, 0.903 for servant leadership, and 0.869 for Transformational Leadership. (Hair et al., 2021) state that the minimum acceptable AVE value is 0.50. An AVE of 0.50 or more indicates that a construct explains 50% or more of the variance of the indicators that make it up. The AVE value shows that significant variance is explained by the indicators, with a value of 0.634 for employee performance, 0.646 for job satisfaction, 0.650 for servant leadership, and 0.623 for transformational leadership.

Table 3. Cross loadings

	EMPLOYEE PERFORMANCE	JOB SATISFACTION	SERVANT LEADERSHIP	TRANSFORMATIONAL LEADERSHIP
EP1	0.816	0.701	0.676	0.572
EP2	0.745	0.638	0.632	0.568
EP3	0.801	0.605	0.659	0.557
EP4	0.830	0.717	0.683	0.610
EP5	0.787	0.661	0.692	0.527
JS1	0.696	0.811	0.640	0.653
JS2	0.708	0.862	0.757	0.663

	EMPLOYEE PERFORMANCE	JOB SATISFACTION	SERVANT LEADERSHIP	TRANSFORMATIONAL LEADERSHIP
JS3	0.641	0.754	0.632	0.569
JS4	0.642	0.785	0.690	0.630
SL1	0.666	0.718	0.816	0.644
SL2	0.633	0.710	0.815	0.621
SL3	0.694	0.654	0.797	0.601
SL4	0.680	0.677	0.829	0.617
SL5	0.712	0.656	0.775	0.626
TL1	0.515	0.607	0.584	0.787
TL2	0.566	0.560	0.625	0.763
TL3	0.572	0.650	0.596	0.778
TL4	0.593	0.650	0.630	0.828

Source: Primary data processing with Smart-PLS 4.0

In the research (Ramadhan, 2020) describing The cross loading factor value with the construct is used to evaluate discriminant validity on the reflective indicators of the measurement model (outer model), which is helpful in determining whether the construct has sufficient discriminant power. The targeted construct's cross loading value needs to be higher than the latent construct value. It indicates that the latent constructs predict their block size more accurately than other block sizes if the construct correlation with the measurement item is larger than the size of the other constructs. In the research findings in table 3, it shows that the discriminant validity in the table is considered good because the correlation value of the indicators with their constructs is higher than the correlation value of the indicators with other constructs, for example, the loading factors EP1, EP2, EP3, EP4 and EP5 with EP (Employee Performance) (Y) are respectively 0.816, 0.745, 0.801, 0.830, and 0.787 This number is higher than the loading factor with other constructs, namely Job Satisfaction of 0.676, 0.632, 0.659, 0.683, 0.692. Transformational Leadership of 0.572, 0.568, 0.557, 0.610, 0.527. Therefore, it can be concluded that the constructs predict the indicators in their block better than the indicators in other blocks. So it can be said that the model has good discriminant validity.

Table 4. Coefficient model

	R-square	R-square adjusted
EMPLOYEE PERFORMANCE	0.761	0.752
JOB SATISFACTION	0.759	0.754

Source: Primary data processing with Smart-PLS 4.0

(Hair et al., 2021) say that R-Square values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak explanatory power, respectively. Based on the findings in Table 4, about 76.1% of the variation in employee performance is explained by the independent variables included in the model, which indicates substantial explanatory power. The Adjusted R-Square value of 0.752 also indicates that this model has good predictive ability of employee performance. In addition, job satisfaction as a mediating variable helps explain about 75.2% of the variation in job satisfaction of the Dinas Perhubungan Kota Pontianak, which also shows substantial explanatory power. The Adjusted R-Square value of 0.754 shows that job satisfaction improves the prediction accuracy of the model, so the results are better than the model without mediation.

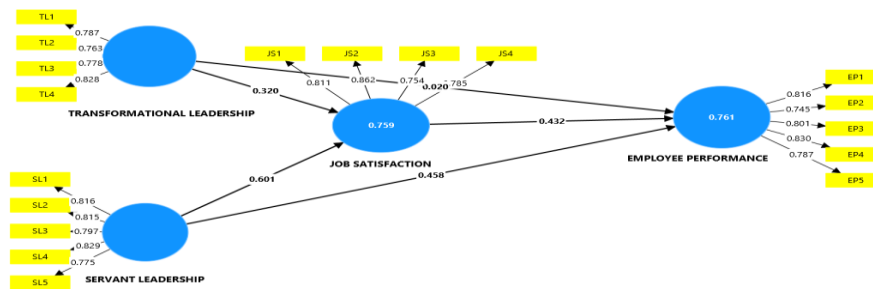


Figure 2. Model results

Source: Smart-PLS 4.0

Hypotheses Testing

The results of testing the influence between variables in the research proposed in this study are as follows:

Table 5. Path coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TRANSFORMATIONAL LEADERSHIP -> EMPLOYEE PERFORMANCE	0.020	0.027	0.107	0.189	0.425
SERVANT LEADERSHIP -> EMPLOYEE PERFORMANCE	0.458	0.453	0.107	4.290	0.000
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION	0.320	0.317	0.097	3.308	0.000
SERVANT LEADERSHIP -> JOB SATISFACTION	0.601	0.605	0.097	6.196	0.000
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.432	0.431	0.122	3.539	0.000

Source: Primary data processing with Smart-PLS 4.0

This hypothesis is based on existing knowledge. Based on the findings of table 5, the results of the first hypothesis in this study Transformational Leadership on Employee Performance show no effect with a t-table value below 1.64 and a p-value greater than 0.05, which shows that transformational leadership and employee performance in this hypothesis are rejected. The results of the second hypothesis are also accepted. Servant Leadership shows a significant positive influence on Employee Performance. The t-value calculated for the relationship between servant leadership and employee performance is 4.290, which is also greater than the table t-value of 1.64. The p-value is less than 0.05, supporting the acceptance of the second hypothesis. The results of the third hypothesis state that Transformational Leadership has a significant effect on Job Satisfaction. The calculated t-value for the relationship between transformational leadership and job satisfaction is 3.308, which exceeds the table t-value of 1.64, with a p-value less than 0.05, so this hypothesis is also accepted. The results of the fourth hypothesis state that Servant Leadership has a significant effect on Job Satisfaction. The calculated t-value for the relationship between Servant Leadership and Job Satisfaction is 6.196, which exceeds the table t-value of 1.64, with a p-value of less than 0.05, so this hypothesis is also accepted. The results of the fifth hypothesis show that Job Satisfaction has a significant positive influence on Employee Performance. The t-value calculated for the relationship between Job Satisfaction and Employee Performance is 3.539, which is greater than the table t-value of 1.64 for one-way hypothesis testing. The p-value is also smaller than 0.05, so this hypothesis is also accepted.

Table 6. Specific indirect effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.138	0.136	0.057	2.426	0.008
SERVANT LEADERSHIP -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.260	0.261	0.087	2.991	0.001

Source: Primary data processing with Smart-PLS 4.0

Based on the findings of table 6, the results of the sixth hypothesis show a calculated t-value of 2.426, which is greater than the table t-value of 1.64. The p-value of 0.008, which is less than 0.05, indicates that Transformational Leadership has a significant positive influence on Employee Performance through Job Satisfaction. The seventh hypothesis result is also accepted, with a calculated t-value of 2.991, which is greater than the table t-value of 1.64. The p-value of 0.001, which is also less than 0.05, indicates that Servant Leadership has a significant positive influence on Employee Performance through Job Satisfaction.

Discussion

The results of this study indicate that transformational leadership has no significant effect on employee performance. This finding aligns with research by (Adi Fadilah & Wilian, 2023; Insani, 2020 ; Prabowo et al., 2017.) which state that transformational leadership does not significantly affect employee performance. Although theory states that inspirational and visionary leadership can increase individual

motivation and performance, these findings indicate that other factors may be more dominant in influencing employee performance. There are several reasons for this, including work environment factors, employee perceptions, and organizational context. In addition, servant leadership also has a significant positive effect on employee performance. Research by (Silalahi et al., 2022) supports this finding; applying servant leadership principles, such as empathy, active listening, and individual development, can create a positive work environment. Employees feel more valued and motivated to give their best in their work. In addition, this study also indicated that servant leadership can improve collaboration among team members, which in turn contributes to the organization's overall performance. These results emphasize the importance of service-oriented leaders in creating a productive and innovative work culture. Furthermore, Transformational Leadership has a significant positive effect on Job Satisfaction. This aligns with research showing that leaders who apply this leadership style can inspire and motivate their teams, creating a positive and supportive work environment. By providing a clear vision, emotional support, and opportunities for employees to grow, transformational leadership increases employees' sense of belonging and commitment to the organization. This research confirms the importance of the leader's role in building job satisfaction, which in turn can improve productivity and overall performance of the organization. In addition, servant leadership directly has a significant positive effect on job satisfaction.(Bayangkari et al., 2024). This finding indicates that leaders who prioritize service to their team, and focus on the development and well-being of members, can increase employees' satisfaction with their work. Furthermore, Job satisfaction has a positive and significant effect on Employee Performance. This is in line with research (Maulana et al., 2022; Rodrigo et al., 2022). This aligns with research findings that emphasize the importance of creating working conditions that support and pay attention to employee needs. By increasing job satisfaction, organizations can increase productivity and retain qualified employees. Therefore, companies are advised to implement strategies focusing on increasing job satisfaction to achieve optimal performance. Job Satisfaction also acts as a mediator that can mediate the relationship between Transformational Leadership and Servant Leadership. This finding is supported by research, (Aswad et al., 2023; Kawiana et al., 2020), which shows that employees who are satisfied with their jobs tend to perform better. This indicates that transformational leadership, which emphasizes individual development and strengthening interpersonal relationships, has a positive effect on job satisfaction, which in turn impacts employee performance. Finally, Job Satisfaction can mediate the relationship between Servant Leadership and Employee Performance. This finding is supported by research (Yuanita & Padmantlyo, 2022), indicating that when leaders apply servant leadership principles, this contributes significantly to increasing employee job satisfaction. High job satisfaction will encourage employees to improve their performance, creating a more productive and collaborative work environment. Thus, servant leadership not only has a direct impact on employee performance but also has a positive influence on job satisfaction.

4. Conclusion

This study explores the effect of transformational leadership and servant leadership on employee performance of Dinas Perhubungan Kota Pontianak, as well as the role of job satisfaction as a mediating variable. This study shows that servant leadership is more effective in improving employee performance than transformational leadership. Job satisfaction plays an essential role as a mediator in the relationship between leadership and employee performance. Servant leadership is more effective in improving employee performance at the Dinas Perhubungan Kota Pontianak because this approach is oriented towards individual welfare, aligned with public service goals, and relevant to employee needs in a stable work environment. The more operational and service-based context of the organization supports the success of this leadership style over transformational leadership that focus on innovation and big changes. The results of this study confirm that leadership policies at Dinas Perhubungan Kota Pontianak need to emphasize the importance of job satisfaction as a key factor in improving employee performance. A servant leadership approach that focuses more on the individual needs of employees can be prioritized, supported by transformational elements to encourage innovation and achieve long-term vision. Policies that are integrated and focused on employee welfare will create a positive impact on both the organization and the community served.

This research is expected to provide insights for public organizations to adopt a more service-oriented leadership style to improve employee performance. Although there are some limitations, such as a relatively limited sample size and geographical localization centered in Pontianak City, this study still makes a significant contribution to understanding the factors that influence employee performance of the Dinas Perhubungan Kota Pontianak. In addition, this study also found that employee job satisfaction significantly

impacts employee performance. Furthermore, job satisfaction is a mediating link between servant leadership, transformational leadership, and employee performance. This suggests that although transformational leadership does not directly improve employee performance, job satisfaction can be the bridge that connects this type of leadership with improved performance. Overall, this study provides insight into the public sector, especially in the Dinas Perhubungan Kota Pontianak, where a more servant leadership-oriented leadership approach is more effective in encouraging good work habits and employee performance. Meanwhile, although transformational leadership has no direct impact on performance, job satisfaction remains an essential factor that can increase the influence of this type of leadership on employee performance. On employee performance. This research suggests the importance of promoting leadership strategies that support employee well-being and satisfaction to achieve optimal performance improvement in public organizations.

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