International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Transformational Leadership Style And Employee Engagement On Employee Job Satisfaction At PT Karya Beton Perkasa Palembang

Namira Reinata[1], Wita Farla[2], Reska Rahmatullah[3], Yos Karimudin[4], Yomeini Margareth[5]

[1,2,3,4,5]Jurusan S1 Manajemen Universitas Sriwijaya

E-Mail : reinatanamira@gmail.com, witafarla@unsri.ac.id, reskarahmatullah@unsri.ac.id, yoskarimudin@fe.unsri.ac.id, yomeinimargareth@fe.unsri.ac.id

Abstract

Job satisfaction is an important factor that influences the productivity and sustainability of an organization. This study aims to analyze the influence of transformational leadership style and employee engagement on employee job satisfaction at PT Karya Beton Perkasa Palembang. The study used a quantitative approach with a survey method. The study population was 51 permanent employees and the entire population was sampled through a saturated sampling technique. Data were collected using a questionnaire with a five-point Likert scale that had met the validity and reliability tests. Data analysis was carried out using multiple linear regression with the help of SPSS version 29 which was preceded by a classical assumption test, and equipped with a correlation coefficient test, coefficient of determination, F test, and t test. The results showed that transformational leadership style had a positive and significant effect on job satisfaction (β = 0.503; p = 0.004), employee engagement also had a positive and significant effect on job satisfaction (β = 0.667; p = 0.013), and both variables simultaneously explained 53.2% of the variation in job satisfaction (Adjusted R^2 = 0.532). This study concludes that increasing employee job satisfaction can be achieved through the implementation of effective transformational leadership and strengthening employee engagement on an ongoing basis.

Keywords:Employee Engagement, Job Satisfaction, Transformational Leadership, Work Engagement, Workplace Leadership

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

INTRODUCTION

Human resources (HR) are strategic assets that determine an organization's success in achieving its goals and maintaining competitiveness. The existence of quality HR is a key factor because all organizational activities are carried out by humans, the primary drivers of the company (Erina & Giri, 2024). Human resources are integrated capabilities derived from an individual's mental and physical abilities, while their behavior and work performance are influenced by environmental factors and the drive to achieve job satisfaction (Fachrurazi et al., 2021). Therefore, companies not only need competent employees but also must be able to create working conditions that support job satisfaction. Job satisfaction is an important indicator because it reflects the fulfillment of employees' expectations, needs, and values in their work. Satisfied employees tend to have better motivation, loyalty, and performance, enabling them to make optimal contributions to achieving company goals (Silalahi, 2022; Ma'ruf, 2025).

The rapid development of the construction and manufacturing industries has made human resource management a crucial factor in determining a company's success. The labor-intensive, high-risk nature of the work, as well as the demands for punctuality and quality work, require companies to pay balanced attention to achieving operational targets and employee welfare. One company operating in this sector is PT Karya Beton Perkasa Palembang, which produces precast concrete materials and provides construction support services. In carrying out its business activities, the company faces complex work environment dynamics, making employee job satisfaction a crucial aspect to maintain to maintain productivity, work quality, and organizational sustainability.

The first issue of concern in this study relates to job satisfaction, which is influenced by the company's compensation system. Data on the basic salaries of employees at PT Karya Beton Perkasa Palembang shows an increase in salaries for all positions from 2024 to 2026. However, several positions, such as admin, driver, security, and helper, still receive basic salaries below the South Sumatra Provincial Minimum Wage. This situation has the potential to cause job dissatisfaction due to a mismatch between workload, responsibilities, and compensation received. In fact, if employees have sacrificed their energy, time, and thoughts for the company, they expect commensurate rewards as a form of appreciation for their contributions (Farla et al., 2024). This condition is important because job satisfaction has a direct impact on organizational performance and workforce retention (Rustandi & Fitriani, 2023).

The next issue relates to the implementation of a transformational leadership style in the company. Sales data from PT Karya Beton Perkasa Palembang shows that from 2021 to 2023, the company was able to exceed its sales target with an achievement rate above 100 percent. However, this decreased to 97.14 percent in 2024 and again to 92.50 percent in 2025. This decline indicates that while the company's targets increased,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

leadership was not fully able to build motivation, vision, and encourage employee creativity to achieve higher targets. Transformational leadership plays a crucial role in creating a positive work environment, increasing commitment, and fostering employee job satisfaction (Hassanah, 2023). A transformational leader is also expected to be a role model, provide inspirational motivation, encourage innovation, and pay attention to the individual needs of their subordinates (Sewang, 2025). An effective leadership style will support the consistent achievement of organizational targets through good communication, employee support, and the creation of a conducive work environment (Rahmatullah, 2025).

In addition to transformational leadership, employee engagement is also a relevant issue in this study. Attendance data from PT Karya Beton Perkasa Palembang shows an increase in the absenteeism rate from 2.30 percent in 2023 to 4.99 percent in 2025, with the largest increase occurring in the leave category. This high rate of absenteeism indicates a decline in employee emotional attachment to the organization, reflected in withdrawal behavior from the work environment (Rustandi & Fitriani, 2023). In fact, employees with high employee engagement demonstrate dedication, enthusiasm, and view their work as meaningful, thus increasing job satisfaction (Kurniawati & Mulyanto, 2024; Sisca et al., 2020). Previous research has shown that employee engagement has a positive effect on job satisfaction (Sintyawati et al., 2022; Zakiah & Fitria, 2023). Meanwhile, research on transformational leadership styles and job satisfaction has yielded mixed results. Iskandar & Andriani (2023), Hassanah (2023), Rustandi & Fitriani (2023), and Salliyuana et al. (2024) stated that there was a positive influence, while Christbelloni SZ, Haedar Greis M. Sendow (2021), Hutagaluh & Indayani (2023), and Mayendri et al. (2025) stated that transformational leadership style had no positive and insignificant influence on employee job satisfaction.

Based on these phenomena and problems, this study aims to analyze the influence of transformational leadership style and employee engagement on employee job satisfaction at PT Karya Beton Perkasa Palembang. This research is important because it is expected to provide an empirical basis for companies in increasing job satisfaction through the implementation of transformational leadership and strengthening employee engagement so as to support productivity and the achievement of company goals. The novelty of this study lies in testing these two variables in the context of PT Karya Beton Perkasa Palembang by basing the analysis on actual phenomena indicated by compensation conditions, sales target achievement, and employee absenteeism levels as a real picture of the organization's condition.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESEARCH METHODOLOGY

This study uses a quantitative approach with a survey method to analyze the influence of transformational leadership style and employee engagement on employee job satisfaction at PT Karya Beton Perkasa Palembang. Quantitative research is a form of investigation into social problems based on theory testing through a number of variables measured numerically and analyzed using statistical methods to assess the validity of the predictive generalizations of the theory used (Ali et al., 2022). The study was conducted at PT Karya Beton Perkasa Palembang, focusing on permanent employees with a minimum of one year of service. This allows respondents to have sufficient experience in assessing their superiors' leadership styles, levels of employee engagement, and perceived job satisfaction. The study focuses on the relationship between transformational leadership style and employee engagement on job satisfaction in the context of the construction and manufacturing industries, thus able to describe the actual conditions of human resource management in the company.

The research instrument used a questionnaire compiled based on the indicators for each research variable. According to Endayana et al. (2022), a questionnaire is a series of written questions used to obtain information from respondents in the form of self-reports and knowledge. All statements are measured using a five-point Likert scale, with a score of 1 for strongly disagree and a score of 5 for strongly agree (Sugiyono, 2022). The transformational leadership style variable was measured through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The employee engagement variable was measured through the dimensions of vigor, dedication, and absorption, while the job satisfaction variable was measured through the dimensions of the work itself, salary, recognition, coworkers, and working conditions. Before testing the hypotheses, the instrument was tested using validity with Pearson Product Moment Correlation and reliability with Cronbach Alpha (Ghozali, 2021). Data analysis was performed using SPSS version 29 through the classical assumption test stages, including the Kolmogorov-Smirnov normality test, multicollinearity test, and Glejser's heteroscedasticity test (Ghozali, 2021). Furthermore, multiple linear regression analysis was conducted to test the effect of transformational leadership style and employee engagement on job satisfaction, accompanied by analysis of correlation coefficients, coefficients of determination, model feasibility tests, and partial t-tests as the basis for hypothesis testing (Sugiyono, 2022; Ghozali, 2021).

The population in this study was all 51 permanent employees of PT Karya Beton Perkasa Palembang. The population is the entire unit targeted by the study and serves as the basis for sampling (Abdullah et al., 2022). Given the relatively small population size, this study used a saturated sampling technique, where all members of the population were used as research samples. According to Endayana et al. (2022), a

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

sample is a portion or all members of a population whose characteristics align with the research objectives. By using the saturated sampling technique, the research sample size was set at 51 permanent employees of PT Karya Beton Perkasa Palembang so that the entire population was represented in the data collection process.

The research procedure began with the determination of the research object and subject and the development of instruments based on the variable indicators of transformational leadership style, employee engagement, and job satisfaction. Primary data was then collected by distributing questionnaires to all respondents, while secondary data was obtained from books, journals, scientific articles, and company documents relevant to the research (Sugiyono, 2023). The collected data were then tested for validity and reliability before being analyzed using classical assumption tests and multiple linear regression analysis. The results of the analysis were then used to examine the effect of transformational leadership style and employee engagement on employee job satisfaction at PT Karya Beton Perkasa Palembang and to answer the stated research objectives.

RESULTS AND DISCUSSION

Respondent Characteristics Based on Gender

Table 1. Respondent Characteristics Based on Gender

Gender	Number of people)	Percentage (%)
Man	48	94.1
Woman	3	5.9
Total	**51**	**100%**

Source: Primary Data, 2026

Based on Table 1, the number of respondents in this study was 51 employees of PT Karya Beton Perkasa Palembang. The majority of respondents were male, at 48 (94.1%), while the remaining 3 were female (5.9%). The predominance of male employees reflects the characteristics of a company engaged in precast concrete production, where most operational and production work requires higher physical abilities.

Respondent Characteristics Based on Age

Table 2. Respondent Characteristics Based on Age

Age (Years)	Number of people)	Percentage (%)
20-30	14	27.5
31-40	15	29.4

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

41-50	16	31.3
> 50	6	11.8
Total	**51**	**100%**

Source: Primary Data, 2026

Based on Table 2, the majority of respondents were in the age range of 41–50 years, as many as 16 people (31.4%), followed by 31–40 years old as many as 15 people (29.4%), 20–30 years old as many as 14 people (27.5%), and over 50 years old as many as 6 people (11.8%). These results indicate that most employees are in the productive age range with relatively mature work experience, supported by the presence of a younger workforce, thus reflecting the diversity of employee ages at PT Karya Beton Perkasa Palembang.

Respondent Characteristics Based on Last Education

Table 3. Respondent Characteristics Based on Last Education

Last education	Number of people)	Percentage (%)
JUNIOR HIGH SCHOOL	11	21.5
SENIOR HIGH SCHOOL	31	60.7
DIII	6	11.7
S1	3	6.1
Total	**51**	**100%**

Source: Primary Data, 2026

Based on Table 3, the majority of respondents had a high school education level of 31 people (60.7%), followed by junior high school with 11 people (21.5%), DIII with 6 people (11.7%), and S1 with 3 people (6.1%). These results indicate that the workforce of PT Karya Beton Perkasa Palembang is dominated by high school graduates, in accordance with the characteristics of jobs in the production and operational fields that prioritize technical skills, while diploma and bachelor's graduates support administrative, supervisory, and management functions.

Respondent Characteristics Based on Length of Service

Table 4. Respondent Characteristics Based on Length of Service

Length of Service (Years)	Number of people)	Percentage (%)
1-5	26	50.9
6-10	25	49.1
Total	**51**	**100%**

Source: Primary Data, 2026

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 4, 26 respondents (50.9%) had a work period of 1–5 years, while 25 respondents (49.1%) had a work period of 6–10 years. These results indicate that the distribution of work period of PT Karya Beton Perkasa Palembang employees is relatively balanced between employees who are still developing work experience and employees who are already experienced, thus supporting operational sustainability and the process of knowledge transfer within the company environment.

Distribution of Respondents' Answers to Transformational Leadership Style Variables

Table 5. Distribution of Respondents' Answers to the Transformational Leadership Style Variable

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
1	My leader sets an example of good attitude and work.	0	0	2	16	33	0	0	3.9	31.4	64.7
2	Leaders demonstrate integrity and honesty in their work.	0	0	2	17	32	0	0	3.9	33.3	62.7
3	Leaders prioritize the interests of the organization above personal interests.	0	0	5	19	27	0	0	9.8	37.3	52.9
4	I feel respect and trust towards my leader.	0	0	4	15	32	0	0	7.8	29.4	62.7
5	Leaders are able to communicate vision and goals clearly.	0	0	1	23	27	0	0	2	45.1	52.9

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
6	Leaders provide motivation in work.	0	0	5	24	22	0	0	9.8	47.1	43.1
7	Leaders encourage optimism about the future.	0	0	5	18	28	0	0	9.8	35.3	54.9
8	The leader encourages me to achieve work targets.	0	0	4	16	31	0	0	7.8	31.4	60.8
9	The leader encourages me to think creatively.	0	0	4	17	30	0	0	7.8	33.3	58.8
10	The leader accepts ideas or input from employees.	0	0	6	17	28	0	0	11.8	33.3	54.9
11	Leaders help in finding solutions to problems.	0	0	5	14	32	0	0	9.8	27.5	62.7
12	Leaders value different points of view.	0	0	4	20	27	0	0	7.8	39.2	52.9
13	Leaders encourage innovation in work.	0	0	2	20	29	0	0	3.9	39.2	56.9
14	Leaders pay attention to the individual needs of employees.	0	1	3	18	29	0	2	5.9	35.3	56.9

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
15	Leaders provide guidance and support in work.	0	0	4	19	28	0	0	7.8	37.3	54.9
16	The leader helps develop my skills.	0	0	5	18	28	0	0	9.8	35.3	54.9

Source: Primary Data, 2026

Based on Table 5, the majority of respondents gave Agree and Strongly Agree answers to all transformational leadership style variable indicators. This indicates that the leadership of PT Karya Beton Perkasa Palembang is considered to have implemented transformational leadership well, as reflected in the ability to be a role model, demonstrate integrity, communicate the vision, provide motivation, encourage creativity and innovation, accept input, help solve problems, and pay attention to employee needs and development. Overall, these results indicate that the transformational leadership style in the company has been effective in creating a positive work environment and supporting improved employee performance.

Distribution of Respondents' Answers to the Employee Engagement Variable

Table 6. Distribution of Respondents' Answers to the Employee Engagement Variable

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
1	I have high energy in working.	0	0	4	18	29	0	0	7.8	35.3	56.9
2	I have mental toughness in facing work.	0	0	6	17	28	0	0	11.8	33.3	54.9
3	I have a strong desire to work hard.	0	0	2	20	29	0	0	3.9	39.2	56.9
4	I work with passion.	0	0	5	18	28	0	0	9.8	35.3	54.9

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
5	I feel enthusiastic about working.	0	0	3	15	33	0	0	5.9	29.4	64.7
6	I feel proud of my work.	0	0	4	18	29	0	0	7.8	35.3	56.9
7	I have a commitment to the tasks given.	0	0	4	12	35	0	0	7.8	23.5	68.6
8	I feel my work is meaningful.	0	0	3	16	32	0	0	5.9	31.4	62.7
9	I can focus deeply while working.	0	0	3	15	33	0	0	5.9	29.4	64.7
10	I feel engrossed in my work.	0	0	4	19	28	0	0	7.8	37.3	54.9
11	I feel like time flies when I'm working.	0	0	5	15	31	0	0	9.8	29.4	60.8

Source: Primary Data, 2026

Based on Table 6, the majority of respondents agreed and strongly agreed on all employee engagement indicators. These results indicate that the level of employee engagement at PT Karya Beton Perkasa Palembang is relatively high, as reflected in high energy and work enthusiasm, mental toughness, commitment to tasks, pride in work, and the ability to focus and fully engage in work. Overall, these conditions indicate that employees have a good emotional connection with their work and a high dedication to the organization.

Distribution of Respondents' Answers to Employee Job Satisfaction Variables

Table 7. Distribution of Respondents' Answers to Employee Job Satisfaction Variables

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
1	The salary I receive is	0	3	6	14	28	0	5.9	11.8	27.5	54.9

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
	commensurate with my workload.										
2	I am satisfied with the payroll system in the company.	0	1	9	17	24	0	2	17.6	33.3	47.1
3	I feel the salary I receive is fair.	0	3	3	21	24	0	5.9	5.9	41.2	47.1
4	Salaries are paid on time.	0	0	2	19	30	0	0	3.9	37.3	58.8
5	I received an award for the performance I produced.	0	0	11	23	17	0	0	21.6	45.1	33.3
6	I received positive feedback from my superiors regarding my work results.	0	0	4	19	28	0	0	7.8	37.3	54.9
7	I received recognition for my work results without considering differences in position.	0	0	5	17	29	0	0	9.8	33.3	56.9
8	I feel comfortable with the tasks I do.	0	0	2	19	30	0	0	3.9	37.3	58.8
9	My job matches my skills.	0	1	9	17	24	0	2	17.6	33.3	47.1
10	My job provides positive challenges.	0	0	6	15	30	0	0	11.8	29.4	58.8
1	I can work well in a team.	0	0	2	19	30	0	0	3.9	37.3	588

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

No.	Question	Respondents' responses (People)					Percentage (%)				
		STS	TS	N	S	SS	STS	TS	N	S	SS
12	My coworkers help each other.	0	0	1	13	37	0	0	2	25.5	72.5
13	The relationship between coworkers is harmonious.	0	0	2	19	30	0	0	3.9	37.3	58.8
14	Communication between coworkers is effective.	0	0	5	15	31	0	0	9.8	29.4	60.8
15	My work environment is comfortable.	0	0	2	22	27	0	0	3.9	43.1	52.9
16	Job security in the company is guaranteed.	0	0	6	22	23	0	0	11.8	43.1	45.1
17	Working hours are appropriate and not burdensome.	0	0	7	19	25	0	0	13.7	37.3	49

Source: Primary Data, 2026

Based on Table 7, the majority of respondents agreed and strongly agreed on all job satisfaction indicators. These results indicate that PT Karya Beton Perkasa Palembang employees are satisfied with salary, rewards, work, relationships with coworkers, and work environment. Overall, employees feel comfortable at work, receive support and recognition for their performance, and experience a safe and conducive work environment, thus categorizing their job satisfaction as good.

Instrument Test Results

1. Validity Test Results

Table 8. Results of the Validity Test of the Transformational Leadership Style Variable

No.	Item	r-count	r-table	Information
1.	Question 1	0.522	0.232	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

2.	Question 2	0.505	0.232	Valid
3.	Question 3	0.457	0.232	Valid
4.	Question 4	0.329	0.232	Valid
5.	Question 5	0.457	0.232	Valid
6.	Question 6	0.313	0.232	Valid
7.	Question 7	0.701	0.232	Valid
8.	Question 8	0.464	0.232	Valid
9.	Question 9	0.486	0.232	Valid
10.	Question 10	0.558	0.232	Valid
11.	Question 11	0.386	0.232	Valid
12.	Question 12	0.514	0.232	Valid
13.	Question 13	0.576	0.232	Valid
14.	Question 14	0.536	0.232	Valid
15.	Question 15	0.686	0.232	Valid
16.	Question 16	0.701	0.232	Valid

Source: Processed Primary Data, 2026

Based on Table 8 above, it can be seen that all statement items have a calculated r-value > r-table, which means that all statement items for the transformational leadership style variable are declared valid and the statement is accepted.

Table 9. Employee Engagement Validity Test Results

No.	Item	r-count	r-table	Information
1.	Question 1	0.421	0.232	Valid
2.	Question 2	0.518	0.232	Valid
3.	Question 3	0.610	0.232	Valid
4.	Question 4	0.604	0.232	Valid
5.	Question 5	0.471	0.232	Valid
6.	Question 6	0.449	0.232	Valid
7.	Question 7	0.442	0.232	Valid
8.	Question 8	0.377	0.232	Valid
9.	Question 9	0.471	0.232	Valid
10.	Question 10	0.484	0.232	Valid
11.	Question 11	0.351	0.232	Valid

Source: Processed Primary Data, 2026

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 9. above, it can be seen that all statement items have a calculated r-value > r-table, which means that all statement items for the employee engagement variable are declared valid and the statement is accepted.

Table 10. Results of Employee Job Satisfaction Validity Test

No.	Item	r-count	r-table	Information
1.	Question 1	0.557	0.232	Valid
2.	Question 2	0.741	0.232	Valid
3.	Question 3	0.694	0.232	Valid
4.	Question 4	0.630	0.232	Valid
5.	Question 5	0.501	0.232	Valid
6.	Question 6	0.370	0.232	Valid
7.	Question 7	0.480	0.232	Valid
8.	Question 8	0.630	0.232	Valid
9.	Question 9	0.741	0.232	Valid
10.	Question 10	0.395	0.232	Valid
11.	Question 11	0.413	0.232	Valid
12.	Question 12	0.292	0.232	Valid
13.	Question 13	0.630	0.232	Valid
14.	Question 14	0.312	0.232	Valid
15.	Question 15	0.399	0.232	Valid
16.	Question 16	0.530	0.232	Valid
17.	Question 17	0.408	0.232	Valid

Source: Processed Primary Data, 2026

Based on Table 10, it can be seen that all statement items have
The calculated r-value > r-table means that all statement items for the employee job satisfaction variable are declared valid and the statement is accepted.

2. Reliability Test Results

Table 11. Reliability Test Results

No.	Variables	Cronbach's Alpha	Information
1.	Transformational Leadership Style	0.812	Reliable
2.	*Employee Engagement*	0.650	Reliable
3.	Job satisfaction	0.829	Reliable

Source: Processed Primary Data, 2026

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 11 above, the results of the reliability test show that the transformational leadership style variable (X1) obtained a Cronbach's Alpha value of 0.812, the employee engagement variable (X2) obtained a value of 0.650, and the employee job satisfaction variable had a value of 0.829. This shows that the Cronbach's Alpha value of each variable is greater than 0.60, so it can be concluded that all variables in this study are declared reliable or suitable for use in further analysis.

Classical Assumption Test

1. Normality Test

Table 12. Normality Test Results

ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST		
		Unstandardized Residual
N		51
NORMAL PARAMETERS,B	Mean	0.0000000
	Standard Deviation	4.17888397
MOST EXTREME DIFFERENCES	Absolute	0.183
	Positive	0.106
	Negative	-0.083
TEST STATISTICS		0.183
ASYMP. SIG. (2-TAILED)		0.080c

Source: Processed Primary Data, 2026

Based on Table 12 above, it can be seen that the results of the Kolmogorov-Smirnov test show an Asymp.Sig (2-tailed) value of > 0.05, namely 0.080. Thus, it can be said that the tested data is normally distributed.

2. Multicollinearity Test

Table 13. Multicollinearity Test Results

Variables	***Tolerance***	VIF
Transformational leadership style	0.467	2,142
Employee Engagement	0.467	2,142

Source: Processed Primary Data, 2026

Based on Table 13 above, it can be seen that in the Transformational Leadership Style and Employee Engagement variables, the tolerance value of each variable is > 0.10, namely 0.467 and the VIF value for each variable is 2.142. It can be concluded that

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

there is no multicollinearity problem between the independent variables.

3. Heteroscedasticity Test

Table 14. Heteroscedasticity Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,770	6,489		0.581	0.564
	Transformational Leadership Style	0.106	0.116	0.191	0.914	0.365
	Employee Engagement	-0.173	0.184	-0.196	-0.938	0.353

Source: Processed Primary Data, 2026

Based on Table 14 above, the Glejser test results show that the transformational leadership style variable has a significance value of 0.365, while the employee engagement variable shows a significance value of 0.353. This indicates that the significance value of each variable is > 0.05. Thus, it can be concluded that the regression model in this study does not have a heteroscedasticity problem.

Statistical Test

1. Multiple Linear Regression Analysis

Table 15. Results of Multiple Linear Regression Analysis

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,948	9,163		0.649	0.519
	Transformational Leadership Style	0.503	0.164	0.434	3,061	0.004
	Employee Engagement	0.667	0.260	0.363	2,566	0.013

Source: Processed Primary Data, 2026

Based on Table 15 above, it can be seen that the results of the multiple linear regression analysis show a constant value (a) of 5.948. The regression coefficient value

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

of the transformational leadership style variable is 0.503 and employee engagement is 0.667. The results processed using the SPSS program obtained a multiple linear regression equation, as follows:

Y = 5.948 + 0.503 X1+ 0.667 X2 + e

The results of the multiple linear regression equation above can be explained as follows:

1. The constant (a) of 5.984 means that if the value of the transformational leadership style (X1) and employee engagement (X2) variables is 0 or fixed, then the employee job satisfaction value is 5.984 units. These results indicate that if there is no change or no effort to change the value of the transformational leadership style and employee engagement at PT Karya Beton Perkasa Palembang, then the employee satisfaction value is 5.984 units.
2. The regression coefficient of the transformational leadership style variable (X1) is 0.503. The coefficient on the transformational leadership style variable (X1) is positive, indicating that the transformational leadership style variable has a positive or unidirectional influence on employee satisfaction, meaning that for every one unit increase in the transformational leadership style variable, employee job satisfaction will increase by 0.503. Assuming other independent variables remain constant. Thus, if the value of the transformational leadership style is increased, the job satisfaction of PT Karya Beton Perkasa Palembang employees will improve.
3. The regression coefficient of the employee engagement variable (X2) is 0.667. The coefficient on the employee engagement variable (X2) is positive, indicating that the employee engagement variable has a positive or unidirectional influence on employee job satisfaction, meaning that for every one unit increase in the employee engagement variable, employee job satisfaction will increase by 0.667. Assuming other independent variables remain constant. Thus, if the employee engagement value is increased, employee job satisfaction at PT Karya Beton Perkasa Palembang will improve.

2. Correlation Coefficient Test (r)

Table1. Correlation and Determination Coefficient Test Results

Model	*R*	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	**0.742a**	**0.550**	**0.532**	**4,160**

Source: Processed Primary Data, 2026

Based on Table 16 above, the results of the correlation coefficient test show that the correlation coefficient (r) is 0.742, which is in the 0.50-0.799 range. This indicates that

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

the level of relationship between the variables of transformational leadership style and employee engagement on employee job satisfaction simultaneously has a strong correlation.

3. Coefficient of Determination (R^2) Test

The coefficient of determination (R^2) functions to measure the extent to which the independent variable is able to explain the dependent variable and to determine the percentage of contribution/influence of variable X simultaneously on variable Y.(Ghozali, 2021).

Based on Table 16 above, the coefficient of determination or Adjusted R Square is 0.532, which means that the transformational leadership style (X1) and employee engagement (X2) variables contribute 53.2% to employee job satisfaction. Meanwhile, the remaining 46.8% is influenced by other variables not explained in this study, for example, workload.(Christbelloni et al., 2021), work motivation(Erina & Giri, 2024), financial compensation(Farla et al., 2024), physical work environment and work discipline(Nurdianah et al., 2025).

4. Model Feasibility Test

Table 18. Model Feasibility Test Results

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	1016,439	2	508,219	29,365	**0.000b**
	Residual	830,738	48	17,307		
	Total	1847,176	50			

Source: Processed Primary Data, 2026

Based on Table 17 above, the results of the model feasibility test obtained df = 51 – 3 = 48 at a significance level of 0.05. It can be seen in Table 4.19 that the F-calculated value of 29.365 is greater than the F-table value of 3.19, this indicates that the F-calculated>F-table. Then the Sig. = 0.000 <0.05. So it can be concluded that the regression model consisting of the Transformational Leadership Style and Employee Engagement variables is suitable for use in predicting employee Job Satisfaction at PT Karya Beton Perkasa Palembang.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

5. Partial Test (T)

Table 18. Partial Test Results (T)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,948	9,163		.649	.519
	Transformational Leadership Style	.503	.164	.434	3,061	.004
	Employee Engagement	.667	.260	.363	2,566	.013

Source: Processed Primary Data, 2026

Based on Table 18 above, the results of the T test (Partial) with df = n - k - 1 = 51 - 2 - 1 = 48, with α = 0.05, the t table = 1.6772 is obtained. The hypothesis obtained from this test is as follows:

Hypothesis 1: The Transformational Leadership Style variable (X1) has a t-count > t-table, namely 3.061 > 1.6772 and a significance value of 0.004 < 0.05, so it can be concluded that Transformational Leadership Style (X1) has a positive and significant influence on Employee Job Satisfaction (Y). Thus, Hypothesis 1 is accepted.

Hypothesis 2: The Employee Engagement (X2) variable has a t-count > t-table, namely 2.566 > 1.6772 and a significance value of 0.013 < 0.05, so it can be concluded that Employee Engagement (X2) has a positive and significant influence on Employee Job Satisfaction (Y). Thus, Hypothesis 2 is accepted.

Discussion of Research Results

The Influence of Transformational Leadership Style on Employee Job Satisfaction

Based on the results of the hypothesis testing, it was found that the Transformational Leadership Style variable (X1) has a positive and significant effect on Employee Job Satisfaction (Y) at PT Karya Beton Perkasa Palembang. These results indicate that the better the implementation of the transformational leadership style by company leaders, the higher the level of job satisfaction felt by employees. Leaders who are able to provide examples, inspire employees, encourage creativity, and provide individual attention to each employee will create a comfortable and supportive work environment. These conditions make employees feel appreciated, cared for, and have the opportunity to develop, thereby increasing their satisfaction with their work.

The results of this study align with Frederick Herzberg's Two Factor Theory, which

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

explains that motivational factors such as recognition for achievement, rewards, opportunities for development, and responsibility in work are factors that can increase employee job satisfaction. In the context of this study, transformational leadership plays a role in fulfilling these motivational factors by providing inspiration, support, individual attention, and encouragement to employees to continue developing and achieving their best performance. Transformational leaders are also able to create a positive work environment by appreciating employee contributions, building trusting relationships, and encouraging participation in decision-making. These conditions make employees feel valued, motivated, and have a sense of belonging to the organization, thereby increasing their level of job satisfaction. Therefore, the better the implementation of transformational leadership in an organization, the higher the job satisfaction experienced by employees.

The findings of this study also support research conducted byIskandar & Andriani, (2023)which states that transformational leadership style has a positive effect on job satisfaction in state-owned enterprise workers. However, in several studies such asChristbelloni SZ, Haedar Greis M. Sendow (2021),Hutagaluh & Indayani (2023)AndMayendri et al., (2025)stated that Transformational Leadership Style has no positive and insignificant influence on Employee Job Satisfaction. At PT Karya Beton Perkasa Palembang, the implementation of good transformational leadership can increase employee morale in facing the demands of work in the construction and manufacturing sectors. Employees who feel well supported and directed by leaders tend to have a sense of comfort in working, high loyalty, and better job satisfaction. Thus, the results of this study prove that Transformational Leadership Style is one of the important factors that can increase Employee Job Satisfaction at PT Karya Beton Perkasa Palembang.

The Influence of Employee Engagement on Employee Job Satisfaction

Based on the results of the hypothesis testing, it was found that the Employee Engagement variable (X2) has a positive and significant effect on Employee Job Satisfaction (Y) at PT Karya Beton Perkasa Palembang. These results indicate that the higher the level of employee engagement to work and the organization, the higher the job satisfaction felt by employees. Employee engagement is shown through work enthusiasm (vigor), dedication (dedication), and absorption in work (absorption). Employees who have a high engagement to their work will show enthusiasm, pride in the company, and commitment to provide the best contribution. This condition makes employees feel that the work they do has meaning and value, thus encouraging the emergence of job satisfaction.

The results of this study are also in line with the Two Factor Theory, which states that job satisfaction is influenced by intrinsic motivational factors, such as achievement,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

recognition, responsibility, opportunities for development, and the work itself. These factors encourage individuals to work with more enthusiasm and provide optimal contributions, thereby increasing job satisfaction. Employees with high levels of employee engagement tend to feel more emotionally, cognitively, and behaviorally connected to their work. This engagement allows employees to not only carry out their duties as obligations but also to feel a sense of meaning and purpose in every task they undertake. They feel that their contributions have value for the organization, thus fostering a sense of pride, enthusiasm, and satisfaction with their work. Therefore, the higher the level of employee engagement, the higher the level of job satisfaction they experience, as they derive satisfaction from meaningful work experiences and the opportunity to contribute to the organization's success.

The findings of this study are in line with researchZakiah & Fitria, (2023)which states that employee engagement has a positive and significant effect on job satisfaction. However, there are studies that disagree, such asSintyawati et al., (2022)AndKurniawati & Mulyanto (2024)stated that Employee Engagement does not have a positive and significant effect. At PT Karya Beton Perkasa Palembang, high employee engagement will encourage employees to work more enthusiastically, have high loyalty, and feel proud to be part of the company. Conversely, low employee engagement can lead to decreased work morale and increase employee absenteeism which ultimately has an impact on low job satisfaction. Thus, the results of this study prove that Employee Engagement is an important factor in increasing Employee Job Satisfaction at PT Karya Beton Perkasa Palembang.

CONCLUSION

The results of the study indicate that transformational leadership style and employee engagement have a positive and significant effect on employee job satisfaction at PT Karya Beton Perkasa Palembang. Transformational leadership style has a positive effect with a regression coefficient of 0.503 and a significance value of 0.004, while employee engagement has a positive effect with a regression coefficient of 0.667 and a significance value of 0.013. Both variables simultaneously have a strong relationship with job satisfaction (R = 0.742) and are able to explain 53.2% of the variation in employee job satisfaction. This finding indicates that the better the leader's ability to provide inspiration, attention, and motivation and the higher the employee's engagement with their work, the higher the level of job satisfaction felt by employees.

This study has limitations because it only involved 51 respondents from one company, so the results cannot be generalized to other sectors or organizations. In addition, there is still 46.8% of the variation in job satisfaction influenced by other factors outside the research model. Therefore, further research is recommended to involve a

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

larger number of respondents, more diverse research objects, and add variables such as compensation, work motivation, work environment, organizational culture, or work-life balance. Practically, the results of the study provide implications that PT Karya Beton Perkasa Palembang needs to strengthen transformational leadership practices through communicating a clear vision, providing motivation, coaching, and individual attention, and increasing employee engagement by creating a supportive work environment, providing recognition for employee contributions, and expanding career development opportunities so that job satisfaction can continue to increase.

BIBLIOGRAPHY

Abdullah, K., Jannah, M., Aiman, U., Hasda, S., Fadilla, Z., Tanjung, R., & Sari, M. E. (2022). *Metodologi penelitian kuantitatif*. Yayasan Penerbit Muhammad Zaini.

Ali, M. M., Hariyati, T., Pratiwi, M. Y., & Afifah, S. (2022). Metodologi penelitian kuantitatif dan penerapannya dalam penelitian. *Education Journal*, *2*(2).

Christbelloni, S. Z., Sendow, H. G. M., & Kojo, R. (2021). Pengaruh employee engagement, beban kerja, dan kepuasan kerja terhadap kinerja karyawan di PT Pegadaian (Persero) Kantor Wilayah V Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, *9*(3), 7–15.

Endayana, M., Pulungan, B., Maimunah, A. I., & Dalimunthe, N. D. (2022). *Metode penelitian*. CV. Merdeka Kreasi Group.

Erina, R., & Giri, N. (2024). Pengaruh motivasi kerja dan lingkungan kerja terhadap kepuasan kerja karyawan. *Masip: Jurnal Manajemen Administrasi Bisnis dan Publik Terapan*, *2*(3), 166–174. https://doi.org/10.59061/masip.v2i3.771

Fachrurazi, Rinaldi, K., Jenita, Purnomo, Y. J., Harto, B., & Dwijayanti, A. (2021). *Manajemen sumber daya manusia*. CV. Eureka Media Aksara.

Farla, W., Andari, M. R., & Siregar, L. D. (2024). Pengaruh kompensasi finansial dan kepuasan kerja terhadap turnover intention karyawan Bank Sumsel Babel Kantor Pusat. *Jurnal Manajemen*, *13*(3), 638–645. https://doi.org/10.31959/jm.v13i3.2284

Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS* (10th ed.). Badan Penerbit Universitas Diponegoro.

Hassanah, F. N. (2023). Pengaruh kepemimpinan transformasional terhadap kepuasan kerja dan organizational citizenship behavior serta dampaknya terhadap kinerja pegawai pada PT Perkebunan Nusantara IV (Persero) Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *6*(2), 123–134. https://doi.org/10.30596/maneggio.v6i2.15948

Hutagaluh, G., & Indayani, L. (2023). Transformational leadership and job satisfaction in employee performance. *JAPB*, *6*(2), 1424–1437.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Iskandar, & Andriani. (2023). Gaya kepemimpinan transformasional dan kepuasan kerja pada pekerja BUMN. *Jurnal Indonesia Sosial Sains*, *4*(1), 1–15. https://doi.org/10.59141/jiss.v4i01.764

Kurniawati, M., & Mulyanto, H. (2024). Implementasi employee engagement dalam memediasi kepuasan kerja dan work-life balance terhadap kinerja karyawan. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, *5*(1), 29–40. https://doi.org/10.37366/ekomabis.v5i01.1449

Ma'ruf. (2025). *Kepuasan kerja*. Penerbit Widina.

Nurdianah, D., Rony, Z. T., & Sari, R. K. (2025). Pengaruh gaya kepemimpinan transformasional, lingkungan kerja fisik dan disiplin kerja terhadap kepuasan kerja karyawan di PT Radio Elgangga. *Jurnal Riset Ilmiah*, *1*(1), 15–18. https://doi.org/10.62335/sinergi.v2i2.949

Rahmatullah, R. (2025). *Analisis pengaruh budaya organisasi, kepuasan kerja, gaya kepemimpinan terhadap kinerja karyawan PT Penerbit Erlangga Cabang Palembang*. Takaza Innovatix Labs.

Rustandi, D. P., & Fitriani, L. K. (2023). Pengaruh kepemimpinan transformasional, employee engagement, dan relasi sosial terhadap kepuasan kerja karyawan. *Entrepreneur: Jurnal Bisnis Manajemen dan Kewirausahaan*, *4*(3), 88–103. https://doi.org/10.31949/entrepreneur.v4i03.5686

Salliyuana, C., Hidayat, M. R., Damrus, & Muzakir. (2024). Employee engagement, beban kerja, dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Alwatzikhoebillah: Kajian Islam, Pendidikan, Ekonomi, Humaniora*, *10*(1), 159–172. https://doi.org/10.37567/alwatzikhoebillah.v10i1.2487

Sewang. (2025). The role of transformational leadership in enhancing employee performance in the digital era. *International Journal of Enterprise Modelling*, *19*(2), 139–146.

Silalahi, L. M. (2022). Pengaruh kualitas sumber daya manusia, kompensasi, dan lingkungan kerja terhadap kepuasan kerja (Studi literature manajemen sumber daya manusia). *Jurnal Ilmu Manajemen Terapan*, *3*(3), 257–269. https://doi.org/10.31933/jimt.v3i3.830

Sisca, Chandra, E., Sinaga, O. S., Purba, S., & Revida, E. (2020). *Teori-teori manajemen sumber daya manusia*. Yayasan Kita Menulis.

Sugiyono. (2022). *Metode penelitian kuantitatif*. Alfabeta.

Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D* (2nd ed.). Alfabeta.

Sintyawati, N. L. P., Puspitawati, N. M. D., & Purnawati, N. L. G. P. (2022). Pengaruh employee engagement, kepuasan kerja, dan disiplin kerja terhadap kinerja karyawan pada LPD Desa Adat Padangsambian. *Jurnal Emas*, *2*(1), 51–70.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Zakiah, M. P., & Fitria, H. N. (2023). Pengaruh employee engagement terhadap kepuasan kerja yang dimediasi oleh work-life balance pada Perusahaan Optikal Putra Sawargi Mandiri di Majalengka. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, *9*(3), 602–610. https://doi.org/10.35870/jemsi.v9i3.1095

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.