

The Influence Of Transformational Leadership Style, Work Motivation And Job Satisfaction On Employee Performance In Logistics Companies

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Abstract

Human resources (HR) are a crucial factor in a company's success, especially in the logistics service industry, which demands optimal employee performance to support smooth operations and service. Employee performance is influenced by various factors, including leadership style, work motivation, and job satisfaction. Therefore, this study aims to analyze the influence of transformational leadership style and work motivation on employee performance, both directly and indirectly through job satisfaction as a mediating variable. This study uses a quantitative approach with a causal research design. Data were collected through the distribution of questionnaires to 130 employees of PT Nusantara Card Semesta in Jakarta, and then analyzed using the (PLS-SEM) method. The research results indicate that transformational leadership style and work motivation have a positive and significant impact on job satisfaction as well as employee performance. Furthermore, job satisfaction has been shown to mediate the relationship between transformational leadership style and work motivation on employee performance. These findings suggest that improving the quality of leadership and effectively managing work motivation can enhance job satisfaction, which in turn positively affects employee performance. The implications of this study provide recommendations for logistics service companies to strengthen transformational leadership practices and create strategies to improve motivation and job satisfaction to sustainably support employee performance.

Keywords: Company Logistics, Employee Performance, Job Satisfaction, Transformational Leadership, Work Motivation



INTRODUCTION

The development of the logistics industry in Indonesia shows rapid growth along with increasing goods distribution activities and the expansion of the e-commerce sector (Azfa & Solihah, 2025). In various industrial sectors, employee performance is a key factor in determining an organization's success in achieving its strategic goals. Employee performance not only reflects the quantity and quality of work output but also demonstrates the organization's effectiveness in managing internal factors that influence work behavior.

Various previous studies have shown that employee performance issues remain a major issue in organizations. Several studies have found fluctuations in productivity, low work effectiveness, and inconsistent target achievement, all influenced by factors such as leadership, motivation, and job satisfaction. This means that performance does not exist in isolation but is influenced by interrelated organizational behavioral variables (Putri & Meria, 2022). In logistics services, employee performance continues to face various challenges, such as high work volumes, tight deadlines, and ongoing operational pressure. This situation is exacerbated by a relatively excessive workload that is not accompanied by adequate additional compensation, benefits, or recognition. This situation has resulted in decreased employee motivation and morale, reflected in fluctuating productivity, differing responses to leadership directives, and uneven levels of job satisfaction.

In addition to job satisfaction, transformational leadership was chosen as a research variable because it was deemed relevant to the problems encountered in logistics companies. Transformational leadership emphasizes the leader's ability to set an example (idealized influence), convey an inspiring vision and motivation (inspirational motivation), encourage creative and innovative thinking (intellectual stimulation), and provide individualized attention to employee needs and development (individualized consideration) (Andri & Moko, 2024; Mayumi & Liliana, 2021; Robbins & Judge, 2020). These leadership characteristics are believed to be able to increase employee motivation, job satisfaction and performance, especially in logistics service organizations that demand high adaptation and performance (Sudirman *et al.*, 2024; Suryaninggala & Wahyulina 2025).

One factor considered to influence employee performance is job satisfaction. Job satisfaction reflects an employee's positive feelings about their job and work environment, which is formed from an evaluation of various aspects of the job, such as job characteristics, relationships with superiors and coworkers, promotion opportunities, and the compensation system received Azmy *et al.*, (2023). Satisfied employees tend to exhibit a more positive work attitude, be more responsible, and be committed to the organization, which in turn improves performance. Research Kamaruddin *et al.* (2024)

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shows that job satisfaction has a positive effect on employee performance, which confirms the important role of job satisfaction in driving optimal work results.

Furthermore, work motivation was chosen as an important variable in this study because motivation is an internal and external drive that determines the intensity, direction, and persistence of employee work behavior in achieving organizational goals (Diah & Mirwan, 2023). Low employee work motivation in logistics service companies is influenced by high workloads, limited financial rewards such as additional salary and benefits, and minimal recognition for performance. Based on Self-Determination Theory, work motivation includes various forms of motivational regulation, namely amotivation, external material regulation, external social regulation, introjected regulation, identified regulation, and intrinsic motivation, which describe the spectrum of drives from external factors to motivation which originates from intrinsic satisfaction with work (Deci & Ryan, 2021 in Gheitani *et al.*, 2022) as well as (Diah & Mirwan, 2023). Previous research shows that work motivation has a positive effect on employee performance and plays an important role in increasing job satisfaction (Mpuangnan *et al.*, 2024; Pratama & Sutianingsih, 2023).

Previous research by Notarnicola *et al.*, (2024) have studied the relationship between Transformational Leadership and Its Impact on Job Satisfaction and Personal Mastery for Nursing Leaders in Healthcare Organizations. Senjaya & Anindita (2020) The Role of Transformational Leadership and Organizational Culture Towards Organizational Commitment Through Job Satisfaction Among Mining Industry Employees Anik & Jul (2022). The Influence of Transformational Leadership and Work Life Balance on Employee Engagement and Performance. Kamaruddin *et al.* (2024) The Influence of Digital Leadership and Organizational Culture through Job Satisfaction on Employee Performance Lussa *et al.* (2023). The Influence of Workplace Relationships on Job Satisfaction among Private College Students in Mogadishu: Employee Performance as a Mediator Variable

Based on the description above, this research focuses on analyzing the influence of style leadership transformational leadership, work motivation, and job satisfaction on employee performance in logistics service companies. This research is expected to provide theoretical contributions by enriching the human resource management literature, as well as providing practical implications for logistics service companies in designing appropriate HR management strategies to improve company performance and competitiveness in the era of global competition.

Methodology

This study uses a quantitative approach with a causality design that aims to analyze the influence of Transformational Leadership Style (X1), Work Motivation (X2),

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and Job Satisfaction (X3) on Employee Performance (Y) at a Logistics Services Company in Jakarta. The study was conducted on employees of a Logistics Services Company in Jakarta with a population of 130 employees. The sampling technique used saturated sampling (census), so that all members of the population were sampled and 130 respondents were obtained. Data collection was carried out through a survey using an online questionnaire distributed via Google Form with a Likert scale of 1–4, ranging from Strongly Disagree to Strongly Agree.

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS 4 software. The analysis included evaluation of the outer model through convergent validity, discriminant validity, and construct reliability testing. Convergent validity was assessed based on outer loading and Average Variance Extracted (AVE), while discriminant validity was evaluated through cross loading, Fornell–Larcker, and Heterotrait–Monotrait Ratio (HTMT). Construct reliability was tested using Cronbach's Alpha and Composite Reliability. Furthermore, evaluation of the inner model was carried out through R-square values, path coefficients, model fit, and hypothesis testing to determine the direct and indirect effects between research variables.

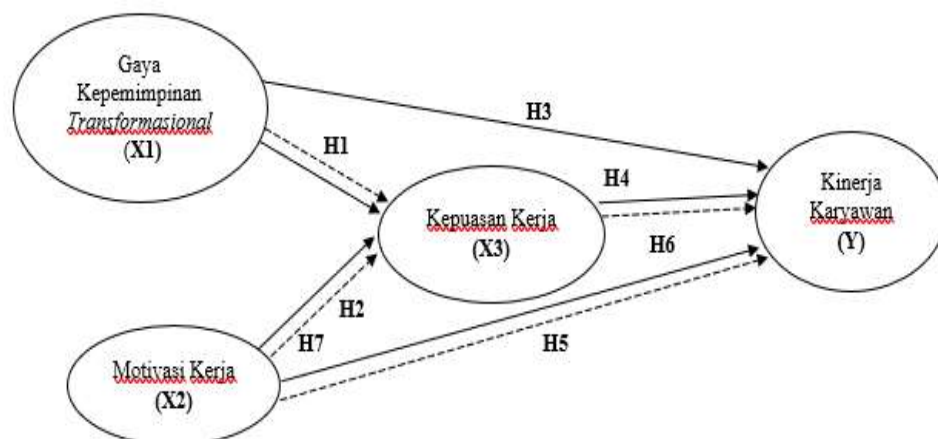


Figure 1. Research Model

Results and discussion

Outer Model Testing

Convergent Validity Test

The results of the convergent validity test analysis indicate that all indicators in this study have met the required criteria. All indicators have an outer loading value > 0.7, an Average Variance Extracted (AVE) value > 0.5, a Cronbach's Alpha value > 0.6, and a Composite Reliability (rho_a) value > 0.7. Thus, the indicators in the Transformational Leadership Style, Work Motivation, Job Satisfaction, and Employee Performance

variables are declared convergently valid and reliable, so they are suitable for use in the structural model analysis in the next stage.

Discriminant Validity Test

The discriminant validity test aims to ensure that each construct in the study has a clear distinction from other constructs. In this study, discriminant validity was evaluated using the Fornell–Larcker criteria, Heterotrait–Monotrait Ratio (HTMT), and cross-loading. Based on the results of the Fornell–Larcker test, the square root of the Average Variance Extracted (AVE) value for each construct is greater than the correlation value between other constructs. This indicates that each variable is more capable of explaining its own indicators compared to other variables, thus meeting the discriminant validity criteria. Cross-loading was used because the results between one variable and another variable showed the highest value.

Furthermore, the results of the HTMT test show that all values are below the specified limit of <0.90 according to Hair *et al.* (2021). Thus, all constructs were declared free from discriminant issues. Furthermore, based on the cross-loading results, each indicator had the highest loading value on the construct it measured compared to other constructs. This is because the loading value of an indicator on its original variable must be greater than the loading value on other variables. Therefore, it can be concluded that all variables in this study have met discriminant validity.

Inner Model Testing

Coefficient of Determination (Adjusted R²)

The adjusted R-square value is used to determine the extent to which the independent variables explain the dependent variable in a research model. The higher the adjusted R-square value, the better the model's ability to explain the dependent variable being studied (Griffeth *et al.*, 2021). Based on the test results, the Job Satisfaction variable has an adjusted R-square value of 0.600, which indicates that 60.0% of Job Satisfaction can be explained by the Transformational Leadership Style and Work Motivation variables, while the remaining 40.0% is explained by other variables outside the research model. The Employee Performance variable has an adjusted R-square value of 0.727, which indicates that 72.7% of Employee Performance can be explained by the Transformational Leadership Style, Work Motivation, and Job Satisfaction variables, while the remaining 27.3% is influenced by other variables outside the research model. Based on these results, it can be concluded that the research model has a good ability to explain each variable, especially the Employee Performance variable which has the highest adjusted R-square value. Examples of other variables outside the research



for Job Satisfaction are Work Environment, Work-life balance, Compensation/salary, Organizational Culture, Work stress and Workload.

Examples of other variables outside of the research for Employee Performance include Work Discipline, Reward System, Organizational Culture, Organizational Commitment, Workload, and Work Engagement. Full details regarding the adjusted R-square values are presented in Appendix 5.

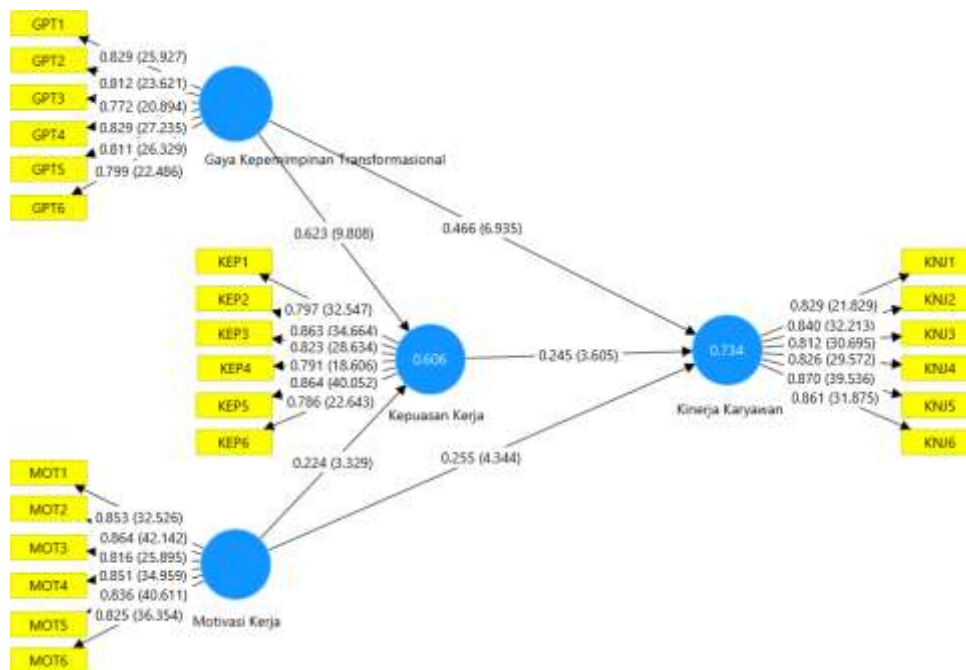


Figure 2. Path Coefficient and T-statistic Diagram

Hypothesis Testing

According to Hair *et al.* (2021) In inner model testing (hypothesis testing), the significance level of the path coefficient can be determined through the T-statistic value. If the T-statistic value exceeds the T-table value (1.960) at a significance level of 5%, and the p-value is less than 0.05, it can be concluded that there is a significant relationship between the variables being analyzed. In addition, the original sample is used to determine the direction and strength of the relationship between the variables being tested through the path coefficient. Based on the Path Coefficient and T-statistic diagrams above, hypothesis testing on the research model can be presented as follows:

Table 1. Results of the Direct Effect Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Kesimpulan
Gaya Kepemimpinan Transformasional -> Kepuasan Kerja	0.623	0.623	0.064	9.808	0.000	Data mendukung hipotesis
Motivasi Kerja -> Kepuasan Kerja	0.224	0.22	0.067	3.329	0.001	Data mendukung hipotesis
Gaya Kepemimpinan Transformasional -> Kinerja Karyawan	0.466	0.476	0.067	6.935	0.000	Data mendukung hipotesis
Kepuasan Kerja -> Kinerja Karyawan	0.245	0.233	0.068	3.605	0.000	Data mendukung hipotesis
Motivasi Kerja -> Kinerja Karyawan	0.255	0.255	0.059	4.344	0.000	Data mendukung hipotesis

Based on the results of the hypothesis testing in Table 1 above, the Transformational Leadership on Job Satisfaction obtained a T-value interpreted as follows: Testing H1 the influence of Statistical Style of $9.808 > 1.960$, with a p-value of $0.000 < 0.05$, it can be said that there is a significant and positive influence between Transformational Leadership Style on Job Satisfaction, thus H1 can be accepted. Testing H2 the influence of Work Motivation on Job Satisfaction obtained a T-Statistic value of $3.329 > 1.960$, with a p-value of $0.001 < 0.05$, it can be said that there is a significant and positive influence between Work Motivation on Job Satisfaction, thus H2 can be accepted. Testing H3 the influence of Transformational Leadership Style on Employee Performance obtained a T-Statistic value of $6.935 > 1.960$, with a p-value of $0.000 < 0.05$, so it can be said that there is a significant and positive influence between Transformational Leadership Style on Employee Performance, thus H3 can be accepted. Testing H4 the influence of Job Satisfaction on Employee Performance obtained a T-Statistic value of $3.605 > 1.960$, with a p-value of $0.000 < 0.05$, so it can be said that there is a significant and positive influence between Work Motivation on Job Satisfaction, thus H4 can be accepted.

Testing H5 on the influence of Work Motivation on Employee Performance obtained a T-Statistic value of $4.344 > 1.960$, with a p-value of $0.000 < 0.05$, so it can be said that there is a significant and positive influence between Work Motivation on



Employee Performance, thus H5 can be accepted. Based on the explanation of the results of the hypothesis testing in Table 3, it can be concluded that the five hypotheses in this study can be accepted, so it can be stated that Transformational Leadership Style, Work Motivation, and Job Satisfaction have a positive and significant effect on Employee Performance in logistics companies.

Table 2. Mediation Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Kesimpulan
Gaya Kepemimpinan -> Kepuasan Kerja -> Kinerja Karyawan	0.153	0.145	0.045	3.368	0.001	Data mendukung hipotesis
Motivasi Kerja -> Kepuasan Kerja -> Kinerja Karyawan	0.055	0.052	0.023	2.367	0.018	Data mendukung hipotesis

Based on the results of the mediation hypothesis testing in Table 2 above, the results can be interpreted as follows: Based on the results of the mediation test in Table 2, it can be explained that in the H6 test, namely the influence of Transformational Leadership Style on Employee Performance through Job Satisfaction, the T-Statistics value was obtained at 3.368 which is greater than 1.960 and the p-value was 0.001 which is smaller than 0.05. These results indicate that the indirect influence between Transformational Leadership Style on Employee Performance through Job Satisfaction is positive and significant, so H6 is declared accepted. However, the T-statistic value on the indirect path is smaller than the direct influence of Transformational Leadership Style on Employee Performance ($t = 6.935$). This indicates that the mediation that occurs is partial, because Transformational Leadership Style still has a strong direct influence on Employee Performance without being completely dependent on Job Satisfaction.

Furthermore, in the H7 test which examines the effect of Work Motivation on Employee Performance through Job Satisfaction, the T-Statistic value obtained is 2.367 which is greater than 1.960 and the p-value is 0.018 which is smaller than 0.05. Thus, the indirect effect of Work Motivation on Employee Performance through Job Satisfaction is also proven to be significant and H7 is accepted. However, the T-statistic value on the mediation path is lower than the direct effect of Work Motivation on Employee Performance. This indicates that the mediation that occurs is also partial, because Work Motivation has been able to directly improve Employee Performance, and this effect is strengthened through Job Satisfaction.



Based on these overall results, it can be concluded that Job Satisfaction plays a mediating role in the relationship between Transformational Leadership Style and Work Motivation on Employee Performance in a logistics company. Thus, all mediation hypotheses in this study are accepted.

DISCUSSION

The research results show that transformational leadership style has a positive effect on employee job satisfaction. This means that good transformational leadership will increase employee satisfaction. This finding can be explained by the leader's ability to build trust and foster a spirit of cooperation to achieve common group goals. Based on the age of the respondents, the majority were in the 26–35 year age range, namely the productive age group who tend to need direction, support, and recognition from superiors in carrying out their work. In addition, the majority of respondents were women, so a supportive leadership approach and attention to individual needs are important factors in shaping job satisfaction.

When leaders are able to create working relationships based on trust and harmonious collaboration, employees will feel valued and a vital part of the organization. Job satisfaction in this study is reflected in employee perceptions of development and promotion opportunities. Leaders who provide support, direction, and opportunities for growth strengthen employees' belief that the organization offers a clear career path. This fosters feelings of satisfaction because employees see promising future prospects within the organization. These findings align with the opinion of Luthans *et al.* (2021) in Burhanudin *et al.* (2024) which states that job satisfaction is formed from employee evaluation of their overall work experience.

Research results show that work motivation plays a direct role in increasing employee job satisfaction. The higher the level of motivation an employee has, the higher the level of job satisfaction they feel. Identification motivation, which reflects an individual's awareness of the value and meaning of work, is a dominant aspect in explaining this relationship. This condition is relevant to the characteristics of respondents, most of whom have a high school/vocational high school education, where the meaning of work and clarity of work contributions to the organization are important factors in building satisfaction. Job satisfaction is reflected in employees' opportunities to develop knowledge and skills through work. With strong identification motivation, employees tend to use tasks and responsibilities as a learning tool, thus creating a sense of satisfaction because work becomes a medium for growing competence and professionalism. This is in line with Self-Determination Theory, which states that internalized motivation will encourage a more positive and sustainable work attitude (Deci & Ryan, 2021 in Gheitani *et al.*, 2022).

Furthermore, research results show that transformational leadership plays a direct role in improving employee performance. The results also indicate that transformational leadership positively influences employee performance. Leaders who are able to develop and convey a clear vision will help employees understand the direction and goals of the organization. This clarity of vision provides guidance in working and increases commitment to achieving predetermined targets. Employee performance in this study is reflected in a proactive attitude and a willingness to undertake additional tasks beyond their primary duties. When leaders provide inspiration and clear direction, employees are encouraged to work not only to standards but also to make extra contributions to the organization's success. This is in line with the view Robbins & Judge (2020) which states that employee performance is influenced by leadership that is able to direct and motivate work behavior positively.

The results of the study indicate that job satisfaction has a positive effect on employee performance. This means that the higher the level of job satisfaction, the higher the employee performance. Employee perceptions of development opportunities and promotion are a dominant aspect in shaping job satisfaction. This is relevant to the characteristics of respondents, most of whom are in the early to mid-career stages (aged 26–35), where the need for self-development and career advancement is crucial. Employee performance is reflected in the ability to control emotions and make appropriate decisions under pressure. Satisfaction with compensation creates emotional stability, enabling employees to remain professional, calm, and rational in the face of challenging work situations. Such job satisfaction serves as a psychological foundation for optimal performance (Kamaruddin *et al.*, 2024).

The research results show that work motivation contributes to improving employee performance. A positive relationship between work motivation and employee performance means that the higher the level of motivation an employee has, the higher the performance they produce. Employees with high intrinsic motivation tend to enjoy their work and strive to provide the best results without constant supervision. Employee performance in this study is reflected in a caring attitude, a willingness to help coworkers, and maintaining harmonious working relationships. Intrinsic motivation encourages employees to not only focus on achieving personal targets but also contribute to creating a supportive and collaborative work environment, thus positively impacting overall performance improvement. This reinforces the view that employee performance is a reflection of internal drive formed through the meaning of work (Robbins & Judge 2020).

In addition to its direct influence, this study shows that job satisfaction acts as a mediating variable in the relationship between transformational leadership style, work motivation, and employee performance. Transformational leadership can improve employee performance by first establishing positive work motivation and job satisfaction.



Motivation and job satisfaction are important pathways that bridge the influence of leadership on employee work behavior, as explained in the model of the relationship between leadership and employee performance (Hair *et al.*, 2021).

Based on the interpretation of the outer model, the indicator with the highest outer loading value for each variable reflects the aspect most dominantly felt by employees. According to (Hair *et al.*, 2021). indicators with high outer loading values show a strong contribution in representing the latent construct. This indicates that trust and cooperation in transformational leadership, awareness of work values in work motivation, perception of development opportunities in job satisfaction, and proactive attitudes in employee performance are the main aspects that shape the work behavior of PT Nusantara Card Semesta employees.

Overall, the results of this study indicate that transformational leadership plays a strategic role in improving employee motivation, job satisfaction, and performance, both directly and through mediation mechanisms. Therefore, consistent implementation of transformational leadership and effective management of motivation and job satisfaction are key to driving improved employee performance in logistics companies.

CONCLUSION

Based on the analysis, it can be concluded that transformational leadership style and work motivation have a positive and significant effect on employee job satisfaction and performance in logistics companies. Job satisfaction also has a positive and significant effect on employee performance and has been shown to partially mediate the effect of transformational leadership style and work motivation on employee performance. These findings indicate that the implementation of inspirational leadership, high work motivation, and good job satisfaction can support improved employee performance.

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