



## The Influence of Transformational Leadership Style, Self-Development, and Local Culture on Employee Performance at PT. Pamapersada Nusantara through Job Satisfaction as an Intervening Variable

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### ABSTRACT

This research aims to examine and analyze the impact of Transformational Leadership Style, Self-Development, and Local Culture on Employee Performance at PT. Pamapersada Nusantara, with Job Satisfaction serving as a mediating variable. The study adopts a quantitative method with a causal explanatory design. The research population includes employees working as production supervisory staff (Supervisor level and above) at PT. Pamapersada Nusantara. A total sampling technique was applied, resulting in a sample size of 117 respondents. Data were collected through Google Forms and assessed using a Likert scale. The data analysis was carried out using the Structural Equation Model (SEM) approach, with Partial Least Squares (PLS) and IBM SPSS 26 as the supporting software. The findings reveal that: 1) Transformational Leadership Style has a significant positive influence on Job Satisfaction; 2) It also significantly enhances Employee Performance; 3) Self-Development contributes positively and significantly to Job Satisfaction; 4) It also significantly impacts Employee Performance; and 5) Local Culture positively and significantly affects Job Satisfaction, among other results.

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## **INTRODUCTION**

Efficient human resource management plays a crucial role in fostering a productive and adaptable workplace. According to Irfan et al., (2023), professional HR practices enable organizations to attract, develop, and retain top-performing employees, with individual performance representing behaviors that contribute to achieving organizational objectives. As such, strategies like training, employee empowerment, and motivation enhancement are essential in responding to global challenges.

Human Resources are a vital element in an organization that plays a role in achieving work targets and goals Rijanti et al., (2020). Rahman & Tiorida, (2016) emphasizes that human resource management involves policies and practices that shape employee behavior and performance. Employee performance, according to Princess & Sentosa, (2022), is the result of work that meets established standards and is a primary indicator of organizational productivity. Performance assessment is necessary to identify potential, design training, and establish human resource policies Saharuddin et al., (2022). Performance is measured based on task achievement according to work standards. Daeli et al., (2024).

PT Pamapersada Nusantara (PAMA) is the largest mining contractor in Indonesia, a subsidiary of PT United Tractors Tbk, part of the Astra Group. PT Pamapersada Nusantara provides complete mining services from exploration to environmental rehabilitation, operating in various regions such as Kalimantan, Sumatra, Papua, and Sulawesi. PAMA's operational area in South Sumatra covers Lahat and Muara Enim Regencies, based on AMDAL documents and decisions of the Ministry of Energy and Mineral Resources. The assisted area is divided into three rings, with Ring 1 covering 15 villages in 4 sub-districts. Communities around the mine have similar cultures and customs, so PAMA conducts social mapping to understand the socio-cultural conditions as a basis for implementing community empowerment programs.

Communities still face numerous challenges in the economic, health, education, and environmental sectors. In the economic sector, high unemployment and stagnant MSME development are caused by low workforce skills and limited market access, despite significant potential in the form of vacant land, natural resources, and the under-utilized role of private companies. In the health sector, malnutrition and stunting among toddlers remain prevalent, exacerbated by low attendance at integrated health posts (Posyandu) and difficult access to health services. In the education sector, the implementation of the new curriculum has not been optimal, school facilities are inadequate, and bullying cases contribute to the dropout rate. Furthermore, the lack of protection for interns against workplace accidents is also a significant concern. Meanwhile, in the environmental sector, challenges such as seasonal flooding, mining dust pollution, and increasing disease due to environmental degradation, including the reduction of green belts and green open spaces, remain serious problems. Therefore, despite various government and community efforts, intersectoral collaboration and ongoing programs are needed to comprehensively address these issues and promote inclusive and sustainable development.

In addition to the problem phenomena mentioned earlier, this study addresses a research gap identified in previous studies. For instance, Sepmayanti et al., (2024) found that transformational leadership style positively and significantly influences employee performance, whereas Irfan et al., (2023) concluded that transformational leadership has no significant impact on employee performance. Similarly, Susanto, (2023) reported that self-development has a positive and significant partial effect on performance, while Princess & Rambe, (2022) discovered no significant influence of self-development on employee performance. Furthermore, (Sinaga et al., 2020) found that local culture does not significantly affect performance, whereas (Aritonang & Herminingsih, 2020) observed a significant influence of local culture on employee performance. Additionally, Widayati et al., (2021) showed that job satisfaction has a significant impact on employee performance, while Princess & Rambe, (2022) reported no such significant effect when examined partially.

This research is motivated by the importance of improving employee performance, particularly at PT. Pamapersada Nusantara, through an inspirational leadership approach, self-development strategies, and the utilization of local cultural values. Transformational leadership is considered capable of encouraging employee motivation and growth. Feri et al., (2020), while self-development contributes to increasing employee competence and loyalty. Susanto, (2023) On the other hand, local culture reflects the values and norms that form the basis of the work behavior of the local community. Buchari & Wulanyani, (2021), so its integration is important in a sustainable HR strategy.

This study is novel in its approach, combining three strategic variables: transformational leadership, self-development, and local culture as interacting factors in driving employee performance. Unlike previous studies that tend to be sectoral and partial (e.g., Nurcahyo et al., 2020; Widodo & Wibowo, 2018), this study offers a holistic perspective that aligns modern leadership styles, sustainable HR development strategies, and local wisdom values. Furthermore, the integration of local culture as a variable that directly impacts employee performance remains a rarely researched approach, particularly in the mining sector, which has unique work dynamics and social characteristics. Therefore, this study is not only practically relevant in the context of HR management at PT Pamapersada Nusantara but also theoretically contributes to enriching the literature on contextual approaches to culture-based human resource management. This study aims to uncover the relationship between transformational leadership, self-development, and local culture on employee performance through job satisfaction as an intervening variable.

## LITERATURE REVIEW

### *Human Resource Management*

Human resource management is both a science and an art focused on organizing workforce relationships and roles in a way that supports the efficient and effective achievement of goals for the company, employees, and society as a whole Hasibuan (2019:10). It encompasses theoretical foundations and concepts that are implemented through managerial capabilities. In a similar vein, Sadikin, (2020:161) defines human resource management as a strategically structured

approach to overseeing an organization's most crucial asset its human capital which, both individually and collectively, plays a vital role in realizing the organization's objectives.

### ***Resource-Based View (RBV)***

The Resource-Based View (RBV) perspective in strategic management highlights the critical role of a company's internal resources in generating a competitive edge. Barney (1991) states that such an advantage can be realized when a firm possesses resources that are valuable, unique, hard to replicate, and not easily substituted (VRIN). Similarly, Wernerfelt (1984) pointed out that a company's success is influenced not only by its position in the market but also by how well it leverages its tangible assets, human capital, technological strengths, and organizational competencies.

### ***Transformational Leadership Style***

Armansyah, (2022:3) states that transformational leadership is a leadership style that can clearly convey an organization's vision, motivate subordinates, and encourage creativity to achieve shared goals. Agustia, M., & Wardani, (2020:27) added that transformational leaders provide individual attention and intellectual stimulation, thereby creating trust and loyalty from their followers, and motivating them to perform higher than initial expectations. The indicators of transformational leadership style according to Robbin in Saputra, (2022:7) namely: charisma, inspirational motivation, intellectual stimulation, individual attention.

### ***Self-development***

Self-development is a process to increase an individual's work enthusiasm and motivation in order to achieve a better version of themselves as explained by Affandi, (2018:19) However, this process involves various complex dimensions, concepts, and stages. According to Priansa, (2018:161), self-development includes various work activities that appear separate, but are actually interrelated, continuous, and provide important meaning in an employee's life. According to Rivai, (2018:44-45) Self-development indicators include the following: work performance, exposure, networking, opportunities for growth, mentors and sponsors.

### ***Local Culture***

Local culture refers to the ideas, activities, and works of humankind that develop within a community in a specific region (Nawari Ismail, 2011). This culture remains alive, accepted, and serves as a shared guideline for the community. Local culture encompasses not only traditional heritage but also all the distinctive cultural elements that develop and are inherent in a particular community. Heddy, (2021:85) said that local cultural indicators include: value systems, cultural symbols (objects, colors, traditional clothing), social practices, local mythology and narratives and the collective identity of the community.

### ***Job Satisfaction***

Afandi, (2018:73) describes job satisfaction as a positive attitude that employees hold toward their work, influenced by various factors such as the organizational environment, peer relationships, remuneration, and both physical and psychological conditions. In contrast, Handoko (2020:193) views job satisfaction as an emotional reaction whether positive or negative that employees exhibit in relation to their job, reflected through their behavior and attitudes in diverse workplace scenarios. Furthermore, Afandi, (2018:82) outlines several core indicators of job satisfaction, including job content, compensation, promotion prospects, quality of supervision, and coworker relations.

### ***Employee performance***

Sutrisno, (2019:123) explains that employee performance is the result of work assessed based on quality, quantity, timeliness, and cooperation to achieve organizational goals. Performance reflects work output that can be measured qualitatively and quantitatively, and is influenced by various factors such as motivation, compensation, and the work environment. Therefore, the primary focus in human resource management often lies on performance assessment. In line with this, Bacal (in Wibowo, 2018:186) states that performance is a process for measuring and evaluating individual performance. According to Tailan et al., (2021:345) 5 employee performance indicators were obtained, namely: quantity, quality, punctuality, effectiveness, attendance.

## **METHODOLOGY**

This study utilizes a quantitative method with an explanatory causal design, aiming to systematically and numerically explore the cause-and-effect relationships between the variables under investigation. The research population comprises 117 employees in the production division at the supervisory level (Supervisor and above) at PT. Pamapersada Nusantara. Due to the relatively small and accessible population size, the study applies a saturated sampling technique (total sampling), meaning the entire population is included as the research sample. Therefore, the number of respondents in this study is also 117 individuals.

Primary data collection was carried out using a structured questionnaire distributed via Google Form. The questionnaire items were assessed using a Likert scale, enabling respondents to express their level of agreement with each statement. This approach allows for the measurement and quantification of perceptions, attitudes, and behaviors associated with the research variables.

For data analysis, this study uses a dual-software approach. SmartPLS version 4.0 is utilized to conduct Structural Equation Modeling (SEM), focusing on the relationships within the structural (inner) and measurement (outer) models. Meanwhile, SPSS version 26 is employed to perform preliminary analyses, including descriptive statistics and early-stage data screening.

The analytical procedure includes several key stages:

1. Descriptive Analysis - To describe the demographic and general characteristics of the sample and provide an overview of responses.

2. Validity and Reliability Testing - To assess whether the measurement instruments used in the study are both accurate (valid) and consistent (reliable).
3. Outer Model Evaluation - To measure how well the indicators reflect their respective constructs, including convergent and discriminant validity.
4. Inner Model Testing - To evaluate the structural relationships between latent variables, assessing both the strength and direction of effects.
5. Hypothesis Testing - To determine whether the proposed relationships between variables are statistically significant, based on the path coefficients and p-values generated by the SEM model.

Through this rigorous methodological framework, the study seeks to generate a comprehensive, valid, and reliable understanding of how transformational leadership, self-development, and local culture influence employee performance, with job satisfaction serving as a mediating variable. This in-depth approach is intended to contribute meaningfully to both theoretical knowledge and practical strategies for human resource development in organizational settings.

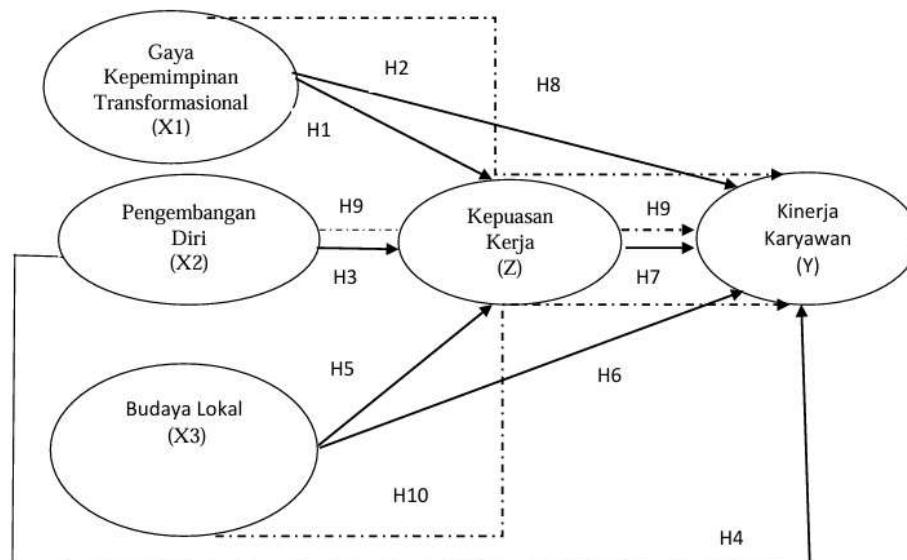


Figure 1. Research Concept Framework

## RESEARCH RESULT AND DISCUSSION

### *Evaluation of Measurement Model (Outer Model)*

According to Ghozali (2015:39), outer model evaluation is carried out to determine how accurately the indicators represent the latent variables in a research model. This process involves assessing validity specifically, convergent validity, which evaluates the strength of correlation among indicators within the same construct, and discriminant validity, which ensures that each construct is clearly differentiated from others. Additionally, the reliability of each construct is tested using composite reliability and Cronbach's alpha to verify the internal consistency of the indicators within each group. As such, evaluating the outer model is a vital step in ensuring the precision and reliability of the measurement instruments before advancing to the structural (inner model) assessment.

a. *Convergent Validity*

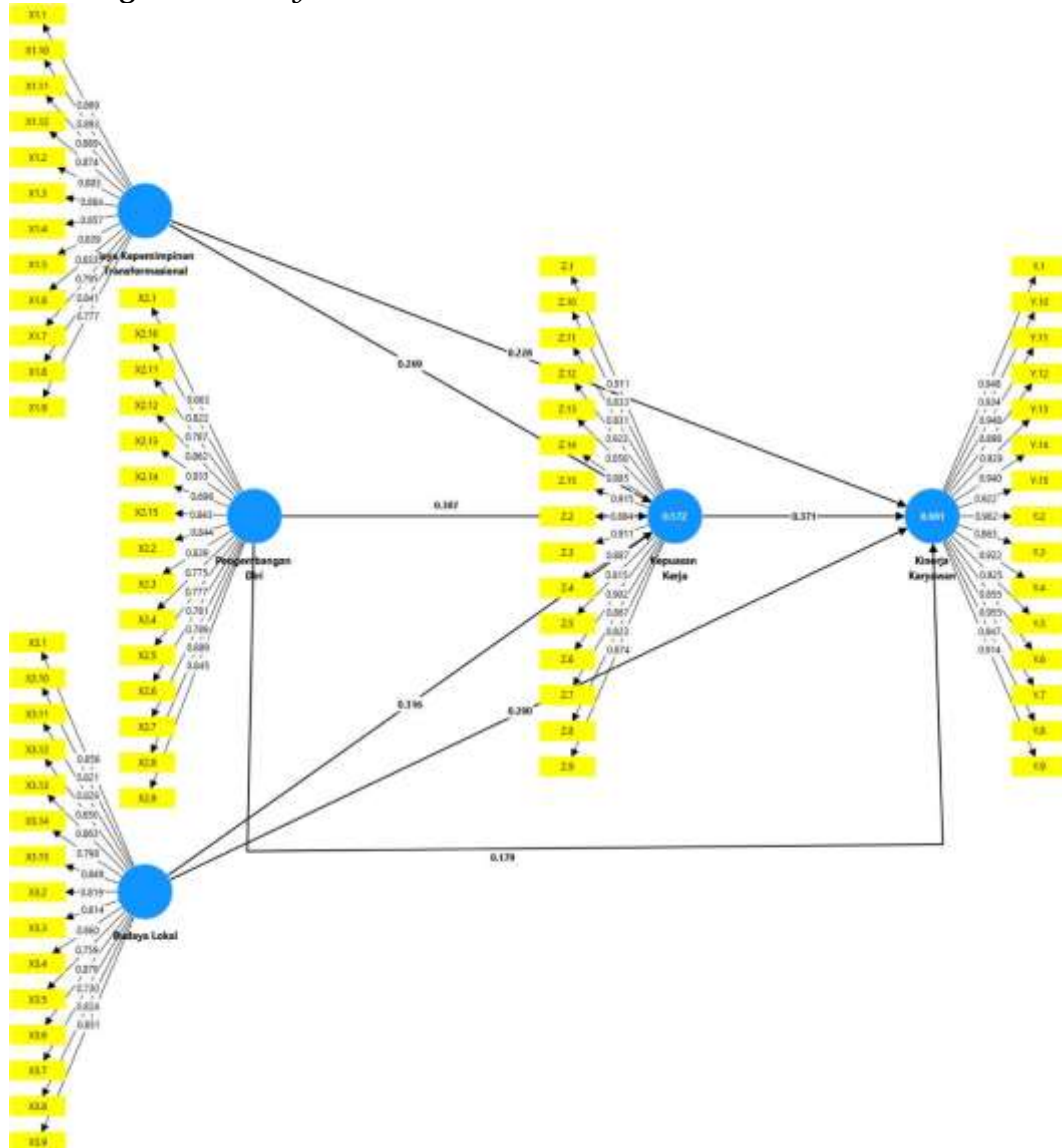


Figure 2. Results of the smartPLS 4.0 algorithm

As illustrated in Figure 2, the data analysis results indicate that all indicators have met the required threshold with loading factor values exceeding 0.7. This demonstrates that each indicator strongly correlates with its respective construct, fulfilling the criteria for convergent validity.

b. *Average Variance Extracted(AVE)*

Table 1. Average Variance Extracted (AVE) Test Results

	<i>Average variance extracted(AVE)</i>
<b>Transformational Leadership Style</b>	0.730
<b>Self-development</b>	0.669
<b>Local Culture</b>	0.685
<b>Job satisfaction</b>	0.766
<b>Employee performance</b>	0.855

Source: Processing Output with smartPLS 4.0

As shown in Table 1 above, all Average Variance Extracted (AVE) values surpass the minimum acceptable limit of 0.50. This suggests that each construct in the model successfully accounts for more than 50% of the variance in its associated indicators, thereby fulfilling the criteria for convergent validity. These findings affirm that the indicators are both valid and reliable in representing their respective constructs. The AVE values exceeding 0.50 also indicate adequate internal consistency and robust convergent measurement quality, establishing a solid basis for moving forward with the structural model analysis and hypothesis evaluation.

**c. Composite Reliability and Cronbach's Alpha**

Table 2. Results of Composite Reliability and Cronbach's Alpha Tests

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>
<b>Transformational Leadership Style</b>	0.966	0.968	0.970
<b>Self-development</b>	0.964	0.966	0.968
<b>Local Culture</b>	0.967	0.971	0.970
<b>Job satisfaction</b>	0.978	0.979	0.980
<b>Employee performance</b>	0.988	0.988	0.989

Source: Processing Output with smartPLS 4.0

Based on the data presented in Table 2, the results of the Composite Reliability and Cronbach’s Alpha assessments reflect high internal consistency across all latent variables, as evidenced by reliability coefficients equal to or exceeding the benchmark value of 0.70. These outcomes confirm that each construct satisfies the established reliability standards, indicating that the measurement items within the questionnaire demonstrate consistent performance in capturing the intended latent dimensions. Accordingly, it can be inferred that the research instrument employed in this study possesses sufficient reliability for use in further statistical analysis.

**d. Multicollinearity Test**

Table 3. Values Collinearity Statistics (VIF)

	<b>Job satisfaction</b>	<b>Employee performance</b>
<b>Transformational Leadership Style</b>	1,901	2,070
<b>Career Development</b>	2,040	2,260
<b>Local Culture</b>	1,528	1,761
<b>Job satisfaction</b>	-	2,335
<b>Employee performance</b>	-	-

Source: Processing Output with smartPLS 4.0

The results presented in Table 3 indicate that all Variance Inflation Factor (VIF) values are below 5, suggesting that multicollinearity is not present among the indicators used in this study. This finding confirms that the independent variables do not exhibit high intercorrelation, which could otherwise distort the structural model analysis. Furthermore, the outer model evaluation stage where these VIF values are assessed is essential for testing the measurement model's validity and reliability. This step ensures that the observed indicators accurately represent the underlying constructs and that the data used is both robust and free from redundancy, thus supporting the quality and credibility of subsequent analytical processes.

**Structural Model Evaluation (Inner Model)**

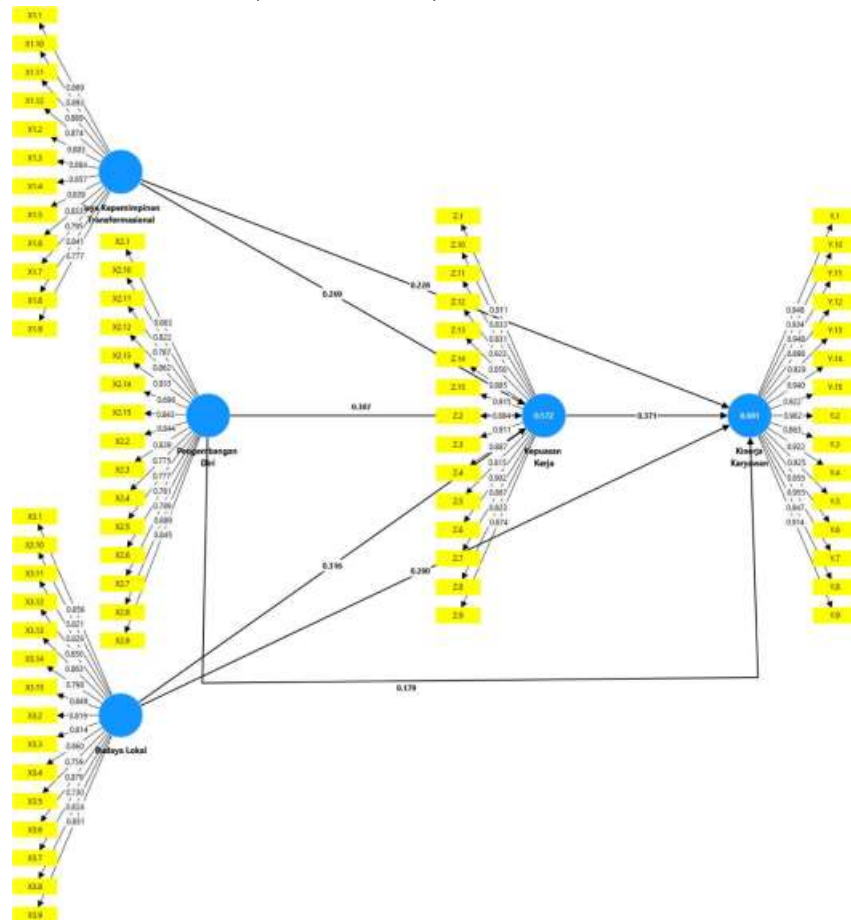


Figure 3. Inner Loadings  
 Source: data processed by SmartPLS 2025

**a. Path Analysis Coefficient**

In the structural model explanation presented above, the path coefficients were assessed to measure the degree of influence exerted by each independent variable on the dependent variable within the model. These coefficients indicate both the direction and the strength of the relationships between the latent constructs under investigation. Based on the data analysis conducted using SmartPLS software, the following path coefficient values were obtained:

1. Job Satisfaction → Employee Performance (0.371): A job satisfaction coefficient of 0.371 suggests a strong positive impact on employee

performance. When employees are satisfied with their jobs, they tend to be more motivated, committed, and enthusiastic, which enhances their productivity and the quality of their work.

2. Local Culture → Job Satisfaction (0.316): The path coefficient of 0.316 demonstrates that local culture significantly affects job satisfaction. A workplace that embraces and respects local cultural values helps employees feel acknowledged, valued, and more driven to excel.
3. Self-Development → Job Satisfaction (0.307): A coefficient of 0.307 indicates that greater opportunities for self-development—such as training, education, and practical experience—contribute positively to job satisfaction. Employees who are given chances to grow professionally often feel more appreciated and empowered.
4. Transformational Leadership → Job Satisfaction (0.269): With a coefficient of 0.269, transformational leadership significantly contributes to satisfaction with performance. Leaders who inspire, motivate, support, and share a compelling vision help cultivate a positive work atmosphere where employees take pride in their achievements.
5. Transformational Leadership → Employee Performance (0.228): The 0.228 path value reveals that transformational leadership also has a direct positive influence on performance. Visionary and supportive leaders encourage employees to perform beyond expectations by boosting morale and fostering commitment.
6. Local Culture → Employee Performance (0.200): A coefficient of 0.200 shows that when organizations uphold local values such as mutual support, ethics, and social harmony, employees develop a deeper sense of connection and responsibility, which enhances their performance.
7. Self-Development → Employee Performance (0.179): The 0.179 coefficient indicates a significant relationship where employees who are given development opportunities tend to perform better, as they feel better equipped and more confident in handling work-related challenges.
8. Local Culture → Employee Performance (through Job Satisfaction) (0.117): This indirect effect (0.117) shows that local culture can enhance employee performance via job satisfaction. When organizational culture aligns with personal values, employees experience higher satisfaction, which translates into improved performance.
9. Self-Development → Employee Performance (through Job Satisfaction) (0.114): The coefficient of 0.114 suggests that job satisfaction acts as a mediator between self-development and performance. Opportunities for growth lead to higher satisfaction, which in turn positively influences job outcomes.
10. Transformational Leadership → Employee Performance (through Job Satisfaction) (0.100): This indirect effect (0.100) highlights that transformational leadership enhances performance by first increasing job satisfaction. When leaders provide vision and individual attention, they foster a sense of fulfillment that motivates employees to perform better.

**b. R-Square (R2)**

Table 4. Results of the R-Square (R2) Value Test

	<b>R-square</b>	<b>R-square adjusted</b>
<b>Job satisfaction</b>	0.572	0.560
<b>Employee performance</b>	0.691	0.680

*Source: Processing Output with smartPLS 4.0*

1. Job Satisfaction: The R-Square value of 0.572 signifies that the variables Local Culture, Transformational Leadership Style, and Self-Development collectively explain 57.2% of the variability in Job Satisfaction. The remaining 42.8% of the variation is likely driven by other influences not included in this study.
2. Employee Performance: An R-Square value of 0.691 indicates that Local Culture, Transformational Leadership Style, Self-Development, and Job Satisfaction together account for 69.1% of the changes observed in Employee Performance. The other 30.9% is presumably affected by factors beyond the scope of this research model.

**c. Q-Square (Goodness of Fit Model)**

Q-Square Test Results

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<b>Job satisfaction</b>	1755,000	1005,998	0.427
<b>Employee performance</b>	1755,000	730,982	0.583

*Source: Processing Output with smartPLS 4.0*

1. Job Satisfaction: The Q-Square value for Job Satisfaction is 0.427, which is above zero, indicating that the structural model demonstrates strong predictive accuracy for this variable. This suggests that the exogenous variables included in the model are effective in anticipating variations in Job Satisfaction.
2. Employee Performance: With a Q-Square value of 0.583, the Employee Performance variable also reflects robust predictive relevance. This implies that the research model has a solid capacity to explain and predict changes in Employee Performance effectively.

*d. Hypothesis Testing Results (Path Coefficient Estimation)*

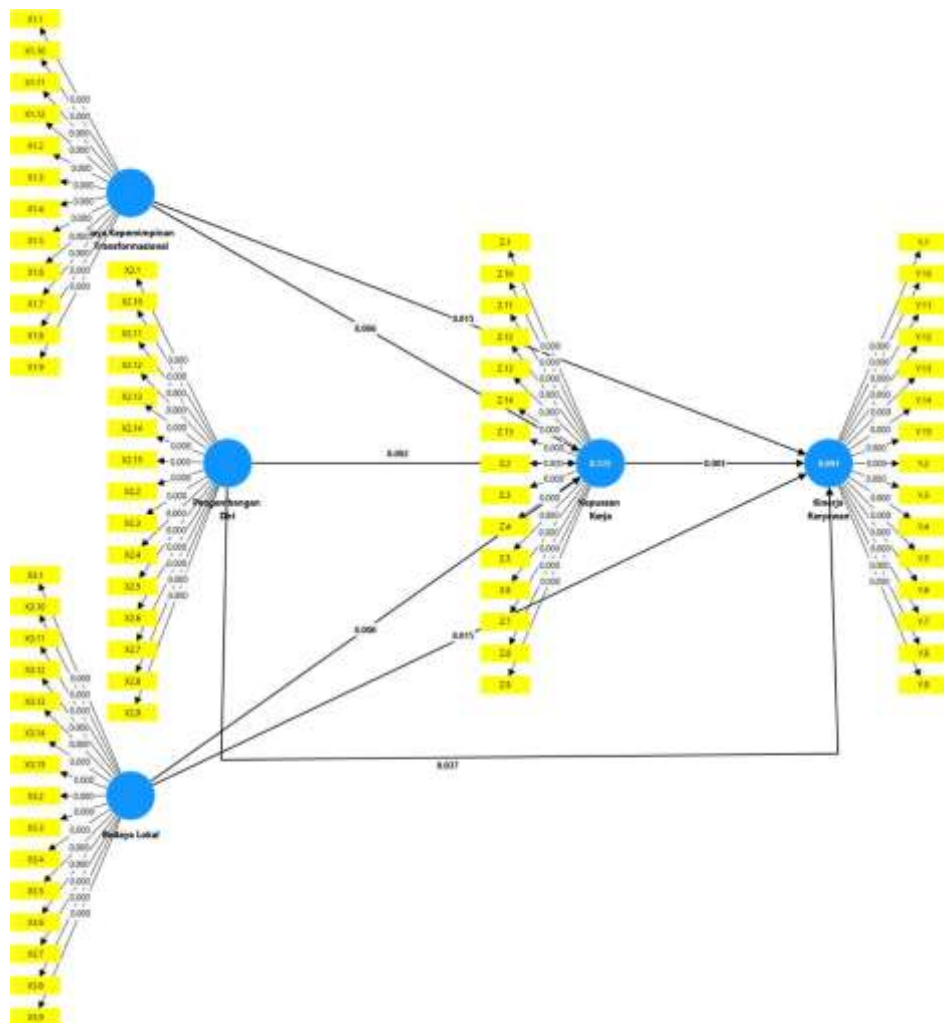


Figure 4. Bootstrapping

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/ST DEV  )	P values	Information
Transformati onal Leadership Style -> Performance Satisfaction	0.269	0.274	0.099	2,730	0.006	Significant
Transformati onal Leadership Style -> Employee Performance	0.228	0.224	0.094	2,427	0.015	Significant

Self Development -> Job Satisfaction	0.307	0.298	0.097	3,176	0.002	Significant
Self Development -> Employee Performance	0.179	0.176	0.086	2,084	0.037	Significant
Local Culture -> Job Satisfaction	0.316	0.317	0.080	3,967	0,000	Significant
Local Culture -> Employee Performance	0.200	0.204	0.082	2,437	0.015	Significant
Job Satisfaction -> Employee Performance	0.371	0.372	0.108	3,430	0.001	Significant
Transformational Leadership Style -> Job Satisfaction -> Employee Performance	0.100	0.100	0.043	2,331	0.020	Significant
Personal Development -> Job Satisfaction -> Employee Performance	0.114	0.114	0.056	2,038	0.042	Significant
Local Culture -> Job Satisfaction -> Employee Performance	0.117	0.118	0.047	2,501	0.012	Significant

*Source: Processing Output with smartPLS 4.0*

The following are the results of hypothesis testing on the structural model:

1. Transformational Leadership Style → Job Satisfaction: The analysis reveals that Transformational Leadership Style positively and significantly influences Job Satisfaction. A path coefficient of 0.269 suggests that improved leadership practices enhance employee satisfaction. This is statistically significant, as shown by a T-value of 2.730 (greater than 1.96) and a P-value of 0.006 (less than 0.05).

2. Transformational Leadership Style → Employee Performance: The results demonstrate a positive and significant relationship between Transformational Leadership Style and Employee Performance. A path coefficient of 0.228 implies that when transformational leadership is effectively applied, employee performance improves. This is supported by a T-statistic of 2.427 and a P-value of 0.015.
3. Self-Development → Job Satisfaction: Self-Development is found to have a significant positive impact on Job Satisfaction. A path coefficient of 0.307 indicates that greater opportunities for personal development lead to higher levels of job satisfaction. This is validated by a T-value of 3.176 and a P-value of 0.002.
4. Self-Development → Employee Performance: The analysis shows that Self-Development contributes positively and significantly to Employee Performance. With a path coefficient of 0.179, it suggests that supporting employee growth helps boost performance. This is confirmed by a T-statistic of 2.084 and a P-value of 0.037.
5. Local Culture → Job Satisfaction: Local Culture has a significant positive effect on Job Satisfaction, as indicated by a path coefficient of 0.316. This means that integrating local cultural values into the workplace enhances employee satisfaction. The effect is statistically significant with a T-value of 3.967 and a P-value of 0.000.
6. Local Culture → Employee Performance: The findings show that Local Culture significantly affects Employee Performance in a positive way. A coefficient of 0.200 implies that reinforcing cultural values improves performance. The result is statistically supported with a T-value of 2.437 and a P-value of 0.015.
7. Job Satisfaction → Employee Performance: Job Satisfaction positively and significantly affects Employee Performance. The path coefficient of 0.371 suggests that as satisfaction increases, so does performance. This is supported by a T-statistic of 3.430 and a P-value of 0.001.
8. Transformational Leadership Style → Employee Performance (via Job Satisfaction): Transformational Leadership Style indirectly enhances Employee Performance through its effect on Job Satisfaction. The indirect effect coefficient of 0.100 indicates that leadership boosts satisfaction, which then improves performance. This mediation is significant, as shown by a T-value of 2.331 and a P-value of 0.020.
9. Self-Development → Employee Performance (via Job Satisfaction): Self-Development indirectly affects Employee Performance through increased Job Satisfaction. The indirect path coefficient of 0.114 suggests that development leads to greater satisfaction, which then enhances performance. The T-value of 2.038 and P-value of 0.042 confirm this mediating effect.
10. Local Culture → Employee Performance (via Job Satisfaction): The results show that Local Culture indirectly improves Employee Performance through Job Satisfaction. The coefficient of 0.117 reflects that when cultural

values elevate satisfaction, performance also improves. This mediation is statistically significant with a T-value of 2.501 and a P-value of 0.012.

## CONCLUSIONS AND RECOMMENDATIONS

### *Conclusions*

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Transformational leadership positively and significantly influences job satisfaction. Leaders who inspire, motivate, and show genuine concern for their team members help cultivate a work environment that is both psychologically and professionally fulfilling. This highlights the important role of transformational leadership in enhancing employee well-being.
2. Transformational leadership also significantly enhances employee performance. Leadership that promotes motivation, personal attention, and a shared vision contributes to higher levels of performance, stronger commitment, and greater innovation among employees in reaching organizational objectives.
3. Self-development has a positive and meaningful effect on job satisfaction. When employees are given opportunities to enhance their skills and advance their careers, they feel more valued, motivated, and emotionally content in their roles.
4. Self-development also positively affects employee performance. Employees who actively engage in personal growth tend to be more productive, efficient, and better equipped to handle complex job demands.
5. Local culture significantly contributes to job satisfaction. Integrating values such as mutual support, respect, and unity into the organizational environment fosters a harmonious workplace that encourages emotional engagement from employees.
6. Local culture also positively affects employee performance. Cultural norms embedded in everyday work practices help cultivate discipline, strong work ethics, and organizational loyalty.
7. Job satisfaction has a strong positive impact on employee performance. Satisfied employees are more likely to demonstrate enhanced job performance, remain loyal, and commit themselves to achieving the organization's goals.
8. Transformational leadership indirectly boosts employee performance through job satisfaction. This suggests that leadership that nurtures emotional well-being among employees indirectly contributes to improved performance outcomes.
9. Self-development indirectly affects employee performance by enhancing job satisfaction. As employees experience professional growth, their job satisfaction rises, which in turn leads to higher performance quality.
10. Local culture also indirectly influences performance through job satisfaction. When cultural values resonate with employees' identities, they experience a greater sense of belonging and comfort at work, which positively affects their motivation and performance.

### **Recommendation**

Based on the research results and conclusions above, suggestions can be proposed which are expected to be useful for various parties, including:

1. Strengthen transformational leadership at all managerial levels through training that focuses on motivation, interpersonal relationships, and individual support.
2. Develop HR programs such as competency training, cross-departmental mentoring, and rotation and promotion to improve employee skills and loyalty.
3. Make job satisfaction a key indicator of organizational performance with regular surveys, discussion forums, and employee feedback-based policies.

### **ADVANCED RESEARCH**

1. Add other variables such as work environment, organizational climate, and alternative leadership styles to enrich the analysis.
2. Use a qualitative or mixed-method approach to explore employees' subjective experiences in more depth.
3. Conduct longitudinal research to understand the long-term impacts and trends of employee behavior change.

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