



The Influence of Transformational Leadership and Authentic Leadership on Employee Job Satisfaction at Yayasan Pionir Pendidikan Indonesia (YPPI) Application of the Employee Voice Behavior System as a Mediating Variable

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ABSTRACT

This study tries to find out how Transformational Leadership and Authentic Leadership affect employee job satisfaction, and it looks at Employee Voice Behavior as the thing that connects these influences. The research was done at Yayasan Pionir Pendidikan Indonesia (YPPI). A quantitative approach was used, and data was gathered using a questionnaire given to 160 employees. Purposive sampling was applied, which led to 115 people completing the survey. The researcher used the SmartPLS tool and applied the PLS-SEM analysis method to examine the data. This study shows that Transformational Leadership has a positive effect on Employee Job Satisfaction. However, Authentic Leadership does not have a positive effect on Employee Job Satisfaction. Transformational Leadership also has a positive effect on Employee Voice Behavior, and Authentic Leadership also has a positive effect on Employee Voice Behavior. Employee Voice Behavior has a positive effect on Employee Job Satisfaction. Employee Voice Behavior does not act as a mediator between Transformational Leadership and Employee Job Satisfaction, and it also does not act as a mediator between Authentic Leadership and Employee Job Satisfaction.

INTRODUCTION

Human resource management involves several key steps like managing, developing, and planning for employees. It also includes finding and choosing the right people to hire, offering training, and helping them grow in their careers. All these activities are done to help the organization grow and improve over time. The main goal of human resource management is to help the organization work better by making employees more productive and seeing them as important parts of the company (Metris et al., 2024). Right now and in the years to come, the country's central and regional governments, businesses, industries, educational institutions, and community groups will need people who have good skills, abilities, knowledge, and expertise. These people can then serve as the key support for the nation's growth and advancement (Pratiwi, 2020).

According to data from the Central Statistics Agency (BPS), there were 399,376 schools in Indonesia during the 2022/2023 school year (Nurhanisah, 2023). This number went up a little, by 1,18%, when compared to the last academic year, which had only 394,708 schools. The Special Region of Yogyakarta, where the author lives, has at least 7,698 schools, including both public and private ones, offering education from kindergarten up to high school (Kementerian Pendidikan Dasar dan Menengah, 2025). To make Indonesia a strong country, the government should concentrate on providing education to every citizen, since developed countries generally give education a lot of importance (Fitri, 2021). Education plays a key role in building a stronger and more successful country. One way to achieve this is by improving the quality of schools in Indonesia (Eksantoso, 2024).

One sign of this quality is the ability of the educational institution to have enough good people working there. These people not only do their jobs well but also keep coming up with new ideas to make their services better, whether they are in leadership or regular staff roles. Leadership is very important in every organization, usually acting as the main support for how things run and the main force behind making changes. The next important thing to think about is how leaders in a company or group can act as examples and encourage and push employees to do their best (Deng et al., 2023). Leaders are key in guiding, inspiring, and helping shape the needed changes in schools and educational institutions. To deal with these challenges, transformational leadership has become a popular way to support and improve the performance of educational organizations (Lamirin et al., 2023). In addition, there's the authentic leadership model, which focuses on being genuine, honest, and having strong connections between leaders and the people they lead. Authentic leaders have a clear sense of who they are, understand their own values and beliefs honestly, and are good at forming strong relationships with others. They care about the needs and expectations of each person in the group. If team members don't feel involved and inspired, it can stop the group from achieving the best possible results (Sofiah Sinaga et al., 2021).

Therefore, it's important for workers to have the chance to share their thoughts or speak up, which can be done through a system that allows employee voice. When there's a leader who is both inspiring and genuine, along with the

chance for employees to express themselves, it's expected that workers will feel more excited about their jobs and end up being more satisfied with their work. This kind of research model can help improve future studies in this area. Yayasan Pionir Pendidikan Indonesia (YPPI) shows its leadership goals. This is clear from its stated vision, which is *"To become a professional Islamic educational institution that creates future leaders who are faithful, have good character, understand basic science, and care for the environment."* This vision clearly supports Transformational and Authentic Leadership by building strong and inspiring moral values. In this presentation, it can be said that Yayasan Pionir Pendidikan Indonesia (YPPI) fits the criteria as a subject for examining the relationship between Transformational and Authentic Leadership and job satisfaction, as discussed before. However, because the author has limited research experience, they couldn't study this phenomenon in a school setting on a large enough scale. So, the author has focused this research only on Yayasan Pionir Pendidikan Indonesia (YPPI).

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a kind of leadership where a leader uses charm and inspires smart choices to change and start fresh with their organization (Sofiah Sinaga et al., 2021). Transformational leadership is a way of leading that tries to make big changes in people and groups. Leaders who use this style have strong ideas, can explain them well, and motivate others to take part in reaching shared goals. There are many qualities or features that make up Transformational Leadership, as follows: *Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration* (Riza et al., 2024).

Principles are like guidelines or references, and they show what qualities someone has. Transformational leaders have their own special traits that set them apart from others. These traits include: being good at sharing emotions, which means leaders should be able to express their feelings clearly. They should explain their vision and mission in a calm and easy way so that their team understands the real goals and what they need to do. The ability to create excitement, which means leaders must really care about their work and show that passion to keep their team inspired. Innovation, which means leaders should be ready to make big changes and adjust quickly when new situations happen. Mutual support, meaning everyone, including leaders, should help each other. And finally, being open, which means leaders should be willing to listen to feedback, suggestions, and criticism from their team because the relationship between leaders and team members works both ways (Basirun & Turimah, 2022).

Authentic Leadership

Authentic leadership is a way of leading that focuses on the leader's honesty and trustworthiness. These leaders act as examples for their team, being truthful and transparent in all their actions and choices. This style of leadership cares about more than just the outcome; it also values how things are done, the principles involved, and the connections between team members (Rifai, 2024). An authentic leader understands themselves by identifying strengths,

weaknesses, and beliefs. They have clear values and act ethically, treating others fairly and respectfully. They respect opinions, take them seriously, and maintain a balance in their interactions. They share their thoughts and beliefs, but avoid sharing too much about personal feelings, demonstrating their openness and understanding of others. This approach fosters a healthy and respectful work environment (Srimulyani, 2021).

Authentic leadership is a way of leading that focuses on being honest, open, and true to oneself when working with others. Here are some traits that define authentic leadership: *Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing* (Dongoran, 2023). Authentic leadership is a way of leading that is true, honest, and reliable, both in what a leader does and believes. This kind of leadership really affects those who follow and is very important for how well they do their work. Here are some good effects of authentic leadership: *Trust and Strong Relationships, Motivation and Engagement, Potential Development, and Innovation and Collaboration* (Zahroh & Aluf, 2023).

Employee Voice Behavior

The voice here is about people who think clearly and make smart choices to reach goals that help the whole group do better (like in business deals) (Wilkinson et al., 2020). When it comes to employees, their voice is about sharing thoughts, suggestions, problems, or opinions on work matters on their own, without being forced (Morrison, 2023). This kind of voice helps improve things at work. It's a way for employees to tell managers about issues they're facing, share what they care about, and give ideas that can help the company make better decisions (Paulet et al., 2021).

Employee voice can be seen in four different ways. First is *Supportive Voice*, which means employees support company rules and work plans if they think they are good for them. They also speak up when they feel they are not treated fairly. Second is *Constructive Voice*, where employees help improve company policies and work methods because they believe these changes can help the company. Third is *Defensive Voice*, where employees fight against changes in company policies or work practices, even if those changes are needed. For example, they might strongly oppose new work rules or policy changes. Lastly, there is *Destructive Voice*, where employees give harsh and disrespectful criticism about company policies. An example is when they follow the rules but still make fun of company programs and criticize existing work methods in a negative way (Paulet et al., 2021).

Job Satisfaction

Job satisfaction is important for all employees in an organization. When employees are satisfied with their work, they become more active and involved in various activities, which helps them contribute to achieving the organization's or company's goals (Rahmawati et al., 2020). Job satisfaction is a feeling people have about their job that comes from whether they feel supported or not in their work situation or workplace. This can include things like how much they are paid, chances to grow in their career, how they get along with other workers,

where they work, what kind of tasks they do, how the company is organized, and how much guidance they get from their boss (Prabowo et al., 2023). Several things can show how happy someone is with their job. These include how much they are paid, the type of work they do and the conditions they work in, how safe their job is, chances to move up in their career, and how well they get along with their boss and coworkers (Lubis et al., 2023).

Transformational Leadership Affects Job Satisfaction

Job satisfaction is affected by how leaders behave, especially when they use a transformational leadership style. This highlights the need for proper leadership training in healthcare environments. Among the different leadership styles examined, only the laissez-faire style did not have any connection to job satisfaction. All other leadership styles were linked to the factors studied, either in a positive or negative way (Notarnicola et al., 2024). Transformational leadership has a positive and strong effect on job satisfaction. The study also shows that pay has a positive and important effect on how satisfied people are with their jobs. Transformational leadership helps employees do things that can increase their satisfaction in their career growth, and it also improves their relationships with bosses and coworkers, making them feel happier and more content with their work (Salim et al., 2024). Value-based and transformational leadership is clearly connected to how nutrition officers do their jobs, stay committed, and keep things clean. This means that they feel satisfied with their work (Taha et al., 2024).

Authentic Leadership Affects Job Satisfaction

Authentic leadership makes a good difference in how confident nursing students feel about themselves, how happy they are at work, and how well they do their jobs, which can help keep more nurses in their jobs longer (Bryan & Vitello-Cicciu, 2022). Organizational culture and real leadership are connected in a good and important way with how satisfied people are at work (Nurlianti et al., 2023). Authentic leadership affects different parts of job satisfaction both directly and through things like being excited about work and being fully involved in work. But real leadership has a stronger positive impact on excitement about work in private companies. In public organizations, being fully involved at work isn't strongly connected to satisfaction with the legal parts of the job (Cortés-Denia et al., 2023).

Transformational Leadership Affects Employee Voice Behavior

Transformational leadership has a big positive effect on how employees speak up, their internal motivation, and how much they are involved in their work. Also, how employees speak up and their internal motivation help connect transformational leadership with their level of work engagement (Linda & Chekole Tekle, 2023). Transformational leadership has a positive and important effect on how team members express their ideas (Chandra et al., 2022). Both transformational leadership and work engagement can help employees feel more comfortable sharing their thoughts. Also, job meaning can lead to more voice

behavior, but this happens through a longer process involving job engagement (Istiqomah et al., 2022). Job satisfaction and psychological empowerment partly connect transformational leadership with how employees express their opinions (Ilyas et al., 2021).

Authentic Leadership Affects Employee Voice Behavior

Several things affect how nurses use their voices, such as their education, the kind of work they do, how long they've been working, and how much they earn each month. Also, authentic leadership, being conscientious, and voice behavior are all connected in a positive way. Conscientiousness helps explain how authentic leadership influences voice behavior. Authentic leadership is important for improving nurses' voice behavior, and conscientiousness plays a part in how that happens. Understanding these effects can help in managing nurses in a clinical setting. Specifically, how nurses see their leaders being authentic and their own level of conscientiousness can lead to more voice behavior (Fan et al., 2024). Authentic leadership helps employees feel more comfortable speaking up (Liao & Shaw, 2020). When leaders are authentic, employees are more likely to share their thoughts and ideas openly (Y. Kim et al., 2023).

Employee Voice Behavior Affects Job Satisfaction

Job satisfaction and feeling in control at work partly explain how transformational leadership affects when employees speak up (Ilyas et al., 2021). Speaking up at work makes people more satisfied with their jobs, but there's not much connection between how people represent their opinions and how satisfied they are (Nawakitphaitoon & Zhang, 2021). When looking at certified nursing assistants, their actions of speaking up in a helpful way or limiting what is said at one point in time were closely linked to how fulfilled they felt at a later time, even after considering how fulfilled they were earlier (Kee et al., 2024).

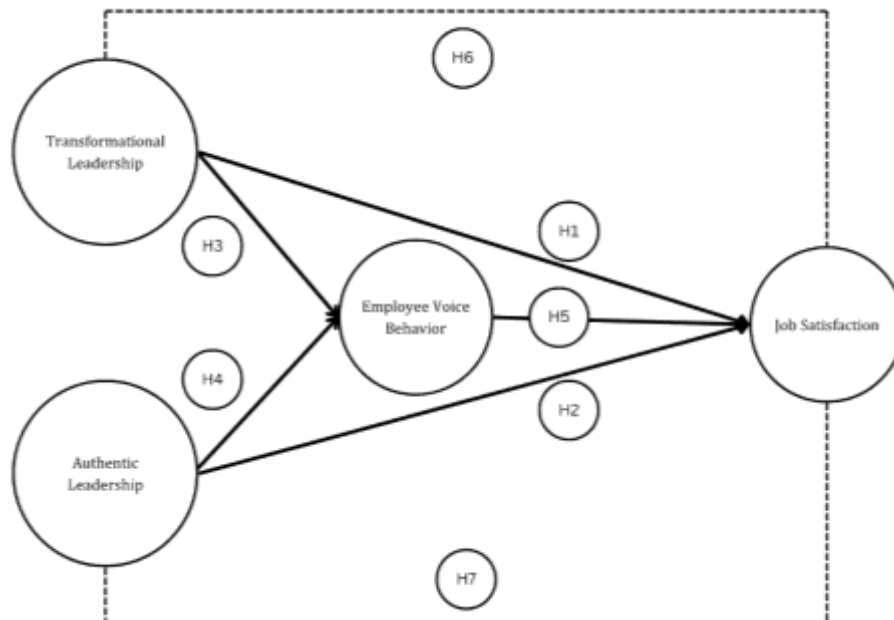
The Correlation between Transformational Leadership and Job Satisfaction through Employee Voice Behavior as a Mediating Variable

Job satisfaction and feeling empowered can partly explain how transformational leadership influences when employees speak up (Ilyas et al., 2021). Transformational leadership and being engaged at work can help lead to more employees speaking up. Also, job meaning can lead to employees speaking up, but it takes a longer path through work engagement (Istiqomah et al., 2022). Value-based and transformational management are closely linked to job satisfaction, loyalty, and cleanliness among nutrition staff, meaning they help make employees happy with their jobs (Taha et al., 2024).

The Correlation between Authentic Leadership and Job Satisfaction through Employee Voice Behavior as a Mediating Variable

Authentic leadership helps employees feel more willing to speak up (Liao & Shaw, 2020). It also has a positive effect on how confident they feel about their work, how happy they are with their jobs, and how well nursing students

perform. This can help keep nurses working longer (Bryan & Vitello-Cicciu, 2022). Authentic leadership is closely linked to more thoughtful and attentive employee voice, but it doesn't directly affect other types of employee behavior (Y. Kim et al., 2023).



Note(s):

—————→ **Direct Effect**
 - - - - -→ **Indirect Effect**

Figure 1. Theoretical framework

METHODOLOGY

This study uses quantitative methods, where knowledge is gathered by collecting and analyzing numerical data. the primary focus of this research was to analyze the relationship between Transformational Leadership, Authentic Leadership, and Job Satisfaction, with Employee Voice behavior as mediating variable. The author studied a group of people that included both permanent and temporary workers, making a total of 160 individuals, all working at Yayasan Pionir Pendidikan Indonesia (YPPI).

The study used a sample of 115 employees, both permanent and non-permanent, from the Indonesian Education Pioneer Foundation (YPPI). The sampling method in this study was purposive sampling, which involves using research tools to check if certain assumptions are correct. Purposive sampling, which is sometimes called judgment sampling, is a type of non-probability method that is often used. In this approach, researchers pick samples based on certain reasons or goals, especially when it's not possible to study the whole population (Thomas, 2021).

Data was gathered by giving questionnaires directly to the people who answered them (respondents). Each question in the questionnaire was given a score using a Likert scale. The weight of each question is based on this scale, with scores ranging from 1 "strongly disagree" to 5 "strongly agree" (Thomas, 2021).

The questionnaire items were adapted from several previous studies. Transformational Leadership was adapted from Lee et al. (2023) consisting 4 indicators. Authentic Leadership was adapted from Kim et al. (2023) consisting 4 indicators. Employee Voice Behavior was adopted from Unler & Caliskan (2019) consisting 4 indicators. And Job Satisfaction was adapted from Elsayhori et al. (2022) consisting 4 indicators.

To make sure the tool was reliable, the study used construct validation to check if the questions in the survey properly measured transformational leadership, authentic leadership, employee voice behavior, and job satisfaction. This was done by testing convergent validity, which looks at how well the questions about the same construct are connected, and discriminant validity, which makes sure questions about different ideas aren't too similar. To check how consistent the tool was, they used Cronbach's Alpha and Composite Reliability (CR) to measure how well all the questions worked together.

In this study, data analysis was done using SmartPLS version 3.0. The measurement model, also called the outer model, was checked for convergent validity by looking at AVE, or average variance extracted, and for reliability by checking Cronbach's Alpha (CA) and Composite Reliability (CR). Then, discriminant validity was tested using the cross loading method. After that, the structural model, or inner model, was examined by looking at the R-Square value. To find out how variables affect each other directly and indirectly, hypothesis testing was done using bootstrapping, which looked at direct effect and indirect effect values.

RESEARCH RESULTS

Based on the data obtained, this study involved 115 respondents, consisting of 58 females and 57 males. More than half of respondents were women, totaling 58 people, which is 50.40 percent. The biggest group in terms of age was those between 21 and 30 years old, with 71 people, making up 61.74 percent. The most common job was teaching, with 74 respondents, or 64.35 percent. The most frequent length of time people had been working was between 2 and 5 years, with 48 people, or 41.74 percent. Furthermore, the results of the inner model and outer model tests are presented in Table 1.

Table 1. Outer Model Test

Variable	Indicator	Outer Loading		CA	CR	AVE
		OL1	OL2			
Transformational Leadership	TL1	0.521	0.582	0.731	0.817	0.527
	TL2	0.583	0.640			
	TL3	0.706	0.720			
	TL4	0.670	0.690			
	TL5	0.634	0.646			
	TL6	0.617	0.633			
	TL7	0.478	-			
	TL8	0.479	-			
Authentic Leadership	AL1	0.730	0.744	0.863	0.888	0.510
	AL2	0.584	0.584			

	AL3	0.535	0.533			
	AL4	0.619	0.603			
	AL5	0.643	0.639			
	AL6	0.644	0.634			
	AL7	0.663	0.649			
	AL8	0.536	0.536			
	AL9	0.607	0.614			
	AL10	0.642	0.650			
	AL11	0.422	-			
	AL12	0.656	0.648			
	AL13	0.672	0.654			
	AL14	0.587	0.602			
Employee Voice Behavior	EVB1	0.756	0.790	0.755	0.844	0.576
	EVB2	0.742	0.793			
	EVB3	0.643	0.762			
	EVB4	0.566	0.687			
	EVB5	-0.212	-			
	EVB6	-0.262	-			
	EVB7	-0.258	-			
	EVB8	-0.162	-			
Job Satisfaction	JS1	0.478	-	0.702	0.808	0.558
	JS2	0.651	0.683			
	JS3	0.507	0.585			
	JS4	0.733	0.727			
	JS5	0.720	0.697			
	JS6	0.469	-			
	JS7	-0.430	-			
	JS8	0.632	0.628			

Notes(s): OL1 (Outer Loading from the First Test); OL2 (Outer Loading from the Second Test); CA (Cronbach's Alpha); CR (Composite Reliability); AVE (Average Variance Extracted).

Table 1 shows that in the first Outer Loading test, ten indicators did not meet the validity requirements: TL7 (0.478), TL8 (0.479), AL11 (0.422), EVB5 (-0.212), EVB6 (-0.262), EVB7 (-0.2588), EVB8 (-0.162), JS1 (0.478), JS6 (0.469), and JS7 (-0.430). The rest of the indicators met the criteria. However, in the second Outer Loading test, all the indicators met the validity requirements. Their values were considered accurate because they were above the standards for data validity that were suggested by Hair et al. (2021) that convergent validity checks each construct by looking at the outer loading values. An indicator is seen as reliable if its value is higher than 0.70. But values between 0.50 and 0.60 can still be used in research during the early stages. All variable values met the validity requirements as proposed by Hair et al. (2021) that each indicator is considered valid if it has a strong link to what it is supposed to measure, and in this section, the AVE value needs to be higher than 0.50.

The reliability assessment using Cronbach's Alpha (CA) indicates that all variables met the reliability criteria, with values ranging from 0.702 to 0.863. These values fulfil the reliability threshold as they exceed 0.60. additionally, to

further evaluate reliability, the Composite Reliability (CR) test was conducted. The results show that all variables met the reliability requirements, with values ranging from 0.808 to 0.888, as stated by Hair et al. (2021) Composite Reliability is a way to check how well the different parts of a tool work together consistently. It's different from Cronbach's Alpha, which treats all the parts as being equally important. The Composite Reliability score should be higher than 0.70. In some research, especially when exploring new ideas, a score between 0.60 and 0.70 might be okay.

Table 2. Discriminant Validity Test Cross-Loading

Variable	Measurement Item	Cross Loading			
		TL	AL	EVB	JS
Transformational Leadership (TL)	TL1	0.577	0.265	0.232	0.281
	TL2	0.641	0.375	0.385	0.301
	TL3	0.718	0.328	0.257	0.311
	TL4	0.682	0.406	0.366	0.387
	TL5	0.653	0.410	0.293	0.320
	TL6	0.642	0.551	0.231	0.397
Authentic Leadership (AL)	AL1	0.422	0.722	0.312	0.325
	AL2	0.300	0.581	0.217	0.278
	AL3	0.252	0.555	0.274	0.291
	AL4	0.306	0.645	0.210	0.322
	AL5	0.413	0.661	0.208	0.231
	AL6	0.371	0.653	0.193	0.366
	AL7	0.382	0.660	0.255	0.343
	AL8	0.419	0.547	0.325	0.166
	AL9	0.511	0.599	0.414	0.240
	AL10	0.335	0.691	0.378	0.387
	AL12	0.344	0.684	0.391	0.405
	AL13	0.438	0.667	0.274	0.454
	AL14	0.427	0.590	0.259	0.142
Employee Voice Behavior (EVB)	EVB1	0.441	0.467	0.794	0.347
	EVB2	0.266	0.328	0.799	0.274
	EVB3	0.357	0.296	0.756	0.400
	EVB4	0.288	0.266	0.681	0.275
Job Satisfaction (JS)	JS2	0.312	0.375	0.309	0.664
	JS3	0.404	0.286	0.372	0.620
	JS4	0.337	0.282	0.328	0.727
	JS5	0.353	0.366	0.258	0.727
	JS8	0.319	0.345	0.178	0.637

Based on Table 2, the discriminant validity test using cross-loadings shows that each indicator has the highest score on its own variable compared to other variables. This means the indicators clearly and accurately separate each concept from the others. For example, indicators TL1 to TL6 have the highest scores in the Transformational Leadership (TL) variable, while indicators AL1 to AL14 and EVB1 to EVB4 have the highest scores in their own constructs. The same is true for indicators JS2 to JS8, which have the highest scores in the Job

Satisfaction variable. Therefore, the model meets the discriminant validity criteria because each construct is clearly different from the others.

Table 3. Structural Model Test R-Square (R^2)

	R Square	R Square Adjusted
Employee Voice Behavior (EVB)	0.257	0.243
Job Satisfaction (JS)	0.345	0.328

To find out how much the different factors affect the result, the R-Square (R^2) column can be examined. According to Hair et al. (2021) The process of evaluating the structural model starts by looking at the R-Square value for each exogenous variable. This helps to show how well the model can predict the endogenous variables. The R-square values are divided into three categories: 0.75, 0.50, and 0.25. These categories are used to classify the model as strong, moderate, or weak, respectively. In the R-Square column of Table 3, the Employee Voice Behavior variable has a value of 0.257, and Job Satisfaction at 0.345 are both considered close to a weak effect.

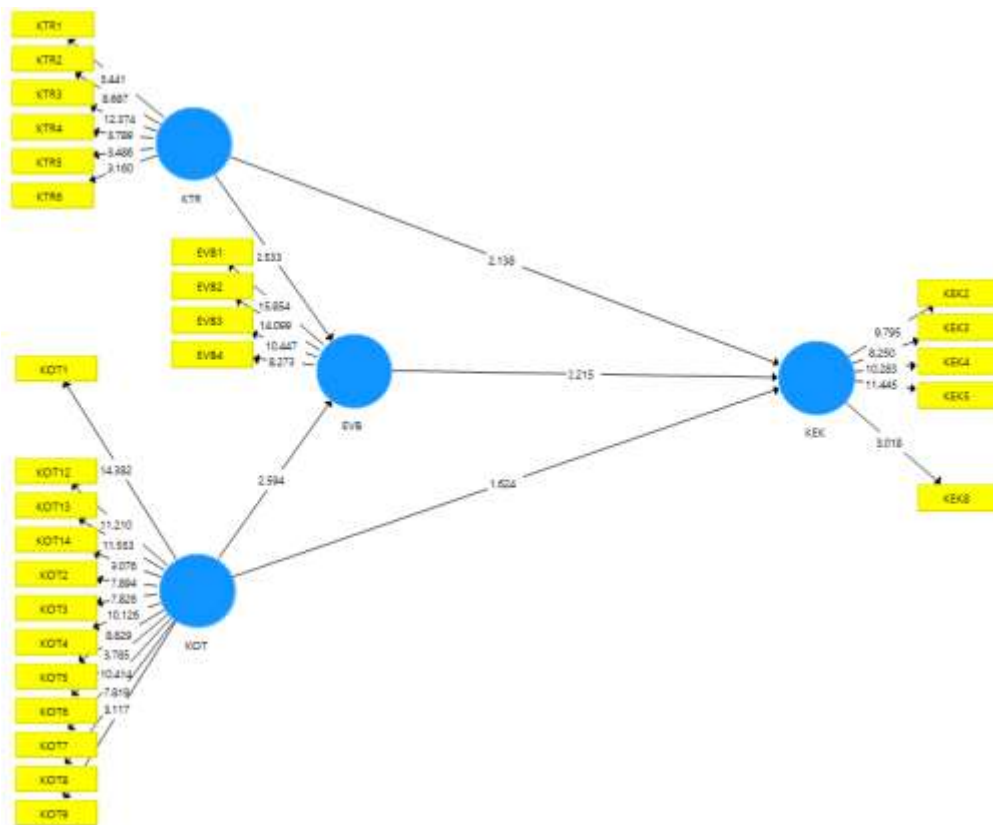


Figure 2. SEM-PLS algorithm

Table 4. Hypothesis Testing

Test	Model	Original Sample	T Statistics	P Values	Description
Direct Effect	TL $\rightarrow$ JS	0.284	2.138	0.035	Significant
	AL $\rightarrow$ JS	0.228	1.624	0.107	Insignificant
	TL $\rightarrow$ EVB	0.295	2.533	0.013	Significant

	AL → EVB	0.270	2.594	0.011	Significant
	EVB → JS	0.202	2.215	0.029	Significant
Indirect	TL → EVB → JS	0.060	1.583	0.116	Insignificant
Effect	AL → EVB → JS	0.055	1.470	0.144	Insignificant

In hypothesis testing, the criterion for significance in this study is a t-statistic greater than 1.96 and a P-value lower than 0.05, as stated by (Hair et al., 2021). Table 4 shows that of the seven hypotheses, four meet the criteria and three do not. The four hypotheses that meet the criteria are direct effects. The three that do not meet the criteria are one direct effect and two indirect effects. The impact of transformational leadership (TL) on employee job satisfaction (JS) has a sample value of 0.284 and a t-statistic of 2.138, which is higher than 1.96. The impact of transformational leadership (TL) on employee voice behavior (EVB) has a sample value of 0.295 and a t-statistic of 2.533, which is higher than 1.96. The effect of authentic leadership (AL) on employee voice behavior (EVB) also has a sample value of 0.270 and a t-statistic of 2.594, which is also higher than 1.96. Additionally, the influence of employee voice behavior (EVB) on job satisfaction (JS) has a sample value of 0.202 and a t-statistic of 2.215, which is greater than 1.96. Therefore, it can be said that H1, H3, H4, H5 is supported.

Meanwhile, the effect of Authentic Leadership (AL) on employee job satisfaction (JS) has a sample value of 0.228 and a t-statistic of 1.624, which is lower than 1.96. The effect of Employee Voice Behavior (EVB) mediating Transformational Leadership (TL) on job satisfaction (JS) has a sample value of 0.060 and a t-statistic of 1.583, also lower than 1.96. The effect of Employee Voice Behavior (EVB) mediating Authentic Leadership (AL) on job satisfaction (JS) has a sample value of 0.055 and a t-statistic of 1.470, which is also lower than 1.96. Therefore, it can be concluded that hypotheses H2, H6, and H7 are not supported.

DISCUSSION

Transformational Leadership Significantly Affects Job Satisfaction

The study's results, based on hypothesis testing, show that transformational leadership has a positive effect on employee job satisfaction at YPPI. This is shown by the original sample value of 0.284 and the t-statistic value of 2.138, which is higher than 1.96, supporting the research hypothesis. This finding matches earlier research that shows a positive link between transformational leadership and employee job satisfaction (Notarnicola et al., 2024; Salim et al., 2024; Taha et al., 2024).

A similar study by Chi et al. (2023) also found that transformational leadership has a strong impact on job satisfaction, which is closely related to an individual's performance level. Additionally, the feeling of enjoyment at work acts as a factor connecting transformational leadership to work outcomes. Chen et al. (2022) also found that transformational leadership has a positive relationship with job satisfaction, and this relationship is affected by how employees perceive the relationships with their colleagues in the workplace.

Another study by Nurjanah et al. (2020) supports this, showing that transformational leaders can be a key influence in inspiring employee motivation and positive attitudes. These leaders are able to encourage and satisfy their

subordinates through caring and warm behavior. Khan et al. (2020) also showed that the five aspects of transformational leadership and the overall leadership style have a real and significant effect on employee job satisfaction levels.

Authentic Leadership Insignificantly Affects Job Satisfaction

The study's results, which were tested using a hypothesis, show that Authentic Leadership does not improve employee job satisfaction at YPPI. This is shown by the original sample value of 0.228 and the t-statistic of 1.624, which is lower than 1.96, so the hypothesis was rejected. These results go against earlier research that claimed there is a positive link between Authentic Leadership and employee job satisfaction (Bryan & Vitello-Cicciu, 2022; Nurlianti et al., 2023; Cortés-Denia et al., 2023). This suggests that the more Authentic Leadership is used by supervisors, the weaker the connection to higher job satisfaction for employees.

Another study by Conejero-Pérez et al. (2022) found that Authentic Leadership does have a positive effect on employee job satisfaction. Many other studies also show that a strong level of Authentic Leadership can lead to greater job satisfaction among employees. Arriagada-Venegas et al. (2022) found the same positive effect, and so did Mrak & Kvasić (2021). The different results might be because of different theories or ways of measuring the concepts, or because the groups studied were different. Cortés-Denia's study looked at both public and private sector workers, with a very large sample of 1,029 people. In contrast, the current study looked at educational institutions, where most employees were teachers, and the sample was much smaller, with only 115 people.

Transformational Leadership Significantly Affects Employee Voice Behavior

This study uses hypothesis testing to show that Transformational Leadership has a positive effect on Employee Voice Behavior, or the behavior of YPPI employees. This is clear from the coefficient value of 0.295 and the t-statistic value of 2.533, which is higher than 1.96, so the hypothesis is supported. The findings align with earlier research that also found a positive link between Transformational Leadership and Employee Voice Behavior (Linda & Chekole Tekle, 2023; Chandra et al., 2022; Istiqomah et al., 2022; Ilyas et al., 2021).

Another study by Adhyke et al. (2023) found that the transformational leadership style has a strong effect on employees' attitudes about speaking up and their feelings of connection with the organization. The study also found that relational identification plays a key role in connecting transformational leadership with employees' attitudes about speaking up, and that proactive personality can lessen this connection.

Another study by S. Kim & Ishikawa (2021) also showed that transformational leadership has a positive impact on Employee Voice Behavior. Similarly, a study by Rasheed et al. (2021) reached the same conclusion, showing that transformational leadership positively influences Employee Voice Behavior.

Authentic Leadership Significantly Affects Employee Voice Behavior

The study's findings from hypothesis testing show that authentic leadership has a positive impact on Employee Voice Behavior among YPPI employees. This is shown by the original sample value of 0.270 and a t-statistic of 2.594, which is higher than 1.96, supporting the hypothesis. These results match earlier research that also found a positive link between authentic leadership and Employee Voice Behavior (Fan et al., 2024; Liao & Shaw, 2020; Y. Kim et al., 2023).

Another study by Zhang et al. (2021) explains how understanding authentic leadership from school principals is important because it offers both direct and indirect help in getting teachers to share their thoughts. KENAR (2024) also found that authentic leadership has a positive effect on Employee Voice Behavior. (Xu et al., 2023) also found that voice ability is the main factor that connects authentic leadership with speaking up and being vocal, and it has the strongest impact among the three mediators.

Employee Voice Behavior Significantly Affects Job Satisfaction

The results from the hypothesis test show that Employee Voice Behavior has a positive effect on employee job satisfaction at YPPI. This is shown by the sample value of 0.202 and the t-statistic of 2.215, which is higher than 1.96, so we accept the hypothesis. This finding matches earlier research that suggests a positive link between Employee Voice Behavior and job satisfaction (Ilyas et al., 2021; Nawakitphaitoon & Zhang, 2021; Kee et al., 2024).

Another study by Liang & Yeh (2020) found that how people speak is connected to workplace bullying and also to their level of job satisfaction. LMX is a key factor that links how employees speak to both workplace bullying and their job satisfaction. Yuan et al. (2023) also found that Employee Voice Behavior has a positive influence on job satisfaction. Lin et al. (2020) found that for employees who have stronger trust in social processes, the relationship between job satisfaction and voice is more positive when job satisfaction is high and less negative when it is low. Self-protective voice beliefs reduce the connection between job satisfaction and voice, whether job satisfaction is high or low, so this does not create a U-shaped relationship for employees with strong self-protective voice beliefs. This supports our idea that there are different voice motives with varying strengths at different levels of job satisfaction.

Transformational Leadership Insignificantly Affects Job Satisfaction through Employee Voice Behavior as a Mediating Variable

The study's results from hypothesis testing show that Employee Voice Behavior does not serve as a positive mediator between Transformational Leadership and job satisfaction for YPPI employees. This is shown by the original sample value of 0.060 and the t-statistic of 1.583, which is less than 1.96, leading to the rejection of the hypothesis. These findings go against earlier research that suggests a positive link between Transformational Leadership and job satisfaction, as well as the idea that Employee Voice Behavior plays a mediating role (Ilyas et al., 2021; Istiqomah et al., 2022; Taha et al., 2024).

According to Ilyas et al. (2021) Transformational leaders focus on helping employees grow and learn. Employees respond in many ways, and one common response is through positive vocal behavior. This suggests that employees who are satisfied with their jobs, due to how the leader interacts with them and the relationship they have with the leader, are more likely to feel comfortable sharing their opinions or engaging in vocal behavior. The differences in these research results could be because of the use of different theories and dimensions, or because the groups being studied are different. Also, there is not much research yet on how employee vocal behavior affects the positive relationship between transformational leadership and job satisfaction.

Authentic Leadership Insignificantly Affects Job Satisfaction Through Employee Voice Behavior as a Mediating Variable

The study's findings from hypothesis testing show that employee voice behavior does not act as a positive mediator between authentic leadership and job satisfaction for YPPI employees. This is shown by the original sample value of 0.055 and a t-statistic of 1.470, which is below 1.96, leading to the rejection of the hypothesis. These results go against some earlier studies that found a positive link between authentic leadership and job satisfaction or employee voice behavior (Liao & Shaw, 2020; Bryan & Vitello-Cicciu, 2022; (Y. Kim et al., 2023).

The differences in these results may come from using different theories and measurements, or from studying different groups of people. Also, there is not much research on how employee voice behavior positively affects job satisfaction, and the existing studies are limited.

CONCLUSION AND RECOMMENDATION

The study reveals that, firstly, transformational leadership significantly impacts job satisfaction by motivating, inspiring, and providing the necessary tools to employees. This creates a positive work environment, fostering contentment and happiness in employees' roles. Secondly, Authentic leadership, aimed at building trust and fostering satisfaction, does not significantly impact job satisfaction. Authentic leadership, despite being honest and open, may not improve the work environment or employee satisfaction. Thirdly, transformational leadership significantly influences employee voice behavior, encouraging employees to share their thoughts, suggestions, and worries with management. This creates a workplace where employees feel comfortable speaking up, knowing they won't face negative consequences.

Fourthly, authentic leadership significantly impacts employee voice behavior, making the workplace feel safe and reliable. Trust is built, making employees more comfortable and motivated to share their ideas and concerns. Fifthly, employee voice behavior also significantly affects job satisfaction, as it increases job satisfaction by allowing employees to express their thoughts and worries. Sixthly, transformational leadership doesn't significantly influence job satisfaction through employee voice behavior as a mediating variable. Instead, it may not lead to increased communication, as employees may not have clear ways to express their ideas or problems. And Lastly, authentic leadership doesn't

significantly influence job satisfaction by making employees speak up more. Instead, it helps job satisfaction in different ways, such as preventing employees from being punished or treated poorly for expressing their opinions. Overall, authentic leadership plays a crucial role in fostering a positive work environment and fostering employee voice behavior.

The findings of this study have several real-world applications that can be used by different groups, especially schools and companies:

Recommendations for Yayasan Pionir Pendidikan Indonesia (YPPI) is (YPPI) aims to develop honest and transparent leadership, similar to a transformational and genuine leader, to build strong trust among employees in the future. YPPI is also expected to create a good Employee Voice Behavior system by allowing employees to freely express their opinions. This will help employees feel more satisfied at work because their voices will be heard and valued.

ADVANCED RESEARCH

It is hoped that future researchers will be able to conduct similar studies with a larger sample size, so that the results can be more comprehensive and in-depth. It is also hoped that future researchers will be able to conduct similar research in companies or institutions in other sectors, so that understanding of the topics of Transformational Leadership, Authentic Leadership, Job Satisfaction, and particularly Employee Voice Behavior becomes more adequate.

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