

# Transformational Leadership Style, Transactional Leadership Style and Job Satisfaction

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## ABSTRACT

This study aimed to determine and analyze the effect of transformational and transactional leadership styles on job satisfaction at PT. Bank Rakyat Indonesia Regional Office Jayapura. The population in this study were employees of at PT. Bank Rakyat Indonesia Regional Office Jayapura, totaling 120 employees. The number of samples used was 55 people, determined based on the Slovin formula. The data source used is primary data, namely data collected directly by researchers from respondents using questionnaire instruments. The data analysis method that will be carried out consists of descriptive statistical analysis, validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, hypothesis testing through multiple linear regression analysis, partial test, simultaneous test, and determination coefficient test. The results of this study indicate that partially Transformational and Transactional Leadership Styles have a positive and significant effect on employee. Meanwhile, the Transactional Leadership Style has a dominant influence on the job satisfaction.

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## INTRODUCTION

In today's competitive environment, organizations are expanding globally and facing many challenges to meet their pursuit of goals and be more successful than others. Therefore, achieving company and employee goals is challenging because a leader's effectiveness is measured by the performance and satisfaction of employees with their leaders (Roni et al., 2019). Researchers have discussed many studies on leadership. From the 1900s to the 1950s, early analysis of leadership focused on the differences in characteristics between leaders and followers. The research results in that period showed that no single trait or character or combination of traits or characters could fully describe leaders' abilities. Hence, the attention of researchers shifted to the problem of the influence of the situation on the abilities and behavior of leaders (Sardi, 2017). According to Setiawan (2015), the assumption underlying transformational leadership is that everyone will follow someone who can inspire them, has a clear vision and has good ways and energy to achieve a big, good goal. Working with a transformational leader can provide a valuable experience because transformational leaders usually always provide enthusiasm and positive energy for everything and work without us realizing it. Transformational leadership is necessary to meet the needs of a continuously learning organization. Transformational leadership is when leaders and followers raise each other to higher levels of morality and motivation. Transformational leaders raise the consciousness of followers by calling for higher ideals and moral values such as freedom, justice, and humanity (Satriowati et al., 2016). A leader must be able to influence his subordinates to carry out the tasks ordered without coercion so that subordinates will voluntarily behave and perform according to the organization's demands through the direction of their leaders. Bass developed transactional and transformational leadership based on Maslow's opinion about human needs. According to the hierarchy

of needs theory, lower subordinate needs, such as physical, security, and expectations, can be adequately met through transactional leadership. The exchange is based on an agreement regarding goal classification, work standards, work assignments, and rewards (Andjarwati, 2015).

Job satisfaction can be defined as a positive feeling about one's job (Bakri, 2024). Research shows that the level of satisfaction undergoes many changes depending on job satisfaction; on average, individuals are satisfied with their overall job, the work itself, and their supervisors and coworkers (Robbins & Judge, 2013). Job satisfaction is an emotional state of employees that occurs or does not occur at the intersection between the value of employee work rewards and the company or organization with the level of service value that the employee concerned wants (Ahmad et al., 2015). Meanwhile, according to Luthans (2015), job satisfaction can be understood in three aspects. First, job satisfaction is a worker's response to work environment conditions. Second, job satisfaction is often determined by job results or performance. Third, job satisfaction is related to other attitudes and is owned by every worker. Employee performance, which is the result of the thought and energy of an employee toward the work he does, can be tangible, visible, and calculated. However, in many cases, the results of thought and energy cannot be calculated and seen, such as ideas for solving a problem or innovations for a product or service; it can also be an invention of a more efficient work procedure. Job satisfaction Lawler and Porter influence study findings on employee performance in Skopak (2022). Research on similar topics has been conducted by (Paracha et al., 2016) in Pakistan in 2016. The study found a significant favorable influence on employee performance between transformational and transactional leadership styles. Furthermore, research (Fitriansyah, 2018; D. Setiawan, 2018) shows that transformational and transactional leadership styles affect employee job satisfaction. Research (Asbari et al., 2022) concluded that transformational leadership positively and significantly affects teacher satisfaction. Meanwhile, transactional leadership has no significant effect on teacher satisfaction. PT Bank Rakyat Indonesia was chosen because the company has  $\pm 92,898$  employees and has increased from branch companies to units. Employee objects were chosen because employees are considered drivers or assets owned by companies that are influenced by the Transformational and Transactional leadership styles of the company's leaders. The problem of human resources is still in the spotlight, and the foundation for organizations or companies to survive in the era of globalization as the primary key of human resources will determine the successful implementation of organizational activities (Lan et al., 2019). The demands of organizations to obtain, develop, and maintain quality human resources are increasingly urgent because of the dynamics of an ever-changing environment. Change needs top management support as an essential first step, not just lip service. Leaders must be able to mobilize a team, work processes must be developed, and human resource processes in the organization must be regulated by granting authority and responsibility. Formulate the authority and responsibility that employees must achieve with standards or benchmarks set and agreed upon by employees and superiors. Employees and their respective superiors can set work goals and performance standards that must be achieved and assess the actual results achieved at the end of a certain period (Riaz & Haider, 2020). Job satisfaction is one of the critical factors for companies. In human resources, the company will improve and maintain performance with its transformational and transactional leadership styles to improve employee performance.

Henry Simamora (2004) states that human resource management (HRM) is the utilization, development, assessment, and rewarding of services and the management of individual members of an organization or workgroup. HRM also involves designing and implementing planning systems, personnel preparation, employee development, career management, job evaluation, employee compensation, and seamless labor relations. Meanwhile, Edwin B. Filippo, quoted by Hasibuan (2016), states that "Human resources management is the planning, organizing, directing and controlling of the procurement, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational and societal objectives are accomplished. Human resource management is the planning, organizing, directing, and controlling the procurement, development, compensation, integration,

maintenance, and separation of human resources to accomplish individual, organizational, and societal objectives. Leadership is the process of understanding what people do together so that they understand and want to do it (Kim, 2021). Leadership in organizations is directed at influencing the people they lead so they want to do as expected (Nguni, 2016; Basalamah, 2023). Furthermore, Veithzal Rivai (2013) states that Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits in an organization. Leadership is a significant factor in determining the achievement of goals set by the organization. Operationally, there are five main functions of Leadership proposed by Asghar (2017): a. Instruction Function. This function is one-way communication. The leader as a communicator is the one who determines what, how, when, and where the order is carried out so that the decision can be implemented effectively. Effective Leadership requires mobilizing and motivating others to carry out orders. b. Consultation Function. This function is a two-way communication. In the first stage of making decisions, leaders often need consideration, which requires them to consult with people they lead who are considered to have various information materials needed in making decisions. The consultation is intended to obtain input in the form of feedback (feedback) to improve and perfect the decisions that have been determined and implemented. c. Participatory function. In carrying out this function, the leader tries to activate the people he leads by participating in making decisions and carrying them out. Participation does not mean being free to do as he pleases, but it is done in a controlled and directed form of cooperation by not interfering with or taking on the main tasks of others. d. Delegation function. This function is carried out by delegating the authority to make or determine decisions, either through or without the Leadership's approval. e. Control function. The control function means that successful or effective Leadership is capable. The control function can be realized through guidance, direction, coordination, and supervision.

Sunarsi (2021) states that leadership style represents political leaders' philosophy, skills, and attitudes. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals. Thoha (2015) suggests that leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of others as he sees it. Transformational leadership is a model of leadership style that evaluates the ability and potential of each subordinate to carry out a task/job, as well as sees the possibility of expanding the responsibilities and authority of subordinates in the future (Nazim, 2016). Aqmarina (2016) asserts that the relationship between superiors and subordinates in transformational Leadership is more than just exchanging commodities (exchange of economic rewards); it has touched the value system. Transformational leaders can unite all subordinates and change each subordinate's beliefs, attitudes, and personal goals to achieve goals, even beyond the set goals (Suryani, 2018). Transactional leadership bases itself on the principle of transactions or exchanges between leaders and subordinates. Leaders provide certain rewards or awards (e.g., bonuses) to subordinates if the subordinates can meet the leader's expectations (e.g., high employee performance). On the other hand, subordinates try to meet the leader's expectations, obtain rewards or awards, and avoid sanctions or punishments (Suyuthi, 2017). Transactional Leadership creates a relationship of mutualism, and both parties' contributions will be rewarded (Fernandes & Awamleh, 2014). Aaliyah (2019) states that the rewards pursued by both parties are more economical. The leader tries to meet subordinates' physical and material needs, and in return, the leader gets a reward in the form of high subordinate performance. Transactional Leadership is a model that focuses on achieving goals or objectives but does not try to develop subordinate responsibility and authority for subordinate progress. One of the factors that influence employee loyalty is employee job satisfaction. Job satisfaction is an emotional state of employees that occurs or does not occur at the intersection between the value of employee work rewards and the company or organization with the reward value that the employee concerned wants (Rusdiyanto & Riani, 2015). Regarding job satisfaction, Siagian (2018) states that the factors that affect job satisfaction are opportunities for advancement, job security, salary, company and management, intrinsic factors and work, working conditions, social aspects of work, communication, and

facilities. Meanwhile, according to Satyawati (2019), there are several factors regarding the needs and desires of employees, namely: good salary, safe work, cohesive coworkers, respect for work, meaningful work, opportunities for advancement, fair and wise leaders, reasonable directions and orders, and an organization or workplace that is valued by the community.

**H1:** Transformational Leadership Style has a positive and significant effect on employee job satisfaction.

**H2:** Transactional Leadership Style has a positive and significant effect on employee job satisfaction.

## RESEARCH METHOD

This research is a type of quantitative research. The population in this study were employees of at PT. Bank Rakyat Indonesia Regional Office Jayapura, totaling 120 employees. The sampling technique used is simple random sampling. The number of samples used was 55 people, determined based on the Slovin formulation. The data source used in this research is primary data. Primary data is obtained using a list of statements (questionnaires) structured to collect employee information at the Makassar Office of PT Bank Rakyat Indonesia. In measuring each variable indicator in this study, a Likert scale with five alternative answers was used, namely: Strongly agree (SS) with a score of 5, Agree (S) with a score of 4, Disagree (KS) with a score of 3, Disagree (TS) with a score of 2 and Strongly Disagree (STS) with a score of 1. The data that has been collected will be analyzed through several stages of testing. The first stage is to conduct a descriptive statistical test. The second stage is the research data instrument test (validity test, reliability test). The third stage is the classic assumption test (normality test, heteroscedasticity, multicollinearity). The fourth stage tests all hypotheses proposed in this study, which will be proven through partial test (t test), simultaneous test (f test), and coefficient of determination test.

**Table 1. Variables and Indicators**

Variable	Indicator	Reference
Kepemimpinan Transformasional	<ul style="list-style-type: none"> <li>• Employees feel proud of their leaders</li> <li>• Leaders spend time teaching and training</li> <li>• Leaders consider moral and ethical consequences</li> <li>• Leaders recognize that each employee has different needs, abilities and aspirations</li> <li>• Leaders listen to employee concerns</li> </ul>	(Dalluay & Jalagat, 2016; Suweko & Dwiantoro, 2020)
Kepemimpinan Transaksional	<ul style="list-style-type: none"> <li>• Leaders set clear expectations</li> <li>• Leaders will act before a problem becomes chronic</li> <li>• Leaders tell employees the standards for doing work</li> <li>• Leaders make agreements about work with employees</li> <li>• Leaders monitor employees' work and keep track of whether or not there are any mistakes</li> </ul>	(Nazim, 2016; Sunarsi et al., 2021)
Kepuasan Kerja	<ul style="list-style-type: none"> <li>• Satisfaction with coworkers</li> <li>• Satisfaction with working hours</li> <li>• Satisfaction with job advancement</li> <li>• Satisfaction with supervisor</li> <li>• Satisfaction with work environment/conditions</li> </ul>	(Prayatna & Subudi, 2016; Sinurat, 2017)

## RESULTS AND DISCUSSION

In the implementation of this study, 55 respondents were determined, of whom 55 questionnaires were distributed to respondents. All questionnaires were returned, and all of them could be processed further. Therefore, the characteristics of the respondents will be presented in Table 2.

**Table 2. Respondent Demographic Data**

Variable	Measurement	n	%
Gender	Man	30	54.55
	Woman	25	45.45
Age	20-29 Year	10	18.18
	30-39 Year	20	36.36
	40-49 Year	20	36.36
	➤ 50 Year	5	9.09
Education Level	Senior High School	5	9.09
	Diploma	20	36.36
	Bachelor	30	54.55

**Source:** Processed primary data

Table 2 shows the the proportion of respondents who grouped, showing that the most significant percentage of grouping is more dominated by men, namely 30 people (54.55%). The proportion of respondents according to age shows that most of the respondents who were sampled in this study were respondents aged 30 - 39 and 40-49 years, namely 20 people. This shows that most of the at PT. Bank Rakyat Indonesia Regional Office Jayapura employees are aged 30-39 and 40-49. The percentage proportion of grouping respondents sampled in this study were respondents with a bachelor's degree, namely 30 people (54.55%). This shows that most of the education-level at PT. Bank Rakyat Indonesia Regional Office Jayapura are undergraduate customers.

The first stage carried out is descriptive statistical analysis. The descriptive analysis method is a statistical method used to analyze the data that has been collected. Descriptive methods are intended to describe or describe the object data under study. Table 3 shows that the transformational leadership style variable has a minimum value of 2.20, a maximum value of 5.00, and an average of 3.64. Variable, transactional leadership style, minimum value of 2.00, maximum value of 5.00, and an average value of 3.52. The minimum value of variable job satisfaction is 2.40, the maximum value is 5.00, and the average value is 3.60.

**Table 3. Descriptive Statistical Test Results**

	N	Range	Minimum	Maximum	Sum	Mean
Transformational Leadership Style	55	2.80	2.20	5.00	200.20	3.6400
Transactional Leadership Style	55	3.00	2.00	5.00	193.60	3.5200
Job Satisfaction	55	2.60	2.40	5.00	198.20	3.6036
Valid N (listwise)	55					

**Source:** SPSS Output

The second stage is a data quality test consisting of validity and reliability tests. This test is carried out to test the validity and reliability of each statement item in measuring variables. The validity test is calculated by looking at the corrected item-total correlation number, provided that the condition is said to be valid if it has a corrected item-total correlation value > 0.30. The basis for decision-making in the reliability test in this study is if the Cronbach's Alpha ( $\alpha$ ) value is > 0.06, the questionnaire is declared reliable or consistent. Tables shows the validity test results of the indicators of the transformational leadership style variable, transactional leadership style, and employee job satisfaction with the corrected

item-total correlation value. Among the test results above, it can be concluded that each questionnaire question greater than or above 0.30 is declared valid. The table of reliability test results shows that the variables of transformational leadership style, transactional leadership style, and employee job satisfaction are in an acceptable and reliable status.

**Table 4. Validity and Reliability Test Results**

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Transformational Leadership Style	X1.1	0.863	0.906	Valid dan reliable
	X2.2	0.891		Valid dan reliable
	X2.3	0.838		Valid dan reliable
	X2.4	0.927		Valid dan reliable
	X2.5	0.746		Valid dan reliable
Transactional Leadership Style	X2.1	0.895	0.868	Valid dan reliable
	X2.2	0.836		Valid dan reliable
	X2.3	0.816		Valid dan reliable
	X2.4	0.869		Valid dan reliable
	X2.5	0.62		Valid dan reliable
Job Satisfaction	Y1.1	0.83	0.896	Valid dan reliable
	Y1.2	0.853		Valid dan reliable
	Y1.3	0.914		Valid dan reliable
	Y1.4	0.896		Valid dan reliable
	Y1.5	0.706		Valid dan reliable

The third stage is the logical assumption test, which tests normality, heteroscedasticity, and multicollinearity. The normality test aims to test whether the independent and dependent variables have a normal distribution in the regression model. A good regression model is normally distributed or close to normal. Table 5 shows that the significance value (sig) of 0.200 is more significant than 0.05, so this research data is usually distributed. Next, the heteroscedasticity test is carried out. The guidelines used in making conclusions are if the sig value (2-tailed) > 0.05, then the regression model does not have heteroscedasticity; If the sig value (2- 2-tailed) < 0.05, then the regression model has heteroscedasticity.

**Tabel 5. Kolmogorav-Smirnov Test**

N		55
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.23115139
Most Extreme Differences	Absolute	.056
	Positive	.052
	Negative	-.056
Test Statistic	.056	
Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>	

**Table 6. Heteroskeastisity Test Result**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-6,460	1,244		-5.192	.000
Transformational Leadership Style	-.198	.578	-.084	-.342	.734
Transactional Leadership Style	.880	.624	.346	1.411	.164

Source: SPSS Output

Based on Table 6, it can be concluded that all independent variables have a significance value (sig) greater than  $> 0.05$ , so it can be concluded that the regression model does not have heteroscedasticity. Furthermore, the multicollinearity test is carried out to test whether the regression model finds a correlation between independent variables. To test multicollinearity by looking at the VIF of each independent variable, if the VIF value is  $< 10$ , it can be concluded that the data is accessible from multicollinearity symptoms. Table 7 shows the VIF value for the transformational leadership style variable is 3.389 and the VIF value, for the Transactional leadership style variable is 3.389. It can be seen that the VIF value on each variable is  $< 10.00$ . The tolerance value in each variable also shows a value  $> 0.10$ , so it can be concluded that there are no symptoms of multicollinearity in the independent variables.

**Table 7. Multikolinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Transformational Leadership Style	.295	3.389
Transactional Leadership Style	.295	3.389

Source: SPSS Output

The fourth stage is hypothesis testing through multiple linear regression analysis. This analysis measures the strength of two or more variables. It also shows the direction of the relationship between the dependent variable, Job Satisfaction, and the independent variables, Transformational and Transactional leadership styles. The regression analysis results calculated using SPSS can be seen in Table 8.

**Table 8. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.022	.163		-.134	.894
Transformational Leadership Style	.422	.076	.431	5.558	.000
Transactional Leadership Style	.594	.082	.562	7.254	.000

a. Dependent Variable: Job Satisfaction

Source: SPSS Output

From the results of the analysis with the help of SPSS in table 8, the regression equation can be written as follows:

$$Y = -0.022 + 0.422X_1 + 0.594X_2 + e$$

In the multiple linear regression equation, it can be explained in detail that the constant value (a) of -0.022 means that if  $X_1$  (transformational leadership style) and  $X_2$  (transactional leadership style) are 0 (zero), then the value of job satisfaction is -0.022. The regression coefficient for variable  $X_1$  (transformational leadership style) of 0.422 states that every additional time, the transformational leadership style will cause an increase in the value of job satisfaction by 0.422. The regression coefficient for variable  $X_2$  (transactional leadership style) of 0.594 states that every additional time, the transactional leadership style will cause an increase in job satisfaction value of 0.594.

Partial tests are used to determine whether the independent variable (X) has a significant effect on the dependent variable (Y). The test is done with a significance level of 0.05. The test results are shown in Table 9.



**Table 9. Hypothesis Test Results (t-test)**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-.022	.163		-.134
	Transformational Leadership Style	.422	.076	.431	5.558
	Transactional Leadership Style	.594	.082	.562	7.254

a. Dependent Variable: Job Satisfaction

Source: SPSS Output

The transformational leadership style variable (X1) has a t-count value of 5.558 which means  $t\text{-count} < t\text{-table}$  ( $5.558 > 2.051$ ); the positive value on the t-count shows that the transformational leadership style (X1) has a positive effect on job satisfaction (Y) or is in the same direction as job satisfaction (Y), namely if the value of the transformational leadership style (X1) increases, the value of job satisfaction (Y) will also increase and vice versa. The level of the significant influence of transformational leadership style (X1) on job satisfaction (Y) is more than 5% ( $0.000 < 0.050$ ), then  $H_01$  is accepted, and  $H_{a1}$  is rejected, which means that partially transformational leadership style (X1) has a positive and significant effect on job satisfaction.

The transactional leadership style variable (X2) has a t-count value of 0.931, which means  $t\text{-count} < t\text{-table}$  ( $7.254 > 2.051$ ); the positive value on the t-count shows that transactional has a positive influence on job satisfaction or not in the opposite direction to job satisfaction, namely if the transactional value increases, job satisfaction will also increase and vice versa. The significant effect of transactions on job satisfaction is less than 5% ( $0.000 < 0.050$ ), then  $H_02$  is accepted, and  $H_{a2}$  is rejected, which means that partially transactional positively affects job satisfaction.

The F test was conducted to determine the joint influence of the independent variables (X), transformational leadership style (X1), and Transactional leadership style (X2) on the dependent variable (Y), Job Satisfaction. The test results for the F test (simultaneous) can be seen in Table 10.

**Table 10. Simultaneous Test Results (F Test)**

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F
1	Regression	28.434	2	14.217	256.227
	Residual	2.885	52	.055	
	Total	31.319	54		

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Transformational Leadership Style, Transactional Leadership Style, Job Satisfaction

Source: SPSS Output

Based on Table 10, it is known that the Fcount value is 256,227 with a profitability value (Sig.) 0.000. The Fcount value is compared with Ftable, it is known that the number of independent variables ( $k$ ) = 2, and the number of samples ( $n$ ) = 55, then obtained  $df1 = 3 - 1 = 2$  ( $df1 = k - 1$ ) and  $df2 = 55 - 2 = 53$  ( $df2 = n - k$ ) which results in an Ftable value of 2.76. This shows that Fcount has a value greater than Ftable ( $256.227 > 2.76$ ). In addition, the positive Fcount shows that the effect of transformational leadership style (X1) and Transactional leadership style (X2) is directly proportional to job satisfaction. In other words, if the value of the transformational leadership style (X1) and Transactional leadership style (X2) increases, job satisfaction will also increase.



The level of significant influence of the independent variables of transformational leadership style (X1) and Transactional leadership style (X2) on job satisfaction (Y) is more than 5% ( $0.000 > 0.050$ ). Based on  $F_{hitung} < F_{tabel}$ , namely ( $256.227 > 2.76$ ) or  $Sig. F \geq \alpha$ , namely  $0.000 > 0.050$ , then  $H_0$  is accepted, and  $H_a$  is rejected, which means that simultaneously, transformational leadership style (X1) and Transactional leadership style (X2) have a significant positive effect on job satisfaction (Y). Furthermore, the determination analysis ( $R^2$ ) is used to determine the percentage of influence of the independent variable Transformational leadership style and Transactional leadership style on the dependent variable Job satisfaction. The test results of the coefficient of determination ( $R^2$ ) can be seen in Table 11.

**Table 11. Determination Coefficient Test Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.953 <sup>a</sup>	.908	.904	.23555	2.169

a. Dependent Variable: Kepuasan

b. Predictors: (Constant), Transformational Leadership Style, Transactional Leadership Style, Job Satisfaction

Source: SPSS Output

Based on the results in table 11, it shows that the coefficient of determination ( $R^2$ ) is 0.953 or 95.3%, the combination of independent variables, namely transformational and transactional, is able to explain the dependent variable (Y), namely satisfaction by 95.3%, the remaining 4.7% ( $100\% - 95.3\%$ ) is explained by other variables not examined in this study.

## Discussion

### *The Effect of Transformational Leadership Style on Job Satisfaction*

Transformational leadership style has a significant effect on job satisfaction (proven). This means that the transformational leadership style is better, in this case, the at PT. Bank Rakyat Indonesia Regional Office Jayapura leader. Leadership is one of the most essential things in an organization or company because it relates to efforts to achieve organizational goals. Transformational leadership is a leadership style that can arouse and motivate employees sSo; the transformational leadership style applied by the leadership will impact employee job satisfaction. Job satisfaction is a positive emotional state that results from evaluating one's work experience, and job dissatisfaction arises when one's expectations are not met (Khan & Waraich, 2019). For example, employees who receive motivation and constructive spirit from the leadership will feel happy and more enthusiastic in carrying out their duties. The results of this study are from one of the studies conducted by (Muhammad et al., 2016), that the transformational leadership style is proven to be entirely appropriate and effective and has a positive influence on several aspects, one of which is the aspect of job satisfaction. The effect of the transformational leadership style is seen in the banking sector and affects job satisfaction, employee performance, and commitment. Transformational leadership is considered capable of providing a vision and mission of gaining respect, providing constructive motivation, simply expressing the importance of goals, being careful in solving problems, and providing advice to increase employee satisfaction at work.

### *The Effect of Transactional Leadership Style on Job Satisfaction*

Transactional leadership style has a significant effect on job satisfaction (proven). This means that the more optimal the transactional leadership style, the higher employee job satisfaction will be. Transactional leadership style is a leadership style that involves an exchange process that causes subordinates to get rewards and helps subordinates identify what must be done to meet the expected results

(Riaz & Haider, 2020). A leader who applies a transactional leadership style is described as a leader who provides direction on the responsibility and rewards or rewards to employees for work that can meet the targets set to be achieved. If employees can carry out the work optimally, they will get the appropriate reward, increasing employee satisfaction at work. The results of this study align with research conducted by (Tondok and Andarika, 2014) that transactional leadership style significantly affects job satisfaction. In Tondok's research, the correlation coefficient value ( $r$ ) in the four regression equations shows that the transactional leadership style variable significantly influences job satisfaction. In contrast, in this study, the correlation coefficient value in the regression equation is not the transactional leadership style that significantly influences job satisfaction; the location used for research is different. Transactional leadership is considered capable of directing employees and motivating employees towards set goals by clarifying roles and tasks because leaders use rewards to encourage employees, and leaders carry out corrective actions when employees fail to achieve performance goals. This is one aspect that can affect employee job satisfaction.

### ***The Effect of Transformational Leadership Style and Transactional Leadership Style on Job Satisfaction***

Transformational leadership style and transactional leadership style have a significant effect on job satisfaction simultaneously (proven). This is evidenced by the transformational and transactional leadership styles affecting job satisfaction. Together, the transformational leadership style and transactional leadership style can influence job satisfaction. The transformational leadership style develops employee commitment to various values and organizational visions through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration, while the transactional leadership style involves an exchange process that can result in employee compliance with the targets set by the leader. If the leader can apply the transformational leadership style and transactional leadership style well, it will motivate employees so that a sense of employee satisfaction at work will be achieved, for example, satisfaction with coworkers, satisfaction with working hours, satisfaction with work progress, satisfaction with supervisors and satisfaction with the company's work environment. The results of this study are research conducted by (Muhammad et al., 2016) that there is an effect of transformational leadership style and transactional leadership style on job satisfaction but does not use job satisfaction variables as intervening variables. Different results were obtained from the results of research conducted by (Rosnani, 2016) that transformational leadership has a significant positive effect on job satisfaction, while transactional leadership style has a positive and insignificant effect on job satisfaction of Tanjungpura University Pontianak lecturers in this study job satisfaction as the dependent variable not as intervening.

## **CONCLUSION**

This study shows that both transformational leadership style and transactional leadership style have a significant influence on employee job satisfaction. The transformational leadership style applied at PT Bank Rakyat Indonesia Regional Office Jayapura can arouse and motivate employees, increasing job satisfaction. The transactional leadership style has also been proven to increase job satisfaction through an exchange process that rewards employees who meet predetermined targets. Simultaneously, these two leadership styles positively influence employee job satisfaction, suggesting that a combination of both styles can create a more satisfying work environment. The managerial implication of this finding is that company leaders need to consider applying transformational and transactional leadership styles in a balanced manner to increase employee job satisfaction. Leaders who can provide a vision, mission, and constructive motivation (transformational) while providing clear direction and rewards for achievement (transactional) will be able to create a more productive and satisfying work environment. From a theoretical

perspective, this study strengthens the understanding that both leadership styles play an essential role in shaping employees' job satisfaction levels and shows that the combined effect of both leadership styles is more effective than the application of separately. For future research, researchers should further explore intervening variables that may mediate the relationship between leadership styles and job satisfaction. In addition, the research can be expanded by considering other factors such as organizational culture, individual employee characteristics, and different industry contexts to understand more complex dynamics. Longitudinal studies will also provide deeper insights into how changes in leadership style affect employee job satisfaction over the long term.

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