

The Role of Job Satisfaction Mediates The Influence of Transformational Leadership on Innovative Behavior In Employees of PT. Satria Trans Jaya

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Abstract

This study aims to analyze the role of job satisfaction in mediating the influence of transformational leadership on innovative behavior. The ability to think innovatively is a skill that every part of the company must have. The theory underlying this research is the theory of attitude and behavior. This research was conducted at PT. Satria Trans Jaya, which is located at Jalan Raya Kuta, No 69 Badung Regency, Bali, Indonesia. The sample that became respondents in this study was adjusted as many as 176 employees of PT. Satria Trans Jaya. The determination of the samples taken is proportional random sampling. The data collection method was carried out by observation, interviews, and surveys in the form of questionnaires. The data analysis technique in this study uses Path Analysis with the help of SPSS. The results of the study show that transformational leadership has a positive and significant effect on innovative behavior, transformational leadership has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on innovative behavior, and job satisfaction is significantly able to mediate the influence of transformational leadership on innovative behavior. The implications of this study are theoretically able to show that employee job satisfaction plays an important role as a mediator in the relationship between transformational leadership and innovative behavior, according to attitudes and behavior theory approaches. Transformational leadership creates a positive stimulus, This positive attitude, which encourages employee intent to act innovatively. Job satisfaction serves as a catalyst that strengthens the relationship between the stimulus provided by transformational leaders and employees' intent to behave innovatively. Therefore, organizations need to pay attention to leadership styles and factors that support job satisfaction to create an environment conducive to employee innovation.

Keywords: Job Satisfaction, Transformational Leadership, Innovative Behavior

INTRODUCTION

The rapid development of information technology has caused a paradigm shift in the management of the business world to be more effective and efficient in order to face increasingly fierce competition (Indrayani, 2019). The success of a company in competition is determined by the resources it has, especially its human resources (Hadi et al., 2020). Companies are required to have superior human resources and keep up with the times so as not to be left behind in

technological developments in the current digital era (Sirait et al., 2024). Rapid changes in the business world require the ability to always adapt and innovate, companies that can utilize their team's creativity and implement new ideas will have a great competitive advantage (Susilowati et al., 2024). Innovation aims to develop a product, method or idea that has pre-existing so that it can be interpreted as the process of making or creating a new way of doing something. The ability to think innovatively is a skill that every part of the company must have. In addition to being useful for developing a business, innovative thinking is also important for an individual.

Rachman (2019) stated that innovative behavior can be broadly interpreted as a person's effort to create and produce new or different ways to support performance. Rafique et al. (2022) state that innovative work behavior is an individual process that produces, introduces and implements ideas that are beneficial for organizational development. Meanwhile, Nurdin et al. (2020) define innovative work behavior as an individual action to recognize a problem, come up with and develop new ideas and realize these ideas or ideas with new techniques and procedures that can be useful for the company. Innovative work behavior is employee behavior that directly and indirectly stimulates the development and introduction of innovation in the workplace so that the company can survive business competition (Prasetyo, 2019).

Innovative behavior is very necessary for the company, because when employees can innovate, the positive impact that arises is not only felt by the organization but also by the employees themselves (Etikariena, 2020). Innovative behavior does not only produce new ideas but also involves the process of implementing these ideas, especially in job placement (Andani & Wibawa, 2022). Rosyiana (2019) stated that individuals who have innovative behaviors tend to follow the latest technological developments and find solutions. They are able to realize existing ideas, recognize and provide the necessary resources and have the desire and ability to develop those ideas.

The theory underlying this research is the theory of attitude and behavior which states that there is a need for transformational leadership and job satisfaction that supports employees to emerge innovative behaviors. Attitude and behavior theory is a state in which employee behavior is determined by attitudes, social rules and habits (Triandis, 1971). Stimulus factors, such as salary, benefits, managerial style, job stimulus, technology and company policies that will determine the positive feelings that cause liking or negative feelings that cause dislike for their work which ultimately determine the satisfaction or dissatisfaction of the employee with his or her work (Gibson et al., 2012). Notoatmodjo (2018) stated that human behavior is influenced by two main factors, namely behavior causes and non-behavioral factors. To motivate employees to innovate, the role of managers as leaders is very decisive. An organization must have a leader who can lead the organization properly and appropriately (Dharma & Suwandana, 2024).

Inspirational leaders are able to motivate and encourage employees to achieve organizational goals (Barkat et al., 2023). One type of leadership that can be applied by a leader is transformational leadership. Budur and Demir (2022) stated that transformational leadership is the ability of leaders to influence subordinates to change work patterns to be more optimal. Yanti et al. (2021) define transformational leadership as a way to increase employee interest in the

organization, employees will become motivated, trust, admire, respect, and loyal to their leaders. A leader with transformational leadership is able to create a vision, environment and motivation to his subordinates to achieve better performance with the goal that subordinates will feel admired, trust and committed to the leader (Putra & Surya, 2020).

A leader needs to formulate the right ways to persuade employees at the individual level to display creative and innovative behavior (Aditianto & Amir, 2022). Leaders must be able to become agents of an organization that is a motivation for themselves and the organization. Leaders can improve employees' perceived competencies by showing appreciation for their ideas, perspectives and solutions, by emphasizing achievements rather than mistakes and by being responsive to perceived challenges and uncertainties (Messmann et al., 2021). Transformational leadership has advantages, namely this leadership style will increase employee loyalty and the level of employee concern for their boss will increase, causing subordinates' work motivation to increase more than expected (Artini & Mujiati, 2022).

Aditianto and Amir (2022) state that transformational leaders not only rely on transactional exchanges, but also seek to inspire subordinates to prioritize group interests over personal interests. The main problem that organizations or businesses often face is the lack of leaders with strong character. The quality of transformational leaders is improved by increasing the ideals and values of their followers, this method is done by making examples of their own values and using charismatic methods so as to attract followers to follow the values embraced by their leaders.

Handoko (2020) stated that job satisfaction can be defined as employee feelings that are pleasant or unrelated to their work. This feeling is reflected in the employee's positive behavior towards tasks and everything they experience in the work environment. Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and matters related to physical and psychological factors (Sutrisno, 2019: 74). Nabawi (2019) also stated that job satisfaction is a personal characteristic owned by each individual, so that each individual has a different level of satisfaction depending on their own personal considerations and views.

Widayati et al. (2020) stated that every individual who works wants to get satisfaction that comes from their workplace. Employee satisfaction can foster a company culture that prioritizes collaboration, trust and mutual respect. When employee morale is high and they feel valued by the people around them, they tend to work together productively, employees will feel satisfied if their assumptions can be fulfilled in fulfilling their obligations. Job satisfaction is one of the important factors and is very vulnerable to being influenced by leadership in the company (Yudiastuti and Netra, 2021).

The company PT. Satria Trans Jaya or known as Trans Metro Dewata is a company engaged in land public transportation services initiated by the Ministry of Transportation with a program called bus friends. This company began its history as a position with the issuance of the Proclamation of the Ministry of Transportation of the Republic of Indonesia No.01/TEMANBUS/2020 dated September 6, 2022 where the position was given the task of organizing passenger and goods transportation on the road using motor vehicles. PT. Satria Trans

Jaya has a large number of employees and works in accordance with their respective duties and responsibilities. The number of employees that they have certainly causes the diversity of characters of each employee.

The pre-survey was conducted on October 29, 2024 to find out any indications of problems that occurred in the field related to innovative behavior in employees of PT. Satria Trans Jaya by using a questionnaire method in the form of a google form via link (<https://bit.ly/PraSurveiPTSatriaTransJaya2024>) The distribution of the questionnaire was carried out to 20 employees consisting of 6 employees of the administrative division, 5 employees of the mechanical division, 5 employees of the operational division, and 4 employees of the driver section. The questionnaire was distributed through google form with the link address (<https://bit.ly/PraSurveiPTSatriaTransJaya2024>) which contains a set of pre-survey statements related to innovative behavior, the results of the questionnaire can be seen in Table 1.

Table 1. Data on Pre-Survey Results of PT. Satria Trans Jaya

Yes	Statement	Answer	
		Yes	Not
1	I often come across new ideas and thoughts for job development	8	12
2	I try to explain my new ideas and thoughts to my boss and colleagues for job development	8	12
3	I actively formulate careful planning to realize the innovative ideas I have	6	14
4	I try to provide recommendations to help my boss and colleagues realize their innovative ideas	7	13

Source: Data processed (Year, 2024)

The pre-survey results in table 1 show that most employees responded "no" to statements about finding new ideas and thoughts, trying to explain my new ideas and thoughts to my boss and colleagues and trying to provide recommendations to help my boss and colleagues realize innovative ideas. Then the most dominant employee gave a "no" response to the statement about actively formulating a mature plan to realize their innovative ideas. The results of this pre-survey indicate that the innovative behavior possessed by (PT. Satria Trans Jaya, 2024).

The ability to think innovatively is a skill that every employee in the company must have, one of the benefits is to be able to outperform other competitors in addition to being useful for developing a business, innovative thinking is also important for an employee. The results of the initial interview that the author conducted with HRD at PT. Satria Trans Jaya stated that employees lack innovative behavior. This is shown by the lack of employees' ability to find ideas that can benefit the company to find alternatives to improve performance. In carrying out its operational activities, the Trans Metro Dewata Bus must be able to operate according to the schedule that has been made, for that employees must be required to work innovatively to achieve the targets set by the company.

Dharma and Suwandana (2024) stated that leaders who are able to inspire and motivate employees with a clear and inspiring vision tend to create a strong emotional bond between employees and the company. Hasanah et al. (2023) stated that transformational leaders can change

the consciousness of their followers, increase their enthusiasm and motivate them to do their best to achieve the organization's goals not because they are forced but because they are willing. The drive to grow professionally and personally creates a positive work atmosphere and strengthens the relationship between leaders and subordinates. Based on the results of interviews conducted by the author on 3 employees consisting of 1 employee of the administrative division and 2 employees of the mechanical division, it is also stated that there are problems related to leadership. This is shown by the low ability of leaders to involve employees in decision-making due to the bureaucracy that must be carried out in the company, which makes employees feel limited in contributing to decision-making.

Another problem that arises is the lack of individual interaction between superiors and subordinates, mainly due to the tight working hours in the office. In addition, the lack of employee job satisfaction with the work facilities is not proportional to the demands of the job given. Employees who want to get promotions are also still low, arguing that the necessary processes and targets are too difficult to do. This shows that employees lack motivation to improve performance in their jobs. Alangkajeng et al. (2023) stated that transformational leadership has a positive and significant effect on innovative work behavior in employees. Hoirunnisak and Izzati (2022) state that there is a positive relationship between transformational leadership style factors and innovative behaviors. Lina and Sudiman (2021) found that there is a significance of the influence of transformational leadership on innovative work behavior. However, the results of a different study were obtained by Purwanto and Kusmaningtyas (2023) which stated that transformational leadership has a negative effect on employees' innovative behavior. Aditianto and Amir (2022) who stated that transformational leadership does not have a direct influence on innovative work behavior. In line with Saputra and Rohmah (2022) who stated that transformational leadership does not have a significant influence on innovative work behavior.

Wisnawa and Dewi (2022) stated that transformational leadership styles have a significant impact on employee behavior if mediated by job satisfaction, which means that employee behavior in the company is highly dependent on the level of job satisfaction and also the level of transformational leadership style. Transformational leadership is stated to be able to influence job satisfaction, because good transformational leadership will help increase workers' sense of job satisfaction (Tarigan et al., 2024). Transformational leadership is able to create positive stimuli, such as inspiration and support, that influence employees' attitudes in the form of confidence and positive feelings towards their work. This positive attitude, which includes cognitive, affective, and behavioral components, encourages employee intent to act innovatively. Job satisfaction serves as a catalyst that strengthens the relationship between the stimulus provided by transformational leaders and employees' intent to behave innovatively. Therefore, organizations need to pay attention to leadership styles and factors that support job satisfaction to create an environment conducive to employee innovation

Based on the research gap and inconsistency of previous research results, further research is needed on the final confirmation in measuring innovative behavior, so as to take the research

topic regarding "The Role of Job Satisfaction in Mediating the Influence of Transformational Leadership on Innovative Behavior in Employees of PT. Satria Trans Jaya".

The purpose of this study, based on the background and formulation of the existing problem, is to analyze the influence of transformational leadership on innovative behavior, as well as the influence of transformational leadership on job satisfaction, and the influence of job satisfaction on innovative behavior, as well as analyze the role of job satisfaction as a mediator in the relationship between transformational leadership and innovative behavior. This research is expected to provide theoretical benefits by enriching studies in attitude and behavior theory, especially in the context of innovative behavior, transformational leadership, and job satisfaction, as well as becoming a reference for future research. In addition, the practical benefits of this research are expected to provide information and contribute thoughts for PT. Satria Trans Jaya to improve the condition of innovative behavior among employees.

RESEARCH METHOD

The design of this study uses a quantitative approach in the form of causal association, aiming to determine the influence and causal relationship between the variables studied, especially the role of job satisfaction in mediating the influence of transformational leadership on innovative behavior in PT. Satria Trans Jaya, which is located in Badung Regency, Bali. The objects of this study consist of innovative behavior as an endogenous variable, transformational leadership as an exogenous variable, and job satisfaction as a mediating variable. These three variables are identified and their operations defined, with related indicators referring to previous research. The population of this study was 313 employees, with the sample determined using the Slovin technique, resulting in 176 respondents through the proportional random sampling method. The data collected included quantitative data from questionnaires and qualitative data from observations and interviews. The research instrument was tested for validity and reliability, while data analysis was carried out through descriptive and inferential statistical analysis, including path analysis to test the direct and indirect influences between variables. Classical assumption tests were also performed to ensure regression models were qualified, and mediation testing was performed using the Sobel Test as well as VAF analysis to assess the extent to which job satisfaction mediated the relationship between transformational leadership and innovative behaviors.

RESULT AND DISCUSSION

Results of Research Data Analysis

Classic Assumption Test

Regression models are said to be good models if they are free from classical assumptions. The classical assumption test is carried out with the aim of ensuring that the results obtained meet the basic assumptions in conducting regression analysis. The results of the classical assumption test processed with the help of SPSS software are presented as follows.

a. Normality Test

This test aims to find out whether the residual of the regression model created is normally distributed or not. To test whether the data used is normal or not can be done using the Kolmogorov Smirnov test. If the coefficient of Asymp.Sig. (2-tailed) greater than 0.05 then the data is said to be normally distributed. The results of the normality test were carried out twice, namely to test normality in regression equation one and to test normality in regression equation two. The results of the normality test can be seen in table 2 and 3.

Table 2. Results of the Normality Test of Regression Equation 1

	<i>Unstandardized Residual</i>
N	176
<i>Kolmogorov-Smirnov</i>	0,064
<i>Asymp.Sig. (2-tailed)</i>	0,079

Source: Appendix 9 (data processed), 2025

Based on the data in Table 2, it can be seen that the Kolmogorov-Smirnov value (K-S) is 0.064, while the Asymp.Sig. (2-tailed) by 0.079. This indicates that the model of regression equation one is normally distributed because Asymp.Sig. (2-tailed) 0.079 is greater than the alpha value of 0.05.

Table 3. Results of the Normality Test of Regression Equation 2

	<i>Unstandardized Residual</i>
N	176
<i>Kolmogorov-Smirnov</i>	0,060
<i>Asymp.Sig. (2-tailed)</i>	0,200

Source: Appendix 9 (data processed), 2025

Based on the data in Table 3, it can be seen that the Kolmogorov-Smirnov value (K-S) is 0.060, while the Asymp.Sig. (2-tailed) by 0.200. This indicates that the model of regression equation two is normally distributed because Asymp.Sig. (2-tailed) 0.200 is greater than the alpha value of 0.05.

b. Multicollinearity Test

The multicollinearity test aims to find out whether there is a correlation between independent variables in the regression equation model or not. The correlation between independent variables can be seen from the value of tolerance or variance factor (VIF). If the tolerance value is more than 10% or the VIF value is less than 10, then it is said that in the regression equation model there is no multicollinearity.

Table 4. Multicollinearity Test Results

Variabel	<i>Tolerance</i>	<i>BRIGHT</i>
Transformational Leadership	0,433	2,307
Job Satisfaction	0,433	2,307

Source: Appendix 10 (data processed), 2025

Based on Table 4 above, it can be seen that the tolerance value and VIF value of transformational leadership and job satisfaction variables are 0.433 and 2.307. This shows that in the regression equation model there is no multicollinearity because both variables have a tolerance value greater than 0.1 and a VIF value less than 10.

c. Heteroscedasticity Test

The purpose of this test is to find out whether in the regression equation model there is a variance inequality from one observation to another. If there is no independent variable that has a significance value above 0.05, it does not contain a symptom of heteroscedasticity.

Table 5. Results of the Regression Equation 1 Heteroscedasticity Test

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Itself.
	B	Std. Error	Beta		
(Constant)	2,928	0,584		5,010	0,000
Transformational Leadership	-0,066	0,037	-0,134	-1,788	0,076

Source: Appendix 11 (data processed), 2025

Based on table 5, it can be seen that the transformational leadership variable has a Sig. value of 0.076 > 0.05. This means that there is no influence between the free variable and the residual absolute. Thus, it can be said that the model of equation one does not contain symptoms of heteroscedasticity.

Table 6. Results of Regression Equation 2 Heteroscedasticity Test

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Itself.
	B	Std. Error	Beta		
(Constant)	0,882	0,446		1,979	0,049
Transformational Leadership	-0,044	0,038	-0,131	-1,145	0,254
Job Satisfaction	0,060	0,033	0,208	1.821	0,070

Source: Appendix 11 (data processed), 2025

Based on Table 6, it can be seen that the variables of transformational leadership and job satisfaction have Sig. values of 0.254 and 0.070, respectively. The value is greater than 0.05. This means that there is no influence between the free variable and the residual absolute. Thus, it can be said that the equation model of two does not contain symptoms of heteroscedasticity.

Path Analysis

In this study, a path analysis technique was used to see the influence of the causalistic relationship of each exogenous variable, namely transformational leadership, on the endogenous variable, namely innovative behavior. This study also examines the role of mediation variables, namely job satisfaction in mediating the relationship between transformational leadership variables and innovative behaviors.

1) Formulating structural hypotheses and equations

The first step is to formulate a research model hypothesis based on existing theories.

- The Transformational Leadership variable (X) has a positive and significant effect on the Innovative Behavior variable (Y).
- The Transformational Leadership variable (X) has a positive and significant effect on the Job Satisfaction variable (Z).
- The Job Satisfaction Variable (Z) has a positive and significant effect on Innovative Behavior (Y).
- The Transformational Leadership variable (X) has a positive and significant effect on the variable of innovative behavior (Y) through job satisfaction (Z).

In this study, the influence of transformational leadership on job satisfaction through the SPSS program was calculated. The following is shown the results of the calculation of the first structure in table 7.

Table 7. Results of Regression Equation Path Analysis 1

Model	Understandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
(Constant)	6,084	0,907		6,706	0,000
Transformational leadership	0,864	0,057	0,753	15,083	0,000
R ² : 0,567					
a. Dependent Variable: Job satisfaction					
b. Predictors: (Constant), Transformational Leadership					

Source: appendix 12 (data processed), 2025

Based on the results of the path analysis in Table 8, the structural equations formed can be formulated as follows.

$$Z = \beta_2 X + e_1$$

$$Z = 0.753X \dots \dots \dots (1)$$

Table 8. Regression Model 2 Path Analysis Results

Model	Understandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
(Constant)	7,155	0,720		9,931	0,000
Transformational leadership	0,250	0,062	0,339	4,068	0,000
Job satisfaction	0,258	0,054	0,400	4,807	0,000
R ² : 0,480					
a. Dependent Variable: innovative behavior					
b. Predictors: (Constant), Transformational leadership, Job satisfaction					

Source: appendix 12 (data processed), 2025

Based on the results of the path analysis in Table 8, the structural equations formed can be formulated as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0,339 + 0,400 \dots \dots \dots (2)$$

2) Shape the path coefficient diagram

a. Direct effect

Direct influence occurs if one variable affects another variable without any mediating variable.

a) The effect of transformational leadership variable (X) on innovative behavior (Y) was $\beta_1 = 0.339$

b) Effect of transformational leadership (X) on job satisfaction (Z) of $\beta_2 = 0.753$

c) Effect of the variable job satisfaction (Z) on innovative behavior (Y) of $\beta_3 = 0.400$

b. Indirect Effect

Indirect influence occurs when there are other variables that mediate the relationship between the two variables. The influence of transformational leadership (X) on innovative behavior through job satisfaction (Z) can be calculated by the following formula.

$$\begin{aligned} \text{Indirect Effect} &= b_2 \times b_3 \\ &= (0.753) \times (0.400) \\ &= 0.301 \dots \dots \dots (3) \end{aligned}$$

c. Total Effect

The total influence can be calculated by the following formula.

$$\begin{aligned} \text{Total Effect} &= b_1 + (b_2 \times b_3) \\ &= 0.339 + (0.753 \times 0.400) \\ &= 0.64 \dots \dots \dots (4) \end{aligned}$$

3) Testing the value of the determination coefficient (R^2) of the error variable (e)

Based on regression model 1 and regression model 2, a final path diagram model can be prepared. But before that, the standard error value must be calculated. The standard error value can be calculated using the following formula.

$$\begin{aligned} e_1 &= \sqrt{(1-R^2)} \\ e_1 &= \sqrt{(1-R^2)} = \sqrt{(1-0.567)} = 0.658 \dots \dots \dots (5) \end{aligned}$$

$$e_2 = \sqrt{(1-R^2)} = \sqrt{(1-0.480)} = 0.721 \dots \dots \dots (6)$$

Based on the calculation of the effect of the Pe_1 error, the result of the effect of the Pe_1 error was 0.941 and the effect of the Pe_2 error was 0.772. The results of the total determination coefficient are as follows.

$$\begin{aligned} R^2_m &= 1 - (Pe_1)^2 (Pe_2)^2 \\ &= 1 - (0,658)^2 (0,721)^2 \\ &= 1 - (0.433) (0.520) \\ &= 0.775 \dots \dots \dots (7) \end{aligned}$$

A total determination value of 0.775 means that 77.5 percent of the innovative behavior variables are influenced by transformational leadership variables and job satisfaction, while the remaining 22.5 percent are explained by other factors not included in the model.

Calculating path coefficients simultaneously (overall)

Based on the results of the tests that have been carried out, a significance level of F of 0.000 < 0.05 was obtained, which means that the transformational leadership variable and the work satisfaction variable had a simultaneous effect on innovative behavior.

4) Calculating the coefficient of the path partially (individual)

The influence of transformational leadership on innovative behavior

H₀ : there is no significant positive influence between transformational leadership and innovative behavior

H₁ : there is a significant positive influence between transformational leadership and innovative behavior

Based on the results of the analysis of the influence of transformational leadership on innovative behavior, a significance value of 0.000 was obtained with a beta coefficient value of 0.339. A significance value of 0.000 < 0.05 means that H₀ is rejected and H₁ is accepted. This result means that transformational leadership has a positive and significant effect on innovative behavior.

5) The influence of transformational leadership on job satisfaction

H₀ : there is no significant positive effect between transformational leadership on job satisfaction

H₁ : there is a significant positive influence between transformational leadership on job satisfaction

Based on the results of the analysis of the influence of transformational leadership on job satisfaction, a significance value of 0.000 with a beta coefficient value of 0.753 was obtained. A significance value of 0.000 < 0.05 means that H₀ is rejected and H₁ is accepted. This result means that transformational leadership has a positive and significant effect on job satisfaction.

The effect of job satisfaction on innovative behavior

H₀ : there was no significant positive effect between job satisfaction and innovative behavior

H₁ : there is a significant positive influence between job satisfaction and innovative behavior

Based on the results of the analysis of the influence of job satisfaction on innovative behavior, a significance value of 0.000 was obtained with a beta coefficient value of 0.400. A significance value of 0.000 < 0.05 means that H₀ is rejected and H₁ is accepted. This result means that job satisfaction has a positive and significant effect on innovative behavior.

After data processing, the following results were obtained.

Table 9. Direct Influence, Indirect Influence, and Total Influence of transformational leadership (X), Job satisfaction (Z), and Innovative behavior (Y)

Variable Influence	Direct Influence	Indirect Influence	Total Impact
X-Y	0,339	0,301	0,64
X-Z	0,753	-	0,753
Z-Y	0,400	-	0,400

Source: data processed, 2025

Based on the results in the table, the shape of the path chart can be described as follows.

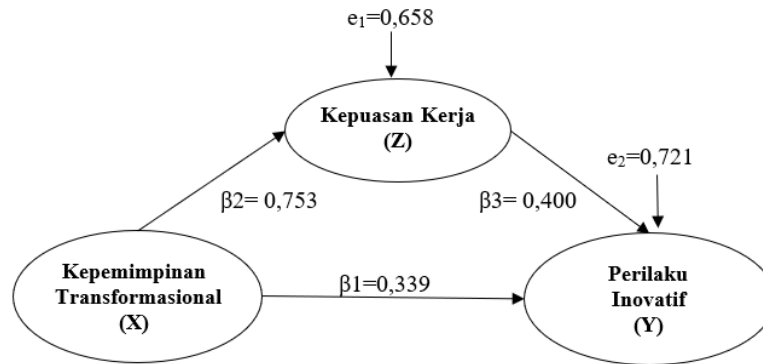


Figure 1. Validation of the End-Path Diagram Model

Source: data processed, 2025

1. Sobel Test

The Sobel test is an analytical tool used to test the significance of the indirect relationship between the independent variable and the bound variable mediated by the mediating variable. The Sobel test is formulated with the following equation.

- If $Z > 1.96$, the mediator variable is considered to significantly mediate the relationship between the bound variable and the independent variable.
- If $Z < 1.96$, the mediator variable is considered to significantly mediate the relationship between the bound variable and the independent variable.

1) Formulating a hypothesis

- H_0 : Job satisfaction is not able to mediate the influence of transformational leadership variables on innovative behaviors.
- H_1 : Job satisfaction is able to mediate the influence of Transformational Leadership variables on innovative behavior.

2) Testing criteria

- If Z is calculated (the absolute Z standard value) ≤ 1.96 , then H_0 is accepted which means job satisfaction (Z) is not a mediating variable.
- If Z is calculated (the absolute Z standard value) ≥ 1.96 , then H_0 is minus, which means that job satisfaction (Z) is the mediating variable.

3) Calculating Sab and Z values

The standard indirect effect of Sab is calculated using the following formula.

$$\begin{aligned}
 \text{Sat} &= \sqrt{(b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2)} \\
 &= \sqrt{([0,400])^2 [0,057]^2 + [0,753]^2 [0,054]^2 + [0,057]^2 [0,054]^2)} \\
 &= \sqrt{(0,001 + 0,002 + 0,000)} \\
 &= 0,055 \dots \dots \dots (8)
 \end{aligned}$$

Information:

$$\begin{aligned}
 a &= 0.753 \\
 b &= 0.400 \\
 Sa &= 0.057 \\
 Sb &= 0.054
 \end{aligned}$$

To test the significance of the indirect influence, the Z value of the ab coefficient is calculated using the following formula.

$$\begin{aligned} Z &= ab/Sat \\ &= ((0.753)(0.400))/0.055 \\ &= 5.47.....(9) \end{aligned}$$

Information:

$$a = 0.753$$

$$b = 0.400$$

$$Sat = 0.055$$

4) Provide a conclusion or interpretation

Based on the calculations that have been made, a Z value of $5.47 > 1.96$ is obtained. These results show that the job satisfaction variable is considered to be able to mediate the influence of transformational leadership on innovative behavior.

VAF Test

Variance Accounted For (VAF) is used as a mediation hypothesis testing method. Hair et al. (2014) stated that the VAF method is a method that has a function to determine the influence of the mediation effect in research. VAF is calculated by the following calculations.

$$VAF = (\text{Indirect effect})/(\text{Total effect})$$

$$VAF = 0.301/0.64$$

$$VAF = 0.470..... (10)$$

Based on the VAF test, a calculated value of 0.470 or 47% was obtained which was between 20%-80%, so it can be concluded that job satisfaction partially mediates the influence of transformational leadership on innovative behavior, that is, it affects most, but there is still a direct influence of transformational leadership on innovative behavior.

The Influence of Transformational Leadership on Innovative Behavior

The results of the hypothesis test on the influence of transformational leadership on innovative behavior, show that transformational leadership has a positive and significant effect on innovative behavior. This interpretation means that the higher the application of transformational leadership styles, such as providing inspiration, supporting creativity, and encouraging individual development, the more likely an individual or team is to exhibit innovative behaviors in the organization (Adrianiya et al., 2024). Through attitude and behavior theory, transformational leadership is able to influence employee attitudes by providing inspiration, motivation, and emotional support, thereby creating positive attitudes such as confidence and commitment. This attitude encourages innovative behaviors in response to a work environment that supports creativity and self-development.

The results of this study are in line with the research of Tarigan et al. (2024) stating that transformational leadership has a positive and significant influence on innovative employee

behavior. A leader needs to formulate the right ways to persuade employees at the individual level to display creative and innovative behavior (Aditianto & Amir, 2022). Research by Zhang et al. (2021) that found the growth of transformational leadership research over the past few decades has the potential to uncover transformative leadership as a determinant of the innovative behavior of its followers. It can be interpreted that with an appreciation of leaders, the performance of their employees will be able to motivate them to be more innovative and achieve more optimal results in their work (Putri and Sentoso, 2022).

The Influence of Transformational Leadership on Job Satisfaction

The results of the hypothesis test on the influence of transformational leadership on job satisfaction, show that transformational leadership has a positive and significant effect on job satisfaction. The better the leader applies a transformational leadership style to his employees, the more employees will feel satisfaction with the work they do (Zahra and Baskoro, 2024). This is in accordance with the perspective of attitude and behavior theory, this leadership style is able to shape positive attitudes of employees by providing emotional support, appreciation, and inspiration. Positive attitudes such as a sense of appreciation, commitment, and trust in leaders increase employee job satisfaction. Finally, satisfied employees show productive behavior and contribute more to the achievement of organizational goals (Pratiwi & Rizky, 2024).

The results of this study are in line with Sammuel and Tanoto (2022) who stated that transformational leadership has an effect on job satisfaction in employees. Likewise, research from Asbari et al. (2022) states that transformational leadership has a positive and significant effect on job satisfaction. This shows that the more effective a leader is in implementing a transformational leadership style, the higher the level of satisfaction employees feel with their work (Masrifah & Kuswinarno, 2024).

The Effect of Job Satisfaction on Innovative Behavior

The results of the hypothesis test on the effect of job satisfaction on innovative behavior show that job satisfaction has a positive and significant effect on innovative behavior. Job satisfaction creates an atmosphere that supports creativity, where employees feel comfortable to explore new ideas and take initiative (Hibatullah & Berliyanti, 2024). Thus, a satisfying work environment encourages employees to be more productive and contribute innovatively to the organization, as well as provide a positive feeling to encourage job satisfaction. This is in accordance with the perspective of attitude and behavior theory, that these positive feelings ultimately determine a person's satisfaction or dissatisfaction with their work, which ultimately determines a person's behavior in the organization.

Zachro et al.'s research (2024) found that job satisfaction has a significant positive effect on innovative work behavior, so it can support the results of this study. Likewise, research by Endarwati et al. (2024) states that job satisfaction has a positive and significant impact on innovative behavior. Satisfied employees tend to have a positive attitude towards their work (Munir, 2023). This attitude encourages greater confidence, motivation, and engagement, so

employees are encouraged to explore new ideas and take initiative. With a supportive work environment, job satisfaction is an important factor that triggers the emergence of creativity and innovation in the organization (Susanti, 2021).

The Role of Job Satisfaction in Mediating the Influence of Transformational Leadership on Innovative Behaviors

The results of the hypothesis test showed that job satisfaction was able to mediate the influence of transformational leadership on innovative behavior positively and significantly. The role of mediation shown is partial mediation. Partial mediation means that job satisfaction largely influences the relationship between transformational leadership and innovative behavior, but it is not the only mediating factor. In this case, transformational leadership still has a direct influence on innovative behavior despite the influence of job satisfaction as a mediator. That is, job satisfaction reinforces but does not fully explain the influence between the two variables. In the Attitude and Behavior theory approach, transformational leadership creates a positive attitude in employees through motivation, support, and inspiration, which contributes to increased job satisfaction. Increased job satisfaction then forms a proactive attitude, which encourages employees to be more creative and innovate (Tafsir et al., 2022). Partial mediation shows that while job satisfaction plays an important role, the direct influence of transformational leadership on innovative behavior remains significant.

In line with Rifai's research (2024), it is stated that job satisfaction is able to mediate the influence of transformational leadership on employee performance. Sofyan and Rianty (2023) who found that employee job satisfaction successfully mediated the influence of leaders' humility on employee creativity. This shows that transformational leadership styles have a significant impact on employee performance if mediated by job satisfaction. In accordance with the statement of Putra and Surya (2020) which gave results that job satisfaction positively and significantly mediates the influence of transformational leadership style on employee performance.

This research shows that employee job satisfaction plays an important role as a mediator in the relationship between transformational leadership and innovative behavior, in accordance with attitude and behavior theory, where transformational leadership creates positive stimuli such as inspiration and support that influence employee attitudes, build confidence and positive feelings towards their work; This positive attitude, which includes cognitive, affective, and behavioral components, encourages employee intent to act innovatively, with job satisfaction serving as a catalyst that strengthens the relationship between the stimulus from the leader and the employee's intention to behave innovatively, so the organization needs to pay attention to the leadership style and the factors that support job satisfaction to create an environment conducive to innovation. In addition, the results of this study indicate that PT. Satria Trans Jaya must prioritize strengthening teamwork in the work environment, because high job satisfaction with collaboration between colleagues is proven to support innovative employee behavior; Therefore, company leaders are advised to continue to implement transformational leadership styles, particularly in increasing team motivation, which has a direct impact on job satisfaction and encourages innovation, while

companies can also hold training or communication skills development programs to make employees more confident in conveying creative ideas, as well as create reward and recognition systems to support innovative behaviors from employees, So that by focusing on these areas, companies can create a collaborative, innovative, and productive work environment.

CONCLUSION

The conclusions obtained based on the results of this study are as follows. Transformational leadership has a positive and significant effect on innovative behavior. Transformational leadership has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on innovative behavior. Job satisfaction is significantly able to mediate the influence of transformational leadership on innovative behavior. The role of job satisfaction in mediation is classified as partial mediation.

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