

The Effect of Transformational Leadership on Job Satisfaction: The Mediation Effect of Self-Efficacy and Work Engagement

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ABSTRACT

The task of a leader is important in order to manage employees to survive and compete in a business situation. Over time, more and more service companies, especially restaurants, have sprung up and therefore the role of human resources in the sustainability of service companies such as restaurants is very important, because it indirectly makes restaurant business competition tighter. So that paying attention to the role of leaders in employee job satisfaction is very necessary because it can improve the employee's performance in dealing with problems that may occur. In addition, leaders must also improve the abilities of their employees, which can be explained through aspects of self-efficacy and work engagement so that employees can be involved in the progress of a service company, especially restaurants. Because with the abilities possessed by employees, they can maintain the level of service and taste of cuisine that has become a characteristic of a restaurant. In response to this, this study aims to determine the effect of transformational leadership on job satisfaction on employees of ikan bakar Cianjur restaurant, Surabaya City Branch, which is mediated by self-efficacy and work engagement. In this study, using a quantitative approach by collecting the number of respondents as many as 60 employees using a proportional random sampling technique from six IBC outlets in Surabaya. The data testing technique used in this study is the Partial Least Square method, namely by using path analysis.

Keywords: Transformational Leadership, Job Satisfaction, Self-Efficacy, Work engagement, PLS, SEM, Quality Job

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1. INTRODUCTION

Today's business development is getting more rapid, making every company strive to provide the best for the progress of its business, both companies engaged in services and goods. Human resources or employees are by far the most important asset for an organization. The company's success in increasing productivity cannot be separated from the contribution of human resources in the company, because to run the company smoothly, effectively and efficiently, the most valuable and indispensable need for a company is human resources, as stated by Mosadragh (2013). Indeed, no organization can succeed without paying attention to its employees. One aspect of employee work that attracts the attention of management and organizational researchers is job satisfaction (Puni et al., 2018). Therefore, it is advisable for companies to pay attention to things that can influence employee performance, such as job satisfaction. Job satisfaction is a valuable indicator for management to use in assessing the overall development of employees in an organization (Choi et al., 2016). Most satisfied employees tend to have very high self-confidence which can improve their performance, and because they can feel the organization is concerned about their well-being, job satisfaction will be related to the willingness of employees to develop job skills and personalities.

According to Setiawan et al., (2020) companies must first understand that to have employees who can develop, companies must first prioritize job satisfaction for each employee, because job satisfaction really depends on the employee condition. This can occur because each individual has an aspect in assessing the level of job satisfaction. Thus, the more elements of work that follow personal desires, the higher the level of job satisfaction. There are many factors that affect employee job satisfaction, one of which is leadership style. To be able to achieve the mission and goals of the organization appropriately, it is known that an effective leadership style is able to provide stimulation and motivational direction to followers regarding these goals. Bass as quoted by (Puni et al., 2018) has confirmed that among various leadership styles, the influence of transformational leadership on organizational outcomes such as job satisfaction is more effective compared to those who practice contingent rewards. Aydogmus et al., (2018) also confirmed that recent research shows transformational leadership to have a more beneficial impact on employee job satisfaction compared to other leadership approaches.

According to Syabarrudin et al., (2020) this type of leadership is one of the driving factors for employees to innovate because transformational leadership tends to be open-minded and

visionary and supports employees to be more innovative. Transformational leadership is a relational leadership style in which followers have trust and respect for the leader and will make them motivated to do more than formally expected of them to achieve Bass's organizational goals cited by (Boamah *et al.*, 2018). So that transformational leadership has the ability to motivate employees to work beyond expectations. Shaw & Allen's research (2009) shows that transformational leadership has a close relationship with job satisfaction. In addition, job satisfaction can also be influenced by several things such as employee confidence in their abilities (self-efficacy) and employee work engagement at work.

Self-efficacy can be increased through transformational leadership by placing high confidence in the abilities of its employees. Employees with high self-efficacy will feel that they can do or face the work given by the organization. This is in accordance with the opinion of Song *et al.*, (2020) which states that a high level of self-efficacy will tend to have higher persistence in dealing with failure and overcoming adversity effectively. Therefore, there is also a high probability of obtaining better performance results and obtaining an increase in job satisfaction. Bayraktar & Jiménez, (2020) have also stated that transformational leadership can increase employee self-efficacy during organizational change, which in turn can encourage commitment to change and the intention to support change that gives positive things to the organization. Thus, employees with high self-efficacy tend to feel more positive about their work and work environment, which contributes to job satisfaction (Song *et al.*, 2020).

The most agreed and often cited definition is the one put forward by Schaufeli (quoted by Bui *et al.*, (2017)) which defines work engagement as a satisfying, positive, and work-related state of mind characterized by vigor, dedication, and absorption. Leadership has been positioned as one of the most important factors in building work engagement (Hawkes *et al.*, 2017). Because it can be understood that the quality and type of leadership experienced by employees can also play an important role. Transformational leadership tends to stimulate employee work engagement by giving meaning and importance to their work. So that leaders with a transformational leadership style can articulate an attractive vision, focus on achieving attractive goals, and pay attention to and support their followers. This will positively affect motivation and work engagement which can also affect organizational work results such as job satisfaction.

In private environment, the relationship between transformational leadership and job satisfaction is even

stronger since it directly affects the employees. This condition might be different in a state-owned organization where there is bureaucracy that might limit the relationship between leaders and their subordinates. This also applies to Ikan Bakar Cianjur Surabaya restaurant which is engaged in the private service sector. As a well-known restaurant, it should be able to survive and increase competitiveness with other business actors. Because it has been recognized that ikan bakar Cianjur Surabaya restaurant has become one of the favorite culinary places in Surabaya as a place to eat that gives a thick nuance of its traditional culture and chooses natural spices that are used to serve various traditional dishes. This has become a characteristic of ikan bakar Cianjur restaurant to be able to continue to compete with its business competitors who are engaged in the same field. To make it happen, the leader of ikan bakar Cianjur restaurant emphasized all employees to contribute in providing new innovations without losing the characteristics of ikan bakar Cianjur restaurant itself. The most emphasized innovation for employees is such as providing new menu offerings to customers. This has become the obligation of employees in the kitchen in providing new menu offerings according to the wishes of the leader.

Knowing the level of job satisfaction of employees needs to be considered, because the feelings of employees while working, both positive and negative feelings will affect the level of employee service to consumers. This needs to be taken into account by ikan bakar Cianjur Surabaya restaurant so that it continues to provide maximum service. To be able to see the satisfaction level of employees of Ikan Bakar Cianjur Surabaya, a pre-survey was conducted by distributing a temporary questionnaire, which consists of indicators regarding job satisfaction to 30 employees of ikan bakar Cianjur Surabaya restaurant who are in the kitchen section. Based on the distribution of the questionnaire, data is obtained in table 1.

Based on table 1, it can be seen that the job satisfaction conditions of employees in the kitchen section of ikan bakar Cianjur Surabaya restaurant as a whole are still not in accordance with what is expected, this can be seen from 12 items with 30 initial respondents showing that the total items selected by employees are in this condition. satisfied as much as 45.6% and the remaining 54.4% of the total items selected by the employee in a less satisfied condition. This can affect the performance of employees in serving food menus to consumers, because customer satisfaction is the main thing, so it should be for the Cianjur Grilled Fish Restaurant in Surabaya to pay more attention to the condition of employee satisfaction is still low.

Table 1. Pre-Survey Questionnaire Results Regarding Employee Job Satisfaction

No	Statement	Answer		Number of employees
		Satisfied	Not satisfied	
1	Work It Self (1 Item)	11	19	30
2	Pay (3 Item)	28	62	30
3	Promotion (1 Item)	11	19	30
4	Supervision (4 Item)	85	35	30
5	Workers (3 Item)	29	61	30
		45,6%	54,4%	

Source: Results of Pre-Survey Questionnaire Data Processing (2018)

Table 2. Pre-Survey Questionnaire Regarding Employee Job Satisfaction

No	Statement	Answer	
		Satisfied	Not satisfied
1	Work It Self (1 Item)		
	The work I do is very interesting and challenging	11	19
2	Pay (3 Item)		
	The salary I received has been very good	28	62
	Payroll is on time		
	The amount of salary is sufficient for my normal expenses		
3	Promotion (1 Item)		
	There is an opportunity to increase the position	11	19
4	Supervision (4 Item)		
	My leader gives assignments according to my abilities	85	35
	My leader always provides directions when I have a hard time working		
	My leader is active in providing supervision while working		
	My leader always involves employees in solving every problem		
5	Workers (3 Item)		
	My co-workers are active / nimble at work	29	61
	My co-workers always support each other		
	My co-workers are responsible when they make mistakes		
TOTAL		164	196

Based on the above background, the authors wish to conduct a study entitled "The Effect of Transformational Leadership on Job Satisfaction with the mediation of Self-Efficacy and Work Engagement at ikan bakar Cianjur Restaurant, Surabaya".

2. LITERATURE REVIEW

2.1 Theoretical Basis

2.1.1 Transformational Leadership

The role of a leader towards employees who work in an organization is very important. Leaders are required to be able to create innovative work among employees and in this case transformational leadership is needed. Transformational leadership can be characterized as ethical leadership, because this leadership style can strengthen human contact and foster motivation and ethical will in leaders and followers (Kouni et al., 2018). It is intended that employees who are influenced by transformational leadership can work synergistically to achieve organizational goals. In this context, a leader with a transformational style will strive to create the ability to direct changes in the mission, strategy, structure and culture of the organization, and can promote technological products and innovation (Mustika et al., 2020). According to Bass, quoted by Choi et al., (2016), there are four characteristics of transformational leadership. The first characteristic relates to individual considerations which show that transformational leadership supports the development of subordinates' skills and helps subordinates achieve the desired results. Second, transformational leadership can include intellectual stimulation, where the leader can promote a culture in which employees will develop intelligence and rational thinking. Then

next, inspiration is the third element of transformational leadership. In this case, the leader communicates high expectations and encourages employees to focus their efforts on achieving the goals that have been set. Finally, transformational leadership is considered a charismatic leader who offers employees a vision and mission. Such a leader will try to instill a sense of pride and earn respect and trust from employees so that the organization can achieve the desired results (Choi et al., 2016).

2.1.2 Job Satisfaction

To encourage employees to give their best, according to Setiawan et al., (2020) job satisfaction is an important thing in this regard. According to Locke, quoted by Aydogmus et al., (2018) job satisfaction is a pleasant emotional state that results from appraising one's job as the achievement or facilitation of one's work values and is an evaluation of individual work in the context and content of the job. So that job satisfaction is a form of employee perception about how well their job is in providing things that are considered important. From this interpretation, the concept of job satisfaction can be divided into two assumptions. First, job satisfaction is an attitude that comes from employees, and secondly, job satisfaction is the result of one's job (Diana et al., 2020). Simply put, it can be concluded that job satisfaction is an evaluative response related to the emotional state of employees regarding their work. Job satisfaction also reflects employees' perceptions of work performance because if the level of job satisfaction increases, employees will feel that they provide positive values and results for the organization (Choi et al., 2016). Furthermore, satisfied employees tend to see that they are treated fairly both inside

and outside the organization and it can be stated that job satisfaction is an employee's positive perception of their job and organization expressed through the level of job satisfaction. This is also supported by a statement from Robbins in Eliyana *et al.*, (2019) which states that job satisfaction is a common behavior towards work performance whereas there are appropriate awards and achievements. So, organizations with more satisfied employees tend to be more effective and productive.

2.1.3 Self-Efficacy

The concept of self-efficacy was first developed by Bandura and defined as the belief that someone is able to do a certain way to achieve certain goals, in other words individuals who have a high level of self-efficacy will be involved in completing their tasks while individuals with low self-efficacy apply the opposite or it will only be a failure for the organization (Syabarrudin *et al.*, 2020). According to Prochazka *et al.*, (2017) self-efficacy can affect how they think, how they behave, how people feel, and what motivates them, because self-efficacy is defined as individual persuasion about their own ability to achieve predetermined goals. Self-efficacy theory also states that this belief or belief will affect their ability to predict an attempt they will then make, and the extent to which they endure challenges that seem insurmountable (Mañas Rodríguez *et al.*, 2020). So that individuals who have self-efficacy behavior will have confidence about their abilities to be able to complete certain tasks using their personal abilities.

2.1.4 Work Engagement

The literature that provides the definition of work engagement has various statements. The agreed and frequently cited definition is the one put forward by Schaufeli (quoted by Bui *et al.*, (2017)) which defines work engagement as a satisfying, positive, and work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to a higher level of energy and psychological resilience at work. Dedication is characterized by enthusiasm, motivation, pride, and challenge. Meanwhile absorption means that a person is completely concentrated on refusing to stop their job. These three components are also referred to as: physical, emotional and cognitive. So that work engagement can also be expressed as a positive affective and motivational state characterized by high levels of energy and self-involvement (Schmitt *et al.*, 2016). According to Kovjanic *et al.*, (2013) work engagement is something that is not focused on a particular object, individual, event or behavior, but is a work-related state of mind that reflects high intrinsic motivation. Self-determination theory also states that in order to experience work engagement, individuals are needed to feel competent, related and autonomous.

2.2 Hypothesis Development

2.2.1 The Effect of Transformational Leadership on Job Satisfaction

The importance of transformational leadership in creating a supportive work environment for employees to be able to promote better outcomes for the employees themselves and for

the company. Transformational leadership is consistently associated with employee attitudes and behavior both in management settings through intellectual stimulation (Boamah *et al.*, 2018). It is known that transformational leadership encourages employees to participate in the decision-making process, which encourages critical thinking and the development of their skills and knowledge is the influence of this transformational leadership behavior. So that such a leader will create conditions that empower employees by shaping the information, quality of support and resources available in the workplace and transformational leadership behavior is often associated with higher levels of employee satisfaction. According to Aydogmus *et al.*, (2018) have also considered transformational leadership as a tool to increase follower satisfaction by encouraging employee development, interaction and encouraging motivation. Because transformational leadership can foster autonomy and encourage challenging jobs, it is becoming increasingly important for the job satisfaction of followers working in the organization.

Transformational leadership is generally described as a leader who changes the values, desires, aspirations and priorities of their employees and motivates employees to provide superior value to expectations (Choi *et al.*, 2016). The relationship between transformational leadership and job satisfaction is well established in the literature on this study. The transformational leadership characteristics conceptualized by Bass provide a theoretical basis for explaining employee job satisfaction. Through transformational leadership, there will be environmental changes and will show that transformational leadership behavior is not limited by procedural boundaries and rules in organizations with a hierarchical authority structure. So, organizations can choose to change their leadership style even if their hierarchical decision-making structure can limit transformational leadership behaviors. In particular, it is important in increasing job satisfaction. Because according to Luthans in Choi *et al.*, (2016) job satisfaction is closely related to the positive emotional state of employees which will affect their performance. In addition, transformational leadership behavior can create a positive impact by motivating employees to act towards achieving organizational goals and showing special attention to them that transformational leaders can take on job satisfaction (Kouni *et al.*, 2018). Furthermore, this positive influence can create employees who are more satisfied and tend to act more effectively and productively.

Job satisfaction has been used as a means of attracting and retaining qualified employees in organizations, and this requires the influence of transformational leadership to make it happen. According to Puni *et al.*, (2018) there are various leadership styles in organizational results such as job satisfaction, and it is stated by the study that transformational leadership is more effective in influencing job satisfaction. On (Aydogmus *et al.*, (2018) have also collected evidence confirming a direct relationship between perceptions of transformational leadership and the resulting job satisfaction. In addition, McCutcheon, Doran, Evans, Hall, and Pringle in Boamah *et al.*, (2018) also found an important relationship between transformational leadership behavior and job

satisfaction as well as research by Shaw & Allen, (2009) which states that transformational leadership has a close relationship with job satisfaction. Thus, this study hypothesizes:

H1: Transformational Leadership has a significant effect on Job Satisfaction

2.2.2 The Mediation Effect of Self-Efficacy for Transformational Leadership and Job Satisfaction

Transformational leadership is known to have the ability to change the way followers think about problem solving, which is known as intellectual stimulation, and encourage followers to find innovative solutions (Shaw & Allen, 2009). Leaders with a transformational leadership style can create a work environment where followers can try new approaches and challenge their leader without hesitation. These leaders place great importance on learning and development, and they regard problems as valuable opportunities. So that through transformational leadership it can affect self-efficacy behavior in employees which is important in terms of motivation to increase self-confidence in individuals (Mañas Rodríguez *et al.*, 2020). Thus, employees with high self-efficacy tend to feel more positive about their work and work environment, which contributes to job satisfaction (Song *et al.*, 2020). Because it is known that self-efficacy is a person's belief about his ability to fulfill a task which in turn can affect their work results such as, affecting an increase in job satisfaction.

Transformational leadership can provide self-efficacy as a resource to followers. Bayraktar & Jiménez, (2020) research has shown that self-efficacy is a transformational leadership mechanism that can increase changes in supportive attitudes by giving followers the confidence that change can achieve the desired results. This can be done through the influence idealized by transformational leadership in providing reasons for employees to believe in their future success Prochazka *et al.*, (2017). Through intellectual stimulation, these leaders will ask employees to use skills and share their ideas and their ability to solve problems. Furthermore, it can also be done through transformational leadership that encourages these employees to work beyond expectations and show great confidence in their ability to achieve their tasks (Shaw & Allen, 2009). Intellectually stimulating leaders show confidence in follower abilities which in turn can influence leadership outcomes such as job satisfaction. Liu *et al.* cited by Shaw & Allen, (2009) has suggested that these employees can complete their tasks successfully, which makes them feel satisfied. Thus, this research hypothesizes:

H2: Self-efficacy significantly mediates the effect of Transformational Leadership on Job Satisfaction

2.2.3 The Mediation Effects of Work Engagement for Transformational Leadership and Job Satisfaction

Work engagement is a positive affective and motivational state characterized by high levels of energy and self-involvement in employees according to Schaufeli, Salanova, Gonzalez-Roma, & Bakker cited by (Schmitt *et al.*, 2016). The research has also shown that transformational leadership with regard to work

engagement that can demonstrate high involvement can provide employees with the energy and dedication needed to engage in proactive work behavior such as job satisfaction and improvements to organizational-level results. According to Ghadi, quoted by Bui *et al.*, (2017), he has also examined the relationship between transformational leadership and work engagement and both have a strong relationship. When influence of idealized transformational leadership, intellectual stimulation, inspirational motivation, and individual consideration is reached, it will create an increased follower work engagement. Breevaart has also emphasized that transformational leadership can increase the level of work engagement every day and can occur when the characteristics of followers are more positive, such as innovative, creative, initiative, proactive, and learning-oriented. Furthermore, in this situation followers can influence their job satisfaction increase, because according to Song *et al.*, (2020) job satisfaction reflects a person's positive attitude towards his job. Transformational leadership is associated with positive organizational results such as job satisfaction, and this leadership has been theorized to play an important role in engagement development (Hawkes *et al.*, 2017). The conceptualization of transformational leadership has described a number of ways in which leadership can influence engagement. For example, transformational leadership reinforces engagement by offering individual consideration to followers. Because transformational leadership has the ability to strive to meet higher needs and involve all potential followers (Kovjanic *et al.*, 2013). So that it can be stated to get positive results such as job satisfaction, transformational leadership is an important part of being able to make employees more involved in their work. In addition, it is supported by a statement according to Choi *et al.*, (2016) that the participatory decision-making style practiced by transformational leadership can give employees a sense of involvement, so that employees are more committed and involved in their work and have a higher level of job satisfaction. Thus, in this study hypothesizes: **H3:** Work Engagement significantly mediates the effect of Transformational Leadership on Job Satisfaction.

3. RESEARCH METHODS

3.1 Research Approach

The approach in this study uses a quantitative approach in testing and analyzing previous hypotheses. This quantitative approach focuses on numerical data in the form of numbers processed using statistical methods which then draw conclusions from the known results through the techniques to be used. The independent variable in this study is transformational leadership. The dependent variable in this study is job satisfaction. Meanwhile, the intervening variables used are work engagement and self-efficacy. The measurement scale used to operationalize the independent (X) and dependent (Y) variables is a Likert scale with 5 (five) scale levels as follows: Strongly agree (Score 5), Agree (Score 4), Quite agree (Score 3), No agree (Score 2), and Strongly disagree (Score 1).

3.2 Measurement

3.2.1 Transformational Leadership

Transformational leadership is a leadership style that tries to invite employees at ikan bakar Cianjur Surabaya Restaurant to change in the future to achieve the company's vision, through ideal influences, inspirational motivation, intellectual stimulation, and individual considerations. The indicator used

to measure transformational leadership style is adopted according to Bass *et al.*, (2003).

3.2.2 Job Satisfaction

Job satisfaction is a reflection of the positive and negative feelings experienced by employees at ikan bakar Cianjur

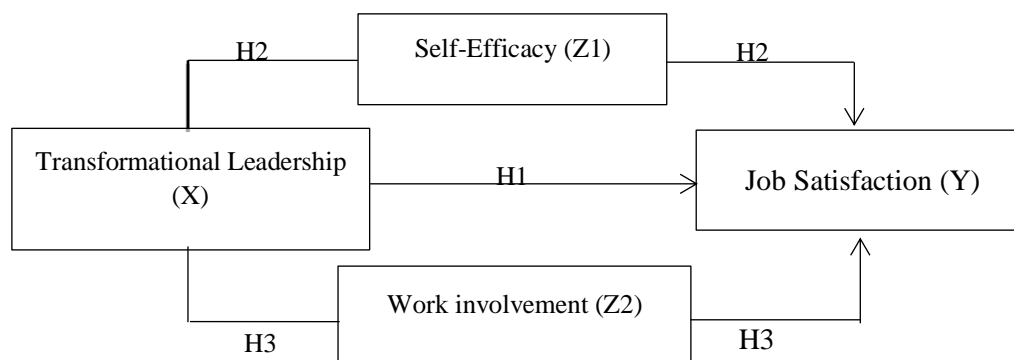


Figure 1. Conceptual Framework

Surabaya Restaurant while doing their jobs. Indicators to measure job satisfaction variables in this study were adopted from Luthans (2011).

3.2.3 Self-Efficacy

Self-efficacy is the confidence of employees at ikan bakar Cianjur Surabaya Restaurant in managing and carrying out the necessary actions to produce the desired achievement, through the level of work difficulty, the breadth of mastering various jobs, and the strength in maintaining confidence in completing tasks. The indicator used to measure the self-efficacy variable in this study was adopted from Bandura (1997).

3.2.4 Work Engagement

Work engagement is a situation in which employees at ikan bakar Cianjur Surabaya Restaurant are involved in their work emotionally in completing tasks and giving all their efforts to achieve organizational success which includes vigor, dedication, and absorption. The indicator used to measure the work engagement variable in this study uses the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003).

3.3 Data and Sample Collection Techniques

In this study, it comes from primary data sources and secondary data sources. To facilitate the research process, data collection in this study was carried out by means of preliminary studies, literature studies, and questionnaires. The sample size used by researchers to determine the number of sample members is using the Slovin formula with an error rate of 5%, the sample used by researchers is employees who are in the kitchen section with the following calculations:

$$n = \frac{N}{N(d)^2 + 1}$$

Based on calculations with the Slovin formula, the number of samples in this study was 60 people. The sampling technique used in this study was proportional random sampling. In other words, the population is divided into different levels or groups.

Furthermore, samples were drawn randomly from each group. Proportional random sampling was used to take samples based on six outlets of the Bakar Cianjur Fish Restaurant in the city of Surabaya.

3.4 Data Analysis Techniques

The analysis carried out in this study was processed using the PLS method. So that the analysis technique used in this research is path analysis which is processed using the Partial Least Square (PLS) application which is part of Structural Equation Modeling (SEM).

3.5 Data Analysis

To find the results regarding the hypothetical relationship between variables, the outer model evaluation and inner model evaluation must be done with PLS-SEM software. Based on Table 2, it shows that the Validity Test on all indicators of this study has met the research requirements. So, it is stated that all indicators have an effect on the latent variables. Because these results have met the validity and reliability requirements for research.

4. RESULTS AND DISCUSSION

4.1 Discussion

4.1.1 Transformational Leadership and Job Satisfaction

After being processed using partial least square (SmartPLS) in this study, the results of the analysis show that Transformational Leadership has a significant effect on the Job Satisfaction of employees of ikan bakar Cianjur Surabaya restaurant, which can be seen from the original sample results of 0.248 and T-Statistics of 2.095. So, it can be concluded that the employees of ikan bakar Cianjur Surabaya restaurant can be influenced by the transformational leadership style in increasing job satisfaction and it can be concluded that hypothesis 1 is accepted. According to Boamah *et al.*, (2018) transformational leadership behavior is often associated with a higher level of employee job satisfaction because such a leader will create conditions that empower employees by shaping

information, quality of support, and available resources in the workplace. So that it is known that a transformational leadership can encourage employees of ikan bakar Cianjur Surabaya restaurant to participate in the decision-making process, which encourages critical thinking and the development of their skills and knowledge is the influence of this transformational leadership behavior. Furthermore, they can increase their job satisfaction to be higher and indirectly the

employees of ikan bakar Cianjur Surabaya restaurant feel satisfied to have been treated fairly and both inside and outside the organization which is expressed through the level of job satisfaction. The relationship between transformational leadership and job satisfaction is well established in the literature in Choi *et al.*, (2016) and implies that the leader at ikan bakar Cianjur Surabaya restaurant applies a

Table 3

N=60		Frequency	Percentage	Total%
Gender	Male	32	53.3	53.3
	Female	28	46.7	100
Age	18-25 years old	27	45	45
	26-35 years old	24	40	85
	36-45 years old	9	15	100
Last education	Senior high	58	96.7	96.7
	Diploma	1	1.7	98.4
	Bachelor degree	1	1.7	100
Working period	1-2 years	4	6.7	6.7
	> 2 years	56	93.3	100

Note: Four (4) demographic variables were coded in the data as Gender, Age, Last Education and Length of Employment.

Table 4

Variables	Code	Factor Loading		α	γ_s	CR	(AVE)
Transformational Leadership	TFL1	0.		0.944	0.948	0.953	0.718
	TFL2	0.816					
	TFL3	0.882					
	TFL4	0.866					
	TFL5	0.820					
	TFL6	0.832					
	TFL7	0.876					
	TFL8	0.825					
Self-Efficacy	SE1		0.767	0.889	0.897	0.916	0.646
	SE2		0.789				
	SE3		0.866				
	SE4		0.892				
	SE5		0.769				
	SE6		0.727				
Work Engagement	WE1		0.604	0.889	0.917	0.915	0.647
	WE2		0.855				
	WE3		0.874				
	WE4		0.910				
	WE5		0.800				
	WE6		0.743				
Job Satisfaction	JS1		0.876	0.924	0.933	0.938	0.655
	JS2		0.819				
	JS3		0.762				
	JS4		0.776				
	JS5		0.809				
	JS6		0.857				
	JS7		0.824				
	JS8		0.741				

Note: TFL (Transformational Leadership), SE (Self-Efficacy), WE (Work Engagement), and JS (Job Satisfaction).

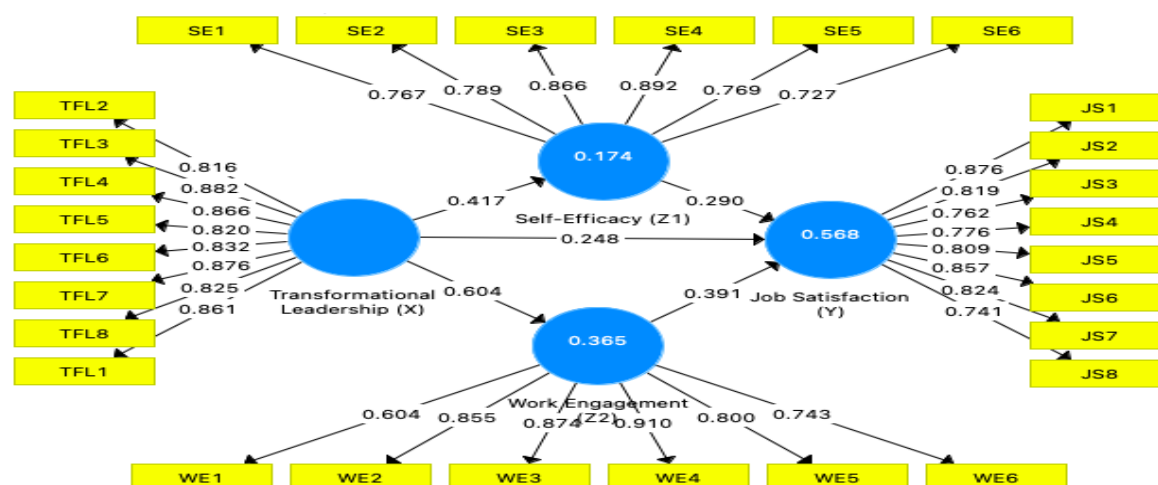


Figure 2. Outer Model

Table 5. Results Analysis Description

Indicator	Mean	Category
Transformational Leadership		
My leader prioritizes group interests for organizational goals	4.38	Very High
My leaders are always respected by employees	4.53	Very High
My leaders communicate a compelling vision and mission for the future	4.28	Very High
My leader increases employee enthusiasm for work	4.30	Very High
My leader encourages employees to be able to provide creative solutions to problem solving	4.17	High
My leader raises employee awareness to be involved in problem solving	4.13	High
My leader gives individual attention as needed	4.38	Very High
My leader is a mentor in developing employee potential	4.38	Very High
Mean Total	4.32	Very High
Self-Efficacy		
I have faith in my ability to get a job done well	4.47	Very High
I can find solutions to problems at work	4.10	High
I feel that I can do other work outside of my job	4.15	High
I do not mind if I am given other assignments outside of my proper responsibilities	4.03	High
I have the confidence to be able to survive and adapt to my job	4.41	Very High
I am willing to learn new things that can support the quality of my performance	4.25	Very High
Mean Total	4.24	Very High
Work Engagement		
I feel energized at work	4.22	Very High
I feel mentally strong in facing difficulties at work	4.13	High
I feel very enthusiastic about the work that I do	4.17	High
I feel my job is very important	4.15	High
I feel that time flies by when I work	3.83	High
I feel too excited at work	3.98	High
Mean Total	4.08	High
Job Satisfaction		
I feel satisfied with my job because I got the opportunity to study	4.32	Very High
I feel satisfied with giving responsibility for completing work	4.25	Very High
I am satisfied with the punctuality of the salary	4.15	High
I am satisfied with the salary I receive that is in accordance with my job	4.07	High
I feel satisfied with the employee's assessment for promotion improvement	4.03	High
I feel satisfied with the leadership in providing guidance when I have difficulties	4.30	Very High
I feel satisfied with colleagues for being responsible when I make mistakes	4.10	High
I feel satisfied with my current colleagues for being able to work well together	4.18	High
Mean Total	4.18	High

Note: The description of the respondent's answer to the Transformational Leadership variable is in the Very High category, Self-Efficacy is in the Very High category, Work Engagement is in the High category, and the description of the respondent's answer to the Job Satisfaction variable is in the High category.

Table 6. R-Square Value Result

Variable	Original Sample – R-Square
Job Satisfaction	0.568
Self-Efficacy	0.174
Work Engagement	0.365

Note: It is known that Job Satisfaction has an R-Square value of > 0.50 which means it is a good model. It is known that Self-Efficacy has an R-Square value of > 0.50 which means it is a good model. It is known that Work Engagement has an R-Square value of > 0.50 which means it is a good model.

Table 7. F-Square Value Result

Variable Job Satisfaction	R-Square	F-Square
Included	0.568	0.000
Exclude Transformational Leadership	0.531	0.085
Exclude Self-Efficacy	0.501	0.154
Exclude Work Engagement	0.475	0.215

Note: It is known that if the Transformational Leadership variable is removed the effect on the Job Satisfaction variable is <0.15 or has a moderate effect, if the Self-Efficacy variable is removed the effect on the Job Satisfaction variable is > 0.15 or has a large effect, whereas if the Work Engagement variable is removed, then the effect on Job Satisfaction variable is > 0.15 or has a big influence.

Table 11. Path Coefficient Result

Variable	Original Sample (O)	T statistic	P Values	Note
Transformational Leadership -> Job Satisfaction	0.248	2.095	0.037	Significant
Transformational Leadership -> Self-Efficacy	0.417	3.024	0.003	Significant
Transformational Leadership -> Work Engagement	0.604	7.597	0.000	Significant
Self-Efficacy -> Job Satisfaction	0.290	2.439	0.015	Significant
Work Engagement -> Job Satisfaction	0.391	3.552	0.000	Significant

Note: If the original sample value shows a positive value then between variables has a positive relationship effect (and vice versa). If based on the value of T-statistics, the terms of T-statistics > 1.65 (significance level of 10%) and the value of a P-

Table 8. F-Square Value Result

Variable Self-Efficacy	R-Square	F-Square
Included	0.174	0.000
Exclude Transformational Leadership	0.000	0.211

Note: It is known that if the Transformational Leadership variable is removed, the influence on the Self-Efficacy variable is > 0.15 or has a big influence.

Table 9. F-Square Value Result

Variable Work Engagement	R-Square	F-Square
Included	0.568	0.000
Exclude Transformational Leadership	0.320	0.575

Note: It is known that if the Transformational Leadership variable is removed the effect on the Work Engagement variable is > 0.35 or has a very large effect.

Table 10. Q-Square Value Result

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	4800.000	318.716	0.336
Self-Efficacy	360.000	326.344	0.093
Work Engagement	360.000	278.262	0.227

Note: It is known that through a blindfolding process, the Job Satisfaction variable has a Q-Square value of 0.336, the Self-Efficacy variable has a Q-Square value of 0.093, and the Work Engagement variable has a Q-Square value of 0.227. Therefore, it shows that Q-Square > 0. So, it shows that the dependent variable has predictive relevance or explains that the independent variable has predictive relevance to the dependent variable being affected

value must be less than 0.1 to conclude that the relationship between the variables being tested is declared to have a significant effect.

Table 12. Specific Indirect Effect

Hypothesis	Variable	Original Sample (O)	T statistic	P Values	Note
H2	Transformational Leadership -> Self-Efficacy -> Job Satisfaction	0.121	1.707	0.088	Significant
H3	Transformational Leadership -> Work Engagement -> Job Satisfaction	0.236	2.877	0.004	Significant

Note: If the original sample value shows a positive value then between variables has a positive relationship effect (and vice versa). If based on the value of T-statistics, the terms of T-statistics > 1.65 (significance level of 10%) and the value of a P-

value must be less than 0.1 to conclude that the relationship between the variables being tested is declared to have a significant effect.

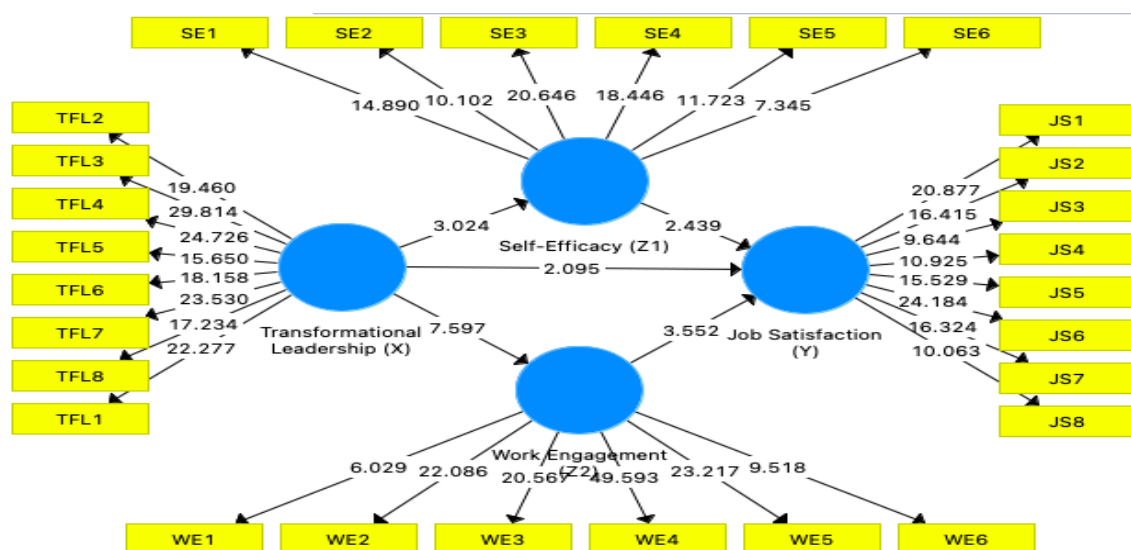


Figure 3. Inner Model

transformational leadership style which is generally described as a leader who can change values, desires, and aspirations, and priorities of their employees and motivate employees to deliver superior value to an expectation. In addition, transformational leadership behavior can create a positive influence by motivating employees according to Kouni *et al.*, (2018) so that ikan bakar Cianjur Surabaya restaurant to act towards achieving organizational goals and showing special attention to their employees can be done by leaders in restaurants. Ikan Bakar Cianjur Surabaya which applies a transformational leadership style of transformational leadership towards job satisfaction of its employees. Furthermore, job satisfaction of employees of ikan bakar Cianjur Surabaya restaurant will be closely related to positive emotional states that will affect their performance for the better.

4.1.2 Transformational Leadership, Self-Efficacy and Job Satisfaction

After being processed using the partial least square (SmartPLS) in this study, the results of the analysis show that Self-Efficacy indirectly has a significant effect on Transformational Leadership in influencing the Job Satisfaction of employees of ikan bakar Cianjur Surabaya restaurant which can be seen from the original sample results of 0.121 and T- Statistics of 1,707. So, it can be concluded that the employees of ikan bakar Cianjur Surabaya restaurant are able to influence their job satisfaction which is carried out on the basis of self-efficacy behavior which is influenced by transformational leadership style and it can be concluded that hypothesis 2 is accepted. The relationship between these three variables is partial mediation, because transformational leadership can significantly influence job satisfaction without any mediation of self-efficacy.

This shows that the implementation of transformational leadership carried out by the leadership of ikan bakar Cianjur

Surabaya restaurant can directly impact employee job satisfaction, but through self-efficacy it will also produce good results on job satisfaction in implementing transformational leadership. With high self-efficacy it will make the application of transformational leadership in transforming the values that are characteristic of ikan bakar Cianjur Surabaya restaurant to be easier to achieve, because employees who have high confidence in their abilities will more easily absorb input. -the input given by the leader and sure to complete their task. According to Mañas Rodríguez *et al.*, (2020), transformational leadership can influence employee self-efficacy behavior, which is important in terms of motivation to increase self-confidence in individuals. Thus, employees at ikan bakar Cianjur Surabaya restaurant with high self-efficacy tend to feel more positive about their work and work environment, which also contributes to their increased job satisfaction. Bayraktar & Jiménez (2020) research has also shown that self-efficacy is a transformational leadership mechanism that can increase changes in supportive attitudes by giving followers confidence that change can achieve the desired results. Furthermore, the leader of ikan bakar Cianjur Surabaya restaurant will stimulate intellectually to show confidence in the ability of their employees which can affect positive work results such as job satisfaction.

4.1.3 Transformational Leadership, Work Engagement, and Job Satisfaction

After being processed using Partial Least Square (SmartPLS) in this study, the results of the analysis show that work engagement indirectly has a significant effect on Transformational Leadership in influencing the Job Satisfaction of employees at ikan bakar Cianjur Surabaya restaurant which can be seen from the original sample results of 0.236 and T-Statistics. amounting to 2,877. Thus, it can be concluded that the employees of ikan bakar Cianjur Surabaya restaurant are able to influence their job satisfaction which is

carried out on the basis of work engagement behavior which is influenced by transformational leadership styles and it can be concluded that hypothesis 3 is accepted. The relationship between the three variables is partial mediation, because transformational leadership can significantly influence job satisfaction without mediation from work engagement.

Gonzalez-Roma, & Bakker cited by (Schmitt *et al.*, 2016) have shown that transformational leadership is related to work engagement which can show high involvement which can give employees the energy and dedication needed to engage in proactive work behavior such as job satisfaction. and improvements at organizational level outcomes. The work engagement felt by the employees of ikan bakar Cianjur Surabaya restaurant who has also been influenced by the influence of the transformational leadership style is able to make these employees, through their contribution, ikan bakar Cianjur Surabaya restaurant can still compete with other competitors in the same field. This can happen because in providing the right behavior to customers (such as satisfaction) it will make employees think that their work and contribution is very important for the progress of the company, so that it will increase job satisfaction for employees of ikan bakar Cianjur Surabaya restaurant. The conceptualization of transformational leadership has described a number of ways in which the leadership of ikan bakar Cianjur Surabaya restaurant can influence employee involvement in work. For example, transformational leadership strengthens engagement by offering individual consideration to employees of ikan bakar Cianjur Surabaya restaurant. Because transformational leadership has the ability to strive to meet higher needs and involve all potential followers (Kovjanic *et al.*, 2013). So that it can be stated to get positive results such as job satisfaction, transformational leadership is an important part of being able to make the employees of ikan bakar Cianjur Surabaya restaurant more involved in their work.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of data processing using partial least square (SmartPLS) and discussion of the effect of transformational leadership on job satisfaction on employees of ikan bakar Cianjur Surabaya restaurant with self-efficacy and work engagement as mediation variables, it can be concluded that there is a significant positive effect between transformational leadership on job satisfaction on employees of ikan bakar Cianjur Surabaya restaurant. Then, self-efficacy partially mediates the effect of transformational leadership on job satisfaction on employees of ikan bakar Cianjur Surabaya restaurant. Finally, work engagement partially mediates the effect of transformational leadership on job satisfaction on employees of ikan bakar Cianjur Surabaya restaurant. Job satisfaction has been used as a means of attracting and retaining qualified employees in organizations, and this requires the influence of transformational leadership to make it happen. According to Puni *et al.*, (2018) there are various leadership styles in organizational results such as job satisfaction, and it is stated by the study that transformational

leadership is more effective in influencing job satisfaction. In addition, job satisfaction can also be influenced by several things such as employee confidence in their abilities (self-efficacy) and employee work engagement at work. So that in this study, through the influence of the leadership of ikan bakar Cianjur Surabaya restaurant in implementing a transformational leadership style, it is able to make employees apply self-efficacy and work engagement to their behavior which in turn can influence them in increasing job satisfaction.

5.2 Suggestions

Suggestions put forward are based on the results of research on the effect of transformational leadership on job satisfaction with self-efficacy mediation and work engagement on employees of ikan bakar Cianjur Surabaya restaurant that has been done, in this case the leader of Ikan Bakar Cianjur Surabaya needs to increase awareness and enthusiasm of each employee to always involved in every problem solving. That way, employees of ikan bakar Cianjur Surabaya restaurant will always try to provide solutions to problems that occur with creative ideas and the contributions given by employees may improve the progress of ikan bakar Cianjur Surabaya restaurant in accordance with the vision and mission.

In addition, it can be seen through the average results on the smallest job satisfaction variable which is 4.07 and this means that employees say that they are satisfied with the salary they receive that is in accordance with their job. Although it is still in the high category, these results show the smallest average. So that employees at ikan bakar Cianjur Surabaya restaurant are advised to be more satisfied with what the company has provided regarding the results of work in accordance with the job desk of ikan bakar Cianjur restaurant employees in Surabaya. It aims to provide a better evaluative response related to the emotional state of employees towards their work and also to increase employee job satisfaction.

For future studies, some variables should be added to enrich the literature regarding human resource management. Employees' area of training and employees' gender may be considered to the study to shed more lights on the influence of transformational leadership on employees' job satisfaction.

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