

# The Influence of Training & Development and Transformational Leadership on Job Performance: Mediated by Job Satisfaction of Banking Employees

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## ABSTRACT

*The purpose of this study was to analysed and discuss the positive and significant influence between Training and Development and Transformational Leadership on Job Performance and Job Satisfaction in Banking Employees. The research method used is Quantitative research. The data collection techniques used are through observation activities, interviews with several sources, and questioner distribution activities distributed via google form. The data analysis used is descriptive statistics, Structural Equation Modelling (SEM) approach and Smart PLS analysis. The results showed that there was an influence between the independent variables (transformational leadership, training and development, job satisfaction) on the dependent variable (Job Performance). The conclusion of the research is that this research contradicts previous research which explains that the training and development strategy carried out can improve Job Performance. This research is limited to the variables of Job Performance, Training & Development, Job Satisfaction, and Transformational Leadership, with the object of research in banking companies.*

## INTRODUCTION

Human resources are a key element in every organization, including banking companies. HR encompasses not only employment aspects but also involves the management, development, and utilization of employee potential to support the achievement of organizational goals. The general objective of an organization is to realize the collective desires or aspirations of each member to obtain profits and success from the organization's goals, as well as to address the limitations of individual independence and capabilities in achieving shared objectives. Additionally, it aims to enhance the abilities of organizational members in order to acquire resources and support from the surrounding community (Supomo, 2018). According to Sutrisno et al (2023), the goal of human resources is to be a consideration for management in formulating policies, implementing all policies, supporting organizational development, and addressing various crises in worker relations to ensure that the organization can achieve its objectives without hindrance. The success of an organization is closely linked to the improvement of human resources. Superior and high-quality human resources must always be managed and emphasized by the organization in order to achieve the expected performance. Therefore, enhancing the quality of human resources is essential so that employees possess the attitudes and behaviors necessary to provide service and protection, as well as to ensure the well-being of the community (Sulistiyawati & Sufriadi, 2020).

To achieve organizational goals that meet expectations, effective organizational management, including its components, is necessary. This organizational management is known as management, which consists of several management elements (tools of management), including: Man, Money, Methods, Materials, Machines, and Market (Adjunct & Dr. Marniati, SE., 2020). These six elements of management are encompassed within a broader management context, more commonly known as Human Resource

Management (HRM). According to Hasibuan (2017), human resource management is the science and art of organizing relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees, and society. Meanwhile, Zainal et al (2017) state that human resource management is one of the fields of general management, covering aspects of planning, organizing, implementation, and control.

## 1. Literature Review

### *Transformational Leadership*

Transformational leadership are highly related empirically, suggesting considerable redundancy (Hoch et al., 2018). In other words, constructs proposed by new leadership models may not be as distinct from long-standing leadership models like transformational leadership (Banks et al., 2018). Transformational Leadership is considered an important factor that not only influences individual performance but also has implications for turnover intentions, employee participation, and organizational (Juhro, 2020). Employee performance is a major concern in an organization or institution. Satisfactory employee performance does not occur spontaneously; rather, it requires a process and ongoing evaluation. According to Khanal & Raj Poudel (2017), performance is the result of work and behavior achieved in fulfilling assigned tasks and responsibilities over a specified period.

### *Training & Development*

Training & Development is a key strategy in human resource management aimed at enhancing employees' knowledge, skills, and attitudes. According Dierdorff & Surface (2007) explain that effective training and development must consider individual needs, job requirements, and organizational goals. Moreover, prior literature demonstrates that career development and training and development are vital in organizational commitment in their work environment (Choi & Yu, 2022). Furthermore, previous findings included a significant effect of training on organizational commitment among numerous firm workers (Guzeller & Celiker, 2019). Similarly, career development is significantly associated with organizational commitment (Cherif, 2020). The relationship between Training & Development and Job Performance has become a focal point in the organizational world, with many companies recognizing that investing in employee development can have a positive impact on overall organizational performance.

### *Job satisfaction*

Job satisfaction refers to an individual's emotional response to various aspects of their job, including roles, work environment, and relationships with colleagues (Khanal & Raj Poudel, 2017). Job satisfaction indicates how much an individual likes their job, while quality of life extends beyond job satisfaction, implying how content a person is with their life overall (Damayanti et al., 2018). A person with a high level of job satisfaction will maintain a positive attitude and have good feelings towards their work environment (Khalida & Safitri, 2018). Employee job satisfaction is important because it affects turnover, organizational commitment, and individual performance.

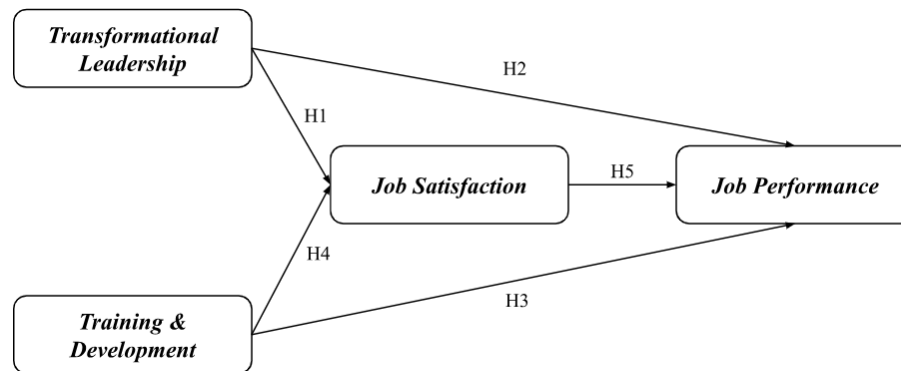
### *Job Performance*

Job performance is defined as the behaviors employees engage in while at work it refers to how well someone performs at his or her work (Fogaça et al., 2018). Specifically, given that receiving genuine care from organizations, such as compassion and helping behaviors from coworkers, increases intrinsic motivation for proactive behaviors, such as creativity (Hur et al., 2018), it is more likely that an individual's proactivity could explain the link between compassion and job performance. A growing field of research has explored the role of job performance in organizations and demonstrated its positive effects on work outcomes (Dutton et al., 2014). For example, previous studies have shown that employees who receive attention from colleagues tend to experience more positive emotions (Ko et al., 2021), are more emotionally committed to the organization, and even show higher levels of job performance (Chu, 2017).

## 2. Hypothesis Development

With the research results above, the conceptual framework is as follows:

**Figure 1. Conceptual Framework**



Source: Data Processed, 2024

From this framework, a hypothesis can be formulated:

### *The Influence of Transformational Leadership on Job Satisfaction*

The concept of transformational leadership in the political context was proposed by Reid & Dold (2018). Based on recent research conducted by Kaur Bagga et al (2023), transformational leadership is characterized as leaders who initiate change, enhance the collective awareness of subordinates by emphasizing group benefits, and assist in achieving extraordinary goals. Furthermore, Syah et al (2020), examined the positive relationship between transformational leadership and job satisfaction in a sample of 120 employees in Tangerang. Their findings support the idea that there is a significant correlation between transformational leadership and job satisfaction. Meanwhile, through random sampling, Cahyono et al (2020) found that transformational leadership positively impacts job satisfaction among 151 faculty members at higher education institutions in Tangerang. Consistent with these studies, transformational leadership is positively correlated with job satisfaction in the education sector in Indonesia (Siswanto & Yuliana, 2022). Additionally, Khamaidi et al (2022) also found a positive correlation between transformational leadership and job satisfaction with performance in the banking division. Based on the discussion above, the following hypothesis is proposed:

H<sub>1</sub>: Transformational Leadership has a positive influence on Job Satisfaction

### *The Influence of Transformational Leadership on Job Performance*

The primary goal of every organization is to enhance job performance in order to compete with competitors. The theory of transformational leadership is an important example of the neo-charismatic paradigm that can provide new perspectives (Manzoor et al., 2019). Transformational leadership serves as a model for understanding exceptional efforts and performance within organizations and emphasizes self-sacrifice for the good of the organization (Cabayag & Guhao Jr., 2024). Thus, the quality of good transformational leadership will motivate and influence employees to perform at higher levels. Other research also indicates a relationship between transformational leadership and employee performance (Tran & Hoang, 2024). Furthermore, research conducted by Hidayat & Nasution (2024), indicates that transformational leadership style also has a positive and significant impact on job performance. Additionally, a study by Ramadhani (2024) concludes that transformational leadership significantly affects employee performance. Based on the discussion above, the following hypothesis is proposed:

H<sub>2</sub>: Transformational Leadership has a positive influence on Job Performance

### *The Influence of Training & Development on Job Performance*

Training & development will provide employees with the necessary skills and knowledge to perform tasks more efficiently. With better skills, employees can complete their work more quickly and with higher quality. Research conducted by Mokobombang & Natsir (2024) shows that strategically designed training & development relevant to employees' jobs can enhance job performance and teams, emphasizing the importance of the relationship between training and organizational goals. Investment in training & development will have a positive impact on job satisfaction and job performance, where employees who feel well-trained are more likely to be committed to the organization (Wulandari et al., 2024). Another study by Kovaçi & Tahiri (2024) states that for effective work, it is important to understand several factors; otherwise, the plan will fail. Various factors such as skills, training, motivation, commitment, well-being, management policies, extreme benefits, salaries and packages, promotions, and communication are responsible for encouraging people to work sincerely and deliver the best results (Khan et al., 2024). Based on the discussion above, the following hypothesis is proposed:

H<sub>3</sub>: Training & Development has a positive influence on Job Performance

### *The Influence of Training & Development on Job Satisfaction*

Job satisfaction is the positive or negative feeling that an individual has toward their job. It encompasses various aspects of the work experience, such as working conditions, relationships with coworkers, compensation, and tasks and responsibilities (Memon et al., 2023). The relationship between training & development and job satisfaction is very significant and mutually influential. Effective training enhances employees' skills and knowledge, leading them to feel more confident and capable of performing their tasks well (Azhari et al., 2024). When employees have opportunities to learn and grow, they tend to feel valued, contributing to higher levels of job satisfaction. Additionally, good development programs can enhance employee motivation and commitment (R. Hidayat, 2023). Training & development also opens opportunities for promotions and career advancement, thereby increasing overall satisfaction. Well-trained employees feel more prepared to face challenges, which reduces stress and dissatisfaction (Wajidi et al., 2023). Ultimately, organizations that focus on training and development often create a positive work culture, which positively impacts employee job satisfaction. Based on the discussion above, the following hypothesis is proposed:

H<sub>4</sub>: Training & Development has a positive influence on Job Satisfaction

### *The Influence of Job Satisfaction on Job Performance*

Individual job performance is an issue that not only attracts the attention of organizations around the world, but also drives extensive research in the fields of management, occupational health and organizational behaviour, and organizational psychology (Majid et al., 2024). Job satisfaction is often mentioned when discussing job performance because it is interrelated with each other (Satuf et al., 2018). Employees who rate themselves as having poor job performance are reported to have low levels of job satisfaction (Potipiroon, 2024). Organizations often face challenges to maintain a competitive workforce and achieve success in their industry (Ramadan Wardiansyah et al., 2024). In an effort to address these challenges and identify specific areas for improvement, a study was conducted in which job satisfaction emerged as one of the most significant factors affecting employee performance (Alzubi et al., 2023). In addition, employee job satisfaction has been identified as a direct precursor of their intention to quit a job (Wang et al., 2020). Based on the discussion above, the following hypothesis is proposed:

H<sub>5</sub>: Job Satisfaction has a positive influence on Job Performance

## RESEARCH METHOD

This research design is included in the type of quantitative research and sampling with the census method. As well as Structural Equation Modelling (SEM) data analysis techniques using SmartPLS 3.0 software. The data in this study used primary data derived from employees of the Work Unit at Bank Indonesia, Central Jakarta with an age range of 25-55 years, a minimum work period of 1 year. The data collection technique used in this study was to distribute questionnaires online via google form. The sample collected from distributing the online questionnaire was 78 respondents from employees of the Work Unit at Bank Indonesia, Central Jakarta. The data will then be processed to test the validity and reliability of the constructs, as well as test the hypotheses carried out by researchers.

### *Respondent Information*

Based on the data presented in table 1 of 78 respondents who are employees of the Work Unit at Bank Indonesia, Central Jakarta, the following information is obtained: The gender of respondents is dominated by women as many as 40 respondents or 51.3%, and the age of respondents is dominated by the age classification of 25-35 years, the last education of respondents is dominated by undergraduate (S1) as many as 61 respondents or 78.2%, and the working period of respondents is dominated by 1-5 years as many as 43 respondents or 55.1%.

**Table 1. Demografis Profile of Respondents**

Category	Description	Frequency	Presentase (%)
Gender	Male	38	48.7%
	Female	40	51.3%
Ages	< 25 Years	6	7.7%
	25 – 35 Years	55	70.5%
	36 – 45 Years	11	14.1%
	46 – 55 Years	6	7.7%
Education	HIGH SCHOO	2	2.6%
	Diploma(D3)	4	5.1%
	Bachelor (S1)	61	78.2%
	Magister(S2)	10	12.8%
	Doktor(S3)	1	1.3%
Period of Employment	< 1 Years	4	5.1%
	1 – 5 Years	43	55.1%
	6 – 10 Years	14	17.0%
	> 10 Years	17	21.8%

*Source: Data Processed, 2024*

## RESULTS AND DISCUSSION

### *Validity Test*

Validity in this study can be measured by looking at convergent validity and discriminant validity. The matrix used in measuring convergent validity itself is the average variance extracted (AVE), where the acceptable AVE value is  $AVE \geq 0.50$ . Meanwhile, discriminant validity itself is used to measure the extent to which the construct is empirically different from other constructs in the structure. Furthermore, namely evaluating the convergent validity shown through the outer loading value (Hair et al., 2019).

**Table 2. Validity Test Results**

<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>
<i>Transformational Leadership</i>	TL1	0.857	0.750
	TL2	0.748	
	TL3	0.854	
	TL4	0.840	
	TL5	0.700	
	TL6	0.738	
	TL7	0.544	
	TL8	0.781	
	TL9	0.736	
	TL10	0.718	
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>
<i>Training &amp; Development</i>	T&D1	0.800	0.819
	T&D2	0.829	
	T&D3	0.715	
	T&D4	0.857	
	T&D5	0.896	
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>
<i>Job Satisfaction</i>	JS1	0.723	0.760
	JS2	0.853	
	JS3	0.738	
	JS4	0.834	
	JS5	0.653	
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>
<i>Job Performance</i>	JP1	0.798	0.778
	JP2	0.715	
	JP3	0.725	
	JP4	0.819	
	JP5	0.837	

Source: Data Processed, 2024

Based on the table above, the value of each outer loading is obtained for all indicators of each variable, where all outer loading values > 0.5, meaning that the validity in this study is met. And shows that each variable has an AVE value > 0.50 which is interpreted as valid.

#### *Reliability Test*

This study uses a reliability test analysis can be used to measure the consistency of the measurement results of the questionnaire in repeated use. In conducting reliability testing, the desired Cronbach's alpha value must be more than 0.6 and the composite reliability value must be more than 0.7 (Hair et al., 2019). The composite reliability value shows how well a variable is reliable, while the Cronbach's alpha value is the lowest reliability measure of the variable.

**Table 3. Reliability Test Results**

<b>Variabel</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Keterangan</b>
<i>Transformational Leadership</i>	0.844	0.886	Reliabel
<i>Training &amp; Development</i>	0.819	0.874	Reliabel
<i>Job Satisfaction</i>	0.878	0.912	Reliabel
<i>Job Performance</i>	0.915	0.930	Reliabel

Source: Data Processed, 2024

Based on the table above, the Cronbach's alpha value and composite reliability value for each latent variable are obtained where all values are greater than 0.7, meaning that the reliability test in this study is fulfilled.

#### *Descriptive Statistics*

Descriptive Statistical Test can provide an overview of the data seen from the minimum, maximum, average (mean) and standard deviation values generated from this study. The variables used in this study include transformational leadership, training and development, and job satisfaction as independent variables, and job performance as the dependent variable. These variables will be tested descriptively as shown in the table below.

**Table 4. Descriptive Statistics**

<i>Transformational Leadership</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
TL1	4.449	2	5	0.592
TL2	4.385	2	5	0.738
TL3	4.269	2	5	0.710
TL4	4.167	3	5	0.741
TL5	4.269	3	5	0.728
TL6	4.218	3	5	0.827
TL7	3.974	2	5	0.816
TL8	4.141	2	5	0.796
TL9	4.179	2	5	0.764
TL10	4.064	3	5	0.790
<b>Total rata-rata</b>	<b>4.207</b>			
<i>Training &amp; Development</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
T&D1	3.821	3	5	0.957
T&D2	3.910	3	5	0.990
T&D3	3.949	3	5	0.846
T&D4	3.628	3	5	0.945
T&D5	3.628	3	5	1.075
<b>Total rata-rata</b>	<b>3.987</b>			
<i>Job Satisfaction</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
JS1	3.923	2	5	0.764
JS2	3.897	3	5	0.856
JS3	3.679	3	5	1.006
JS4	3.923	3	5	0.797

<i>Transformational Leadership</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
JS5	3.744	2	5	0.775
<b>Total rata-rata</b>	<b>3.833</b>			
<i>Job Performance</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
JP1	4.038	4	5	0.741
JP2	4.179	3	5	0.693
JP3	4.179	3	5	0.655
JP4	3.974	3	5	0.733
JP5	4.064	3	5	0.704
<b>Total rata-rata</b>	<b>4.086</b>			

Source: Data Processed, 2024

Based on the results in the table above, it shows that the transformational leadership of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 4.207 (agree). These results indicate that the lowest mean is 3.974 and the highest is 4.449 with the assumption that they agree. Furthermore, for the variable training and development of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 3.987 (agree). These results indicate that the lowest mean is 3.628 and the highest is 3.949 with the assumption that they agree. Then job satisfaction of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 3.833 (agree). These results indicate that the lowest mean is 3.744 and the highest is 3.923 with the assumption that they agree. And Job Performance of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 4.086 (agree). These results indicate that the lowest mean is 3.974 and the highest is 4.179 with the assumption that they agree.

#### *Hypothesis Test*

From the table of hypothesis test results below, it is obtained that each t-statistic value and p-value is 0.000 for each hypothesis, which means that all hypotheses in this study are accepted or supported. more details can be seen in the following table.

**Table 5. Hypothesis Test Results**

<b>Hypothesis</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<i>Transformational Leadership -&gt; Job Performance</i>	3.741	0.000
<i>Transformational Leadership -&gt; Job Satisfaction</i>	4.043	0.000
<i>Training and Development -&gt; Job Performance</i>	5.126	0.000
<i>Training and Development -&gt; Job Satisfaction</i>	5.845	0.000
<i>Job Satisfaction -&gt; Job Performance</i>	4.571	0.000

Source: Data Processed, 2024

#### *H<sub>1</sub>: Transformational Leadership has a positive influence on Job Satisfaction*

Based on the table above, the t-statistic value is 3.741 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the transformational leadership hypothesis has a significant effect on job performance is accepted. The results of this study are in line with the results of research conducted by (Khamaidi et al., 2022) and (Taha et al., 2024), which states that transformational leadership is characterized as a leader who initiates change, raises the collective consciousness of subordinates by emphasizing group benefits, and assists in achieving extraordinary goals. and supports the idea that there

is a significant correlation between transformational leadership and job satisfaction. So it can be interpreted that if a leader provides motivation, fosters self-confidence in his employees, it will make the employee's performance level increase.

*H<sub>2</sub>: Transformational Leadership has a positive influence on Job Performance*

Based on the table of hypothesis test results obtained, the t-statistic value is 4.043 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the transformational leadership hypothesis has a significant effect on job satisfaction is accepted. The results of this study are in line with the results of research conducted by (Y. P. Hidayat & Nasution, 2024) and (Ramadhani, 2024), states that transformational leadership serves as a model for understanding extraordinary effort and performance in organizations and emphasizes self-sacrifice for the good of the organization, thus, good transformational leadership qualities will motivate and influence employees to perform at higher levels. Therefore, if a leader becomes a role model, provides instructions and instills a sense of pride in his employees while joining the company, then the level of employee satisfaction will increase.

*H<sub>3</sub>: Training & Development has a positive influence on Job Performance*

Based on the table of hypothesis test results obtained, the t-statistic value is 5.126 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the training and development hypothesis has a significant effect on job performance is accepted. The results of this study are in line with research conducted by (Khan et al., 2024) and (Azhari et al., 2024), which shows that training & development that is strategically designed and relevant to employees' jobs can improve job performance and teams and emphasizes the importance of the relationship between training and organizational goals. Investment in training & development will have a positive impact on job satisfaction and job performance where employees who feel well trained are more likely to commit to the organization. It can be interpreted that if an employee often participates in training and development provided by his company so that it will improve the skills and knowledge of his employees effectively enough, then this will be a factor that will improve his performance.

*H<sub>4</sub>: Training & Development has a positive influence on Job Satisfaction*

Based on the table above, the t-statistic value is 5.843 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the training and development hypothesis has a significant effect on job satisfaction is accepted. The results of this study are in line with research conducted by (Alrawahi et al., 2020) and (Wajidi et al., 2023), where effective training will improve employee skills and knowledge, so that employees feel more confident and able to carry out tasks properly. When employees get the opportunity to learn and develop, they tend to feel valued, which contributes to higher levels of job satisfaction. Therefore, if the company provides opportunities for work experience and career development for its employees, this will be a reason that will increase the level of job satisfaction of these employees.

*H<sub>5</sub>: Job Satisfaction has a positive influence on Job Performance*

Based on the table above, the t-statistic value is 14.571 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the job satisfaction hypothesis has a significant effect on job performance is accepted. The results of this study support the results of research conducted by (Çelik & Oral, 2021) and (Egemen, 2024), who found that employee job satisfaction is indicated as a direct precursor of his intention to quit a job. Dissatisfied employees lead to absenteeism, increased turnover, and ultimately poor performance of the organization and the industry as a whole. It can be interpreted that if an employee is satisfied with the compensation received and is satisfied with the work environment, it will also increase the employee's performance level in the company where he works.

## CONCLUSION

This study shows that transformational leadership and training & development can significantly affect job satisfaction and job performance of an employee. These results indicate that transformational leadership is a crucial factor that supports employee performance. The results of the current study differ from previous studies, this can be caused by differences in the subjects and objects in the study. In the previous study, the respondents used came from employees in telecommunications companies, while in the current study using Work Unit Employees at Bank Indonesia, Central Jakarta from all levels of positions.

Suggestions for future researchers, namely, can use the same variables or objects as a reference, but can add several items that are not contained in this study and related objects can use the criteria for employees who come from a company or other region by adding criteria for objects can come from a certain level of position. And further research can also examine the effect of the effectiveness of online banking advertisements among generation Z.

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# The Influence of Training & Development and Transformational Leadership on Job Performance: Mediated by Job Satisfaction of Banking Employees

*by* Luther Aprinando Pentury, Justine Tanuwijaya, Andreas Wahyu Gunawan

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# The Influence of Training & Development and Transformational Leadership on Job Performance: Mediated by Job Satisfaction of Banking Employees

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## ABSTRACT

*The purpose of this study was to analysed and discuss the positive and significant influence between Training and Development and Transformational Leadership on Job Performance and Job Satisfaction in Banking Employees. The research method used is Quantitative research. The data collection techniques used are through observation activities, interviews with several sources, and questioner distribution activities distributed via google form. The data analysis used is descriptive statistics, Structural Equation Modelling (SEM) approach and Smart PLS analysis. The results showed that there was an influence between the independent variables (transformational leadership, training and development, job satisfaction) on the dependent variable (Job Performance). The conclusion of the research is that this research contradicts previous research which explains that the training and development strategy carried out can improve Job Performance. This research is limited to the variables of Job Performance, Training & Development, Job Satisfaction, and Transformational Leadership, with the object of research in banking companies.*

## INTRODUCTION

Human resources are a key element in every organization, including banking companies. HR encompasses not only employment aspects but also involves the management, development, and utilization of employee potential to support the achievement of organizational goals. The general objective of an organization is to realize the collective desires or aspirations of each member to obtain profits and success from the organization's goals, as well as to address the limitations of individual independence and capabilities in achieving shared objectives. Additionally, it aims to enhance the abilities of organizational members in order to acquire resources and support from the surrounding community (Supomo, 2018). According to Sutrisno et al (2023), the goal of human resources is to be a consideration for management in formulating policies, implementing all policies, supporting organizational development, and addressing various crises in worker relations to ensure that the organization can achieve its objectives without hindrance. The success of an organization is closely linked to the improvement of human resources. Superior and high-quality human resources must always be managed and emphasized by the organization in order to achieve the expected performance. Therefore, enhancing the quality of human resources is essential so that employees possess the attitudes and behaviors necessary to provide service and protection, as well as to ensure the well-being of the community (Sulistiyawati & Sufriadi, 2020).

To achieve organizational goals that meet expectations, effective organizational management, including its components, is necessary. This organizational management is known as management, which consists of several management elements (tools of management), including: Man, Money, Methods, Materials, Machines, and Market (Adjunct & Dr. Mamiati, SE., 2020). These six elements of management are encompassed within a broader management context, more commonly known as Human Resource

Management (HRM). According to Hasibuan (2017), human resource management is the science and art of organizing relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees, and society. Meanwhile, Zainal et al (2017) state that human resource management is one of the fields of general management, covering aspects of planning, organizing, implementation, and control.

## 1. Literature Review

### *Transformational Leadership*

Transformational leadership are highly related empirically, suggesting considerable redundancy (Hoch et al., 2018). In other words, constructs proposed by new leadership models may not be as distinct from longstanding leadership models like transformational leadership (Banks et al., 2018). Transformational Leadership is considered an important factor that not only influences individual performance but also has implications for turnover intentions, employee participation, and organizational (Juhro, 2020). Employee performance is a major concern in an organization or institution. Satisfactory employee performance does not occur spontaneously; rather, it requires a process and ongoing evaluation. According to Khanal & Raj Poudel (2017), performance is the result of work and behavior achieved in fulfilling assigned tasks and responsibilities over a specified period.

### *Training & Development*

Training & Development is a key strategy in human resource management aimed at enhancing employees' knowledge, skills, and attitudes. According to Dierdorff & Surface (2007) explain that effective training and development must consider individual needs, job requirements, and organizational goals. Moreover, prior literature demonstrates that career development and training and development are vital in organizational commitment in their work environment (Choi & Yu, 2022). Furthermore, previous findings included a significant effect of training on organizational commitment among numerous firm workers (Guzeller & Celiker, 2019). Similarly, career development is significantly associated with organizational commitment (Cherif, 2020). The relationship between Training & Development and Job Performance has become a focal point in the organizational world, with many companies recognizing that investing in employee development can have a positive impact on overall organizational performance.

### *Job satisfaction*

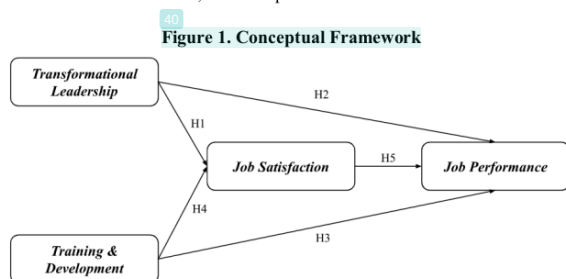
Job satisfaction refers to an individual's emotional response to various aspects of their job, including roles, work environment, and relationships with colleagues (Khanal & Raj Poudel, 2017). Job satisfaction indicates how much an individual likes their job, while quality of life extends beyond job satisfaction, implying how content a person is with their life overall (Damayanti et al., 2018). A person with a high level of job satisfaction will maintain a positive attitude and have good feelings towards their work environment (Khalida & Safitri, 2018). Employee job satisfaction is important because it affects turnover, organizational commitment, and individual performance.

### *Job Performance*

Job performance is defined as the behaviors employees engage in while at work it refers to how well someone performs at his or her work (Fogaça et al., 2018). Specifically, given that receiving genuine care from organizations, such as compassion and helping behaviors from coworkers, increases intrinsic motivation for proactive behaviors, such as creativity (Hur et al., 2018), it is more likely that an individual's proactivity could explain the link between compassion and job performance. A growing field of research has explored the role of job performance in organizations and demonstrated its positive effects on work outcomes (Dutton et al., 2014). For example, previous studies have shown that employees who receive attention from colleagues tend to experience more positive emotions (Ko et al., 2021), are more emotionally committed to the organization, and even show higher levels of job performance (Chu, 2017).

## 2. Hypothesis Development

With the research results above, the conceptual framework is as follows:



Source: Data Processed, 2024

From this framework, a hypothesis can be formulated:

### *The Influence of Transformational Leadership on Job Satisfaction*

The concept of transformational leadership in the political context was proposed by Reid & Dold (2018). Based on recent research conducted by Kaur Bagga et al (2023), transformational leadership is characterized as leaders who initiate change, enhance the collective awareness of subordinates by emphasizing group benefits, and assist in achieving extraordinary goals. Furthermore, Syah et al (2020), examined the positive relationship between transformational leadership and job satisfaction in a sample of 120 employees in Tangerang. Their findings support the idea that there is a significant correlation between transformational leadership and job satisfaction. Meanwhile, through random sampling, Cahyono et al (2020) found that transformational leadership positively impacts job satisfaction among 151 faculty members at higher education institutions in Tangerang. Consistent with these studies, transformational leadership is positively correlated with job satisfaction in the education sector in Indonesia (Siswanto & Yuliana, 2022). Additionally, Khamaidi et al (2022) also found a positive correlation between transformational leadership and job satisfaction with performance in the banking division. Based on the discussion above, the following hypothesis is proposed:

H<sub>1</sub>: Transformational Leadership has a positive influence on Job Satisfaction

### *The Influence of Transformational Leadership on Job Performance*

The primary goal of every organization is to enhance job performance in order to compete with competitors. The theory of transformational leadership is an important example of the neo-charismatic paradigm that can provide new perspectives (Manzoor et al., 2019). Transformational leadership serves as a model for understanding exceptional efforts and performance within organizations and emphasizes self-sacrifice for the good of the organization (Cabayag & Guhao Jr., 2024). Thus, the quality of good transformational leadership will motivate and influence employees to perform at higher levels. Other research also indicates a relationship between transformational leadership and employee performance (Tran & Hoang, 2024). Furthermore, research conducted by Hidayat & Nasution (2024), indicates that transformational leadership style also has a positive and significant impact on job performance. Additionally, a study by Ramadhani (2024) concludes that transformational leadership significantly affects employee performance. Based on the discussion above, the following hypothesis is proposed:

H<sub>2</sub>: Transformational Leadership has a positive influence on Job Performance

### *The Influence of Training & Development on Job Performance*

Training & development will provide employees with the necessary skills and knowledge to perform tasks more efficiently. With better skills, employees can complete their work more quickly and with higher quality. Research conducted by Mokobombang & Natsir (2024) shows that strategically designed training & development relevant to employees' jobs can enhance job performance and teams, emphasizing the importance of the relationship between training and organizational goals. Investment in training & development will have a positive impact on job satisfaction and job performance, where employees who feel well-trained are more likely to be committed to the organization (Wulandari et al., 2024). Another study by Kovaçi & Tahiri (2024) states that for effective work, it is important to understand several factors; otherwise, the plan will fail. Various factors such as skills, training, motivation, commitment, well-being, management policies, extreme benefits, salaries and packages, promotions, and communication are responsible for encouraging people to work sincerely and deliver the best results (Khan et al., 2024). Based on the discussion above, the following hypothesis is proposed:

H<sub>3</sub>: Training & Development has a positive influence on Job Performance

### *The Influence of Training & Development on Job Satisfaction*

Job satisfaction is the positive or negative feeling that an individual has toward their job. It encompasses various aspects of the work experience, such as working conditions, relationships with coworkers, compensation, and tasks and responsibilities (Memon et al., 2023). The relationship between training & development and job satisfaction is very significant and mutually influential. Effective training enhances employees' skills and knowledge, leading them to feel more confident and capable of performing their tasks well (Azhari et al., 2024). When employees have opportunities to learn and grow, they tend to feel valued, contributing to higher levels of job satisfaction. Additionally, good development programs can enhance employee motivation and commitment (R. Hidayat, 2023). Training & development also opens opportunities for promotions and career advancement, thereby increasing overall satisfaction. Well-trained employees feel more prepared to face challenges, which reduces stress and dissatisfaction (Wajidi et al., 2023). Ultimately, organizations that focus on training and development often create a positive work culture, which positively impacts employee job satisfaction. Based on the discussion above, the following hypothesis is proposed:

H<sub>4</sub>: Training & Development has a positive influence on Job Satisfaction

### *The Influence of Job Satisfaction on Job Performance*

Individual job performance is an issue that not only attracts the attention of organizations around the world, but also drives extensive research in the fields of management, occupational health and organizational behaviour, and organizational psychology (Majid et al., 2024). Job satisfaction is often mentioned when discussing job performance because it is interrelated with each other (Satuf et al., 2018). Employees who rate themselves as having poor job performance are reported to have low levels of job satisfaction (Potipiroon, 2024). Organizations often face challenges to maintain a competitive workforce and achieve success in their industry (Ramadan Wardiansyah et al., 2024). In an effort to address these challenges and identify specific areas for improvement, a study was conducted in which job satisfaction emerged as one of the most significant factors affecting employee performance (Alzubi et al., 2023). In addition, employee job satisfaction has been identified as a direct precursor of their intention to quit a job (Wang et al., 2020). Based on the discussion above, the following hypothesis is proposed:

H<sub>5</sub>: Job Satisfaction has a positive influence on Job Performance

## RESEARCH METHOD

This research design is included in the type of quantitative research and sampling with the census method. As well as Structural Equation Modelling (SEM) data analysis techniques using SmartPLS 3.0 software. The data in this study used primary data derived from employees of the Work Unit at Bank Indonesia, Central Jakarta with an age range of 25-55 years, a minimum work period of 1 year. The data collection technique used in this study was to distribute questionnaires online via google form. The sample collected from distributing the online questionnaire was 78 respondents from employees of the Work Unit at Bank Indonesia, Central Jakarta. The data will then be processed to test the validity and reliability of the constructs, as well as test the hypotheses carried out by researchers.

### Respondent Information

Based on the data presented in table 1 of 78 respondents who are employees of the Work Unit at Bank Indonesia, Central Jakarta, the following information is obtained: The gender of respondents is dominated by women as many as 40 respondents or 51.3%, and the age of respondents is dominated by the age classification of 25-35 years, the last education of respondents is dominated by undergraduate (S1) as many as 61 respondents or 78.2%, and the working period of respondents is dominated by 1-5 years as many as 43 respondents or 55.1%.

Table 1. Demografis Profile of Respondents

Category	Description	Frequency	Presentase (%)
Gender	Male	38	48.7%
	Female	40	51.3%
Ages	< 25 Years	6	7.7%
	25 – 35 Years	55	70.5%
	36 – 45 Years	11	14.1%
	46 – 55 Years	6	7.7%
Education	HIGH SCHOO	2	2.6%
	Diploma(D3)	4	5.1%
	Bachelor (S1)	61	78.2%
	Magister(S2)	10	12.8%
	Doktor(S3)	1	1.3%
Period of Employment	< 1 Years	4	5.1%
	1 – 5 Years	43	55.1%
	6 – 10 Years	14	17.0%
	> 10 Years	17	21.8%

Source: Data Processed, 2024

## RESULTS AND DISCUSSION

### Validity Test

Validity in this study can be measured by looking at convergent validity and discriminant validity. The matrix used in measuring convergent validity itself is the average variance extracted (AVE), where the acceptable AVE value is  $AVE \geq 0.50$ . Meanwhile, discriminant validity itself is used to measure the extent to which the construct is empirically different from other constructs in the structure. Furthermore, namely evaluating the convergent validity shown through the outer loading value (Hair et al., 2019).

**Table 2. Validity Test Results**

Variables	Items	Outer Loading	AVE
Transformational Leadership	TL1	0.857	0.750
	TL2	0.748	
	TL3	0.854	
	TL4	0.840	
	TL5	0.700	
	TL6	0.738	
	TL7	0.544	
	TL8	0.781	
	TL9	0.736	
	TL10	0.718	
Variables	Items	Outer Loading	AVE
Training & Development	T&D1	0.800	0.819
	T&D2	0.829	
	T&D3	0.715	
	T&D4	0.857	
	T&D5	0.896	
Variables	Items	Outer Loading	AVE
Job Satisfaction	JS1	0.723	0.760
	JS2	0.853	
	JS3	0.738	
	JS4	0.834	
	JS5	0.653	
Variables	Items	Outer Loading	AVE
Job Performance	JP1	0.798	0.778
	JP2	0.715	
	JP3	0.725	
	JP4	0.819	
	JP5	0.837	

Source: Data Processed, 2024

Based on the table above, the value of each outer loading is obtained for all indicators of each variable, where all outer loading values > 0.5, meaning that the validity in this study is met. And shows that each variable has an AVE value > 0.50 which is interpreted as valid.

**Reliability Test**

This study uses a reliability test analysis can be used to measure the consistency of the measurement results of the questionnaire in repeated use. In conducting reliability testing, the desired Cronbach's alpha value must be more than 0.6 and the composite reliability value must be more than 0.7 (Hair et al., 2019). The composite reliability value shows how well a variable is reliable, while the Cronbach's alpha value is the lowest reliability measure of the variable.

**Table 3. Reliability Test Results**

Variabel	Cronbach's Alpha	Composite Reliability	Keterangan
<i>Transformational Leadership</i>	0.844	0.886	Reliabel
<i>Training &amp; Development</i>	0.819	0.874	Reliabel
<i>Job Satisfaction</i>	0.878	0.912	Reliabel
<i>Job Performance</i>	0.915	0.930	Reliabel

Source: Data Processed, 2024

Based on the table above, the Cronbach's alpha value and composite reliability value for each latent variable are obtained where all values are greater than 0.7, meaning that the reliability test in this study is fulfilled.

#### Descriptive Statistics

Descriptive Statistical Test can provide an overview of the data seen from the minimum, maximum, average (mean) and standard deviation values generated from this study. The variables used in this study include transformational leadership, training and development, and job satisfaction as independent variables, and job performance as the dependent variable. These variables will be tested descriptively as shown in the table below.

**Table 4. Descriptive Statistics**

<i>Transformational Leadership</i>	Mean	Min	Max	Std.Deviation
TL1	4.449	2	5	0.592
TL2	4.385	2	5	0.738
TL3	4.269	2	5	0.710
TL4	4.167	3	5	0.741
TL5	4.269	3	5	0.728
TL6	4.218	3	5	0.827
TL7	3.974	2	5	0.816
TL8	4.141	2	5	0.796
TL9	4.179	2	5	0.764
TL10	4.064	3	5	0.790
<b>Total rata-rata</b>	<b>4.207</b>			
<i>Training &amp; Development</i>	Mean	Min	Max	Std.Deviation
T&D1	3.821	3	5	0.957
T&D2	3.910	3	5	0.990
T&D3	3.949	3	5	0.846
T&D4	3.628	3	5	0.945
T&D5	3.628	3	5	1.075
<b>Total rata-rata</b>	<b>3.987</b>			
<i>Job Satisfaction</i>	Mean	Min	Max	Std.Deviation
JS1	3.923	2	5	0.764
JS2	3.897	3	5	0.856
JS3	3.679	3	5	1.006
JS4	3.923	3	5	0.797

<i>Transformational Leadership</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
JS5	3.744	2	5	0.775
<b>Total rata-rata</b>	<b>3.833</b>			
<i>Job Performance</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
JP1	4.038	4	5	0.741
JP2	4.179	3	5	0.693
JP3	4.179	3	5	0.655
JP4	3.974	3	5	0.733
JP5	4.064	3	5	0.704
<b>Total rata-rata</b>	<b>4.086</b>			

Source: Data Processed, 2024

Based on the results in the table above, it shows that the transformational leadership of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 4.207 (agree). These results indicate that the lowest mean is 3.974 and the highest is 4.449 with the assumption that they agree. Furthermore, for the variable training and development of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 3.987 (agree). These results indicate that the lowest mean is 3.628 and the highest is 3.949 with the assumption that they agree. Then job satisfaction of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 3.833 (agree). These results indicate that the lowest mean is 3.744 and the highest is 3.923 with the assumption that they agree. And Job Performance of Work Unit Employees at Bank Indonesia, Central Jakarta is included in the average category of 4.086 (agree). These results indicate that the lowest mean is 3.974 and the highest is 4.179 with the assumption that they agree.

#### Hypothesis Test

From the table of hypothesis test results below, it is obtained that each t-statistic value and p-value is 0.000 for each hypothesis, which means that all hypotheses in this study are accepted or supported. more details can be seen in the following table.

**Table 5. Hypothesis Test Results**

<b>Hypothesis</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<i>Transformational Leadership -&gt; Job Performance</i>	3.741	0.000
<i>Transformational Leadership -&gt; Job Satisfaction</i>	4.043	0.000
<i>Training and Development -&gt; Job Performance</i>	5.126	0.000
<i>Training and Development -&gt; Job Satisfaction</i>	5.845	0.000
<i>Job Satisfaction -&gt; Job Performance</i>	4.571	0.000

Source: Data Processed, 2024

**H<sub>1</sub>: Transformational Leadership has a positive influence on Job Satisfaction**

Based on the table above, the t-statistic value is 3.741 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the transformational leadership hypothesis has a significant effect on job performance is accepted. The results of this study are in line with the results of research conducted by (Khamaidi et al., 2022) and (Taha et al., 2024), which states that transformational leadership is characterized as a leader who initiates change, raises the collective consciousness of subordinates by emphasizing group benefits, and assists in achieving extraordinary goals. and supports the idea that there

is a significant correlation between transformational leadership and job satisfaction. So it can be interpreted that if a leader provides motivation, fosters self-confidence in his employees, it will make the employee's performance level increase.

*H<sub>2</sub>: Transformational Leadership has a positive influence on Job Performance*

Based on the table of hypothesis test results obtained, the t-statistic value is 4.043 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the transformational leadership hypothesis has a significant effect on job satisfaction is accepted. The results of this study are in line with the results of research conducted by (Y. P. Hidayat & Nasution, 2024) and (Ramadhani, 2024), states that transformational leadership serves as a model for understanding extraordinary effort and performance in organizations and emphasizes self-sacrifice for the good of the organization, thus, good transformational leadership qualities will motivate and influence employees to perform at higher levels. Therefore, if a leader becomes a role model, provides instructions and instills a sense of pride in his employees while joining the company, then the level of employee satisfaction will increase.

*H<sub>3</sub>: Training & Development has a positive influence on Job Performance*

Based on the table of hypothesis test results obtained, the t-statistic value is 5.126 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the training and development hypothesis has a significant effect on job performance is accepted. The results of this study are in line with research conducted by (Khan et al., 2024) and (Azhari et al., 2024), which shows that training & development that is strategically designed and relevant to employees' jobs can improve job performance and teams and emphasizes the importance of the relationship between training and organizational goals. Investment in training & development will have a positive impact on job satisfaction and job performance where employees who feel well trained are more likely to commit to the organization. It can be interpreted that if an employee often participates in training and development provided by his company so that it will improve the skills and knowledge of his employees effectively enough, then this will be a factor that will improve his performance.

*H<sub>4</sub>: Training & Development has a positive influence on Job Satisfaction*

Based on the table above, the t-statistic value is 5.843 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the training and development hypothesis has a significant effect on job satisfaction is accepted. The results of this study are in line with research conducted by (Alrawahi et al., 2020) and (Wajidi et al., 2023), where effective training will improve employee skills and knowledge, so that employees feel more confident and able to carry out tasks properly. When employees get the opportunity to learn and develop, they tend to feel valued, which contributes to higher levels of job satisfaction. Therefore, if the company provides opportunities for work experience and career development for its employees, this will be a reason that will increase the level of job satisfaction of these employees.

*H<sub>5</sub>: Job Satisfaction has a positive influence on Job Performance*

Based on the table above, the t-statistic value is 14.571 and the p-value is 0.000 with a confidence level of 0.05, so  $0.000 < 0.05$ , meaning that the job satisfaction hypothesis has a significant effect on job performance is accepted. The results of this study support the results of research conducted by (Çelik & Oral, 2021) and (Egemen, 2024), who found that employee job satisfaction is indicated as a direct precursor of his intention to quit a job. Dissatisfied employees lead to absenteeism, increased turnover, and ultimately poor performance of the organization and the industry as a whole. It can be interpreted that if an employee is satisfied with the compensation received and is satisfied with the work environment, it will also increase the employee's performance level in the company where he works.

## CONCLUSION

This study shows that transformational leadership and training & development can significantly affect job satisfaction and job performance of an employee. These results indicate that transformational leadership is a crucial factor that supports employee performance. The results of the current study differ from previous studies, this can be caused by differences in the subjects and objects in the study. In the previous study, the respondents used came from employees in telecommunications companies, while in the current study using Work Unit Employees at Bank Indonesia, Central Jakarta from all levels of positions.

Suggestions for future researchers, namely, can use the same variables or objects as a reference, but can add several items that are not contained in this study and related objects can use the criteria for employees who come from a company or other region by adding criteria for objects can come from a certain level of position. And further research can also examine the effect of the effectiveness of online banking advertisements among generation Z.

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