

## **The Effect of Transformational Leadership on Psychological Well-Being and Job Performance in Higher Education Institution**

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### **ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh transformational leadership terhadap *psychological well-being* dengan *job performance* melalui *job satisfaction* sebagai variabel mediasi. Metode pengumpulan data yang digunakan yaitu survey dengan menggunakan google form. Penelitian ini menggunakan analisis SEM (*structural equation model*), dengan menganalisis data terlebih dahulu menguji validitas, reliabilitas, serta uji hipotesis dengan bantuan program AMOS dengan sampel 130 tenaga kependidikan dari berbagai unit kerja. Hasil penelitian menunjukkan bahwa (1) *transformational leadership* berpengaruh secara positif terhadap *job satisfaction*; (2) *transformational leadership* tidak memberikan pengaruh terhadap *psychological well-being*; (3) *transformational leadership* berpengaruh secara positif terhadap *job performance*; (4) *transformational leadership* berpengaruh secara positif terhadap *psychological well-being* melalui *job satisfaction*; (5) *transformational leadership* berpengaruh secara positif terhadap *job performance* melalui *job satisfaction*; (6) *job satisfaction* berpengaruh secara positif terhadap *psychological well-being*; serta (7) *job satisfaction* tidak memberikan pengaruh terhadap *job performance*.

**Kata kunci:** kepemimpinan transformasional, kepuasan kerja, kesejahteraan psikologis, motivasi, performa kerja.

### **ABSTRACT**

*This research aims to analyze the influence of transformational leadership on psychological well-being with job performance through job satisfaction as a mediating variable. The data collection method used was a survey using Google Form. This research uses SEM (structural equation model) analysis, by first analyzing the data to test validity, reliability and hypothesis testing with the help of the AMOS program with a sample of 130 educational staff from various work units. The research results show that (1) transformational leadership has a positive effect on job satisfaction; (2) transformational leadership has no influence on psychological well-being; (3) transformational leadership has a positive effect on job performance; (4) transformational leadership has a positive effect on psychological well-being through job satisfaction; (5) transformational leadership has a positive effect on job performance through job satisfaction; (6) job satisfaction has a positive effect on psychological well-being; and (7) job satisfaction has no influence on job performance.*

**Keywords:** *transformational leadership, job satisfaction, psychological well-being, motivation, work performance.*

### **INTRODUCTION**

Employees are essential factors in achieving the company's success. It is important for the company to take care of their employees' psychological well-being, which refers to the employees' positive mental state due to high-quality work life achieved through actions, resources, and organizational outcomes (Chen & Chen, 2021). Another essential factor that has a direct impact to the company's success is the job performance (Budur & Demir, 2022). To get a high-quality job performance, the company's management has an important role to increase their employees' job motivation and performance (Evitasari et al., 2023). According to Budur & Demir (2022), leaders' positive traits/behaviors and employees' job performance have a prolific relationship. Thus, the characteristics of transformational leadership could be a stimulant to increase the role of employees in achieving the company's success. By articulating the leader's vision for the company's future, providing a realistic action plan, and giving individualized supports, transformational leadership could strengthen the employees' awareness of their task outcomes (Lindert et al., 2023).

In a research conducted by Abolnasser et al. (2023) to 420 frontliners of a five-star hotel in Riyadh, Jeddah, and Mecca, one of two variables that mediates the relationship between transformational leadership and the employees' psychological well-being is job satisfaction. The same result was also found in a research conducted by Alwali & Alwali (2022) to 157 employees working in 7 public hospitals in Iraq. Following those studies, this study aimed to analyze the effect of transformational leadership on psychological well-being and job performance by using job satisfaction as mediating variable in a higher education institution.

There were studies about the effect of transformational leadership on psychological well-being and job performance, but rarely focused on educational personnel in higher education institutions. Thus, a more comprehensive study needs to be done in higher education institutions. Higher education institutions must provide a good quality service for all its academic community, which includes the educational personnel (employees). All educational personnel in various departments have important role in higher education institutions, whether in term of administrative tasks or in term of academic activities. This research focused on an A-accredited private university in West Jakarta, Indonesia.

### *Theoretical Framework*

#### *Transformational Leadership*

Transformational leadership can be described as a leadership style that can change and motivate the employees to have trust, respect, and be loyal towards their leaders (Khattak et al., 2020). It also refers to a leadership style that maintains relationships with the followers (employees) so that the leader could be a role model. This way, the leader would be able to influence and encourage the followers (employees) in getting the best outcomes, working together to achieve the company's goal, building team spirit, strengthening unity among followers, and encouraging openness to change (Koranteng et al., 2022). Besides, transformational leadership is also defined as a process of interaction between a leader and the followers to encourage their innovation skill in achieving the organizational goal and shared vision (Awan & Jehanzeb, 2022).

#### *Job Satisfaction*

Job satisfaction is related to the behavior of an employee that could cause either feeling of satisfaction and dissatisfaction towards their tasks and responsibilities (Andrade et al., 2021). As stated in Hamali (2016), both satisfaction and dissatisfaction are such an individual feeling that depend on the way each individual sees the gap between things they desire and the outcomes they actually get in reality. According to a study (Hilton et al., 2023), job satisfaction could enhance the employees' performance which then contribute in improving the organizational performance. It is also described as a pleasant emotional state that does not only come from someone's job evaluation, but also from someone's affective reaction and attitude towards the job (Vincent et al., 2022).

#### *Psychological Well-Being*

Psychological well-being is a concept that refers to a tendency that affects employees to have positive emotions and attitudes so that they would actively thrive at work (Kundi et al., 2020). It refers to a positive emotional state of someone who could always feel accomplished at life, survive in any difficult situations without having negative emotions, have good relationship with others, make their own decisions, have a clear life purpose, and have ability to grow (Hussein & Amiruddin, 2020). It is not only affected by personal resources and life challenges, but also by internal factors (C. Chen et al., 2022).

#### *Job Performance*

Job performance is a behavior under the control of the employees themselves that can be observed and measured (Hill et al., 2019). It is also defined as an achievement of accomplishing a certain work (Eliyana et al., 2019). According to Saeed et al. (2023), a job performance could also depend on the level of an individual's job performance assessed by the organization based on how they fulfill their tasks and roles given in the context of organization (Naqshbandi et al., 2023).

### *Hypothesis Development*

Several previous studies show that transformational leadership affects the level of job satisfaction (Chi et al., 2023). In a research conducted by Skopak & Hadzaihmetovic (2022) to 216 employees of the food industry in Bosnia and Herzegovina, the result shows that transformational leadership have a significant positive effect with job satisfaction. The study makes the following hypothesis:

H<sub>1</sub>: Transformational leadership has positive effect on job satisfaction

The previous study on 200 bank employees in Bogor, Bekasi, Depok, Cikarang, Cibubur, and Harapan Indah shows that transformational leadership has positive effect on psychological well-being (Budi & Purwandari, 2022). According to Jain et al. (2019), transformational leader has a significant positive effect on psychological well-being. The study makes the following hypothesis:

H<sub>2</sub>: Transformational leadership has positive effect on psychological well-being

Transformational leadership has negative effect on job performance (Sudha et al., 2023) but has significant effect to job performance (Chandraseka, 2019). The study makes the following hypothesis:

H<sub>3</sub>: Transformational leadership has positive effect on job performance

Transformational leadership could affect psychological well-being through job satisfaction. Employees would have a sense of belonging towards their job when they get strong support, motivation, and guidance. This condition would then increase their job satisfaction. It means, job satisfaction has role in the relationship between transformational leadership and psychological well-being (Abolnasser et al., 2023). The study makes the following hypothesis:

H<sub>4</sub>: Transformational leadership has positive effect on psychological well-being through the mediation of job satisfaction

The research conducted by Alwali & Alwali (2022) to 157 employees in 7 public hospital in Iraq shows that job satisfaction mediates the relationship between transformational leadership and job performance. Similar result was found on another research by Prabowo et al. (2018), transformational leadership has significant effect on job performance through the mediation of job satisfaction. The study makes the following hypothesis:

H<sub>5</sub>: Transformational leadership has positive effect on job performance through the mediation of job satisfaction

There is a significant positive relationship between job satisfaction and psychological well-being (Quynh Anh & Anh Dung, 2022). The employees' satisfaction to the job will have positive effect on their psychological well-being (Liona & Yurniardi, 2020). The study makes the following hypothesis:

H<sub>6</sub>: Job satisfaction has positive effect on psychological well-being

According to Alkandi et al. (2023), job satisfaction has significant effect on job performance. Another study (Latifah et al., 2023) also shows that job satisfaction has positive effect on job performance. The study makes the following hypothesis:

H<sub>7</sub>: Job satisfaction has positive effect on job performance

### **METHOD**

This descriptive research used quantitative method to collect data all at once as a cross-sectional study, through a google-form survey to all educational personnel from various departments of an A-accredited private university (XYZ) in West Jakarta. The number of sampling was decided based on a study by Hair et al. (2019) where the number of indicators is multiplied by five (26x5), which is 130 people. The research data went through various empirical testing such as validity, reliability, and hypothesis testing by using AMOS (Analysis of Moment Structure) 22 Program and resulted at a significance level of 0.05 and a confidence level of 95%. After all the testing, data analysis by using SEM (Structural Equation Model) was done to four variables: (1) transformational leadership as an independent variable, (2) job satisfaction as a mediating variable, and both (3) psychological well-being and (4) job performance as the dependent variables.

### **RESULT**

**Table 1**  
**Result of Validity Test**

Indicator	Loading Factor
TL1	0,715
TL2	0,657
TL3	0,868
TL4	0,833
TL5	0,873
TL6	0,890
TL7	0,863
JS1	0,833
JS2	0,792
JS3	0,877
JS4	0,795
JS5	0,874
PWB1	0,668
PWB3	0,687
PWB4	0,755
PWB5	0,800
PWB6	0,776
PWB7	0,694
PWB8	0,702
PWB9	0,648
PWB10	0,646
JP1	0,752
JP2	0,692
JP3	0,745
JP4	0,742

source: processed data

In empirical research Table 1, indicators are valid in measuring construct if it has loading factor value  $\geq 0,4$ . It means, data shown on the table above shows that all indicators in this research is valid. Based on the Table 2 above, the result of reliability test by using Cronbach Alpha's shows that all the variables are valid in measuring construct ( $> 0.6$ ). Based on the Table 3 above, it can be concluded that (1) the mean of transformational leadership is 4,044 which shows that most respondents could feel a transformational leadership on their leader; (2) the mean of job satisfaction is 3,940 which shows that most respondents feel satisfied with their jobs; (3) the mean of psychological well-being is 4,022 which shows that most respondents are having positive emotions in their life; and (4) the mean of job performance is 3.867 which shows that most respondents are able to value their job performance at work.

**Table 2**  
**Result of Reliability Test**

Variable	Cronbach's Alpha
TL	0.912
JS	0.889
PWB	0.874
JP	0.707

source: processed data

**Table 3**  
**Descriptive Statistics (AMOS 22.0)**

Variable	Mean	Standard Deviation
Transformational Leadership	4,0440	0,67754
Job Satisfaction	3,9400	0,65729
Psychological Well-Being	4,0222	0,48371
Job Performance	3,8673	0,54381

source: processed data

**Table 4**  
**Result of Hypothesis Test (AMOS 22.0)**

Hypotheses	Estimate	P-Value	Decision
H1 : Transformational leadership has positive effect on job satisfaction	0.582	0.000	Supported
H2 : Transformational leadership has positive effect on psychological well-being	0.061	0.309	Non-Supported
H3 : Transformational leadership has positive effect on job performance	0.511	0.000	Supported
H4 : Transformational leadership has positive effect on psychological well-being through the mediation of job satisfaction	0.129	0.004	Supported
H5 : Transformational leadership has positive effect on job performance through the mediation of job satisfaction	0.297	0.000	Supported
H6 : Job satisfaction has positive effect on psychological well-being	0.222	0.002	Supported
H7 : Job satisfaction has positive effect on job performance	0.027	0.690	Non-Supported

Source: processed data

*Transformational leadership has positive effect on job satisfaction.*

Based on the result of hypothesis test, transformational leadership has positive effect on job satisfaction. It means, the educational personnel in XYZ University think that their leader has transformational leadership style. The leader is seen as capable of encouraging and treating them individually, which then affects their emotional state. Since they feel at ease, they tend to feel satisfied with their job. According to Chi et al. (2023), full-time employees who work in a certain private company in Vietnam show that transformational leadership has positive effect on job satisfaction. Employees tend to feel more satisfied with their job when they get enough motivation, guidance, and resources from their manager. Similar result was also found in a research conducted by Skopak & Hadzaihmetovic (2022) on 216 employees in a food company in Bosnia and Herzegovina. In their research, it is found that the leader's idealized influence, inspirational motivation, intellectual stimulation, and individual consideration has contributed to employees' job satisfaction.

*Transformational leadership has no positive effect on psychological well-being.*

Based on the result of hypothesis test, transformational leadership has no positive effect on psychological well-being of educational personnel in XYZ University. They think of their leader of having transformational leadership style, but they do not feel affected psychologically. The leader's inspirational motivation does not affect their psychological well-being. The result is different from previous research (Jain et al., 2019) that was conducted to 236 bank professionals in India, which resulted in a conclusion that transformational leadership has no positive effect on psychological well-being. The leader who has transformational leadership style is capable of doing intellectual stimulation, giving motivation, and increasing the psychological well-being of their employees through self-reflection. According to Abolnasser et al. (2023), the result of research done to 420 frontline workers also shows us that transformational leadership has positive effect on their psychological well-being.

*Transformational leadership has positive effect on job performance.*

Based on the result of hypothesis test, transformational leadership has positive relationship on job performance. The educational personnel in XYZ University could see that their leader is capable of inspiring and motivating its employees, because the leader is able to explain his goal clearly. This would then lead to higher productivity and maximum results (Park et al., 2022). However, another research conducted to 600 employees in a Korean private company shows that transformational leadership has no significant effect on job performance. More attention should be given to employees to improve their job performance. In Sudha et al. (2023), transformational leadership has no positive effect on job performance.

*Transformational leadership has positive effect on psychological well-being through the mediation of job satisfaction.*

Based on the result of hypothesis test, transformational leadership has positive effect on psychological well-being through the mediation of job satisfaction. This result is also similar with

another research conducted by Abolnasser et al. (2023) to 420 employees of a five-star hotel in Riyadh, Jeddah, and Mecca. It is important to make sure that employees are satisfied with their job, their colleagues, work environment, and available resources to do their job. The more satisfied someone towards their job, the healthier they are psychologically. In this research, it is concluded that there is no direct relationship between transformational leadership and psychological well-being. However, it became related once job satisfaction is included as mediating variable. It also shows that educational personnel in XYZ University know that transformational leadership could have positive effect on psychological well-being if there is a high job satisfaction. A high job satisfaction could then improve the psychological well-being, comfortable feeling, happiness, and even an overall-life satisfaction. It means, transformational leadership does have positive effect on psychological well-being through the mediation of job satisfaction.

*Transformational leadership has positive effect on job performance through the mediation of job satisfaction.*

Based on the result of hypothesis test, transformational leadership has positive effect on job performance through the mediation of job satisfaction. The result is similar with a research by Alwali & Alwali (2022) that concluded that although it was not significant, job satisfaction has a role of mediating the relationship between transformational leadership and job performance. The educational personnel in XYZ University think that the leader's transformational leadership motivates them to increase productivity at work. They tend to be more satisfied with their job when they feel motivated by the leader. The higher the job satisfaction, the higher their job performance level.

*Job satisfaction has positive effect on psychological well-being.*

Based on the result of hypothesis test, job satisfaction has positive effect on psychological well-being. It seems that most educational personnel of XYZ University feel satisfied at work. According to Washinta & Hadi (2021), there is a significant positive relationship between job satisfaction and psychological well-being. This result is also similar with Quynh Anh & Anh Dung (2022) who found that there is a significant positive relationship between job satisfaction and psychological well-being. The higher job satisfaction, the higher psychological well-being (Liona & Yurniardi, 2020).

*Job satisfaction has no effect on job performance.*

Based on the result of hypothesis, job satisfaction has no effect on the job performance. This result shows that educational personnel in XYZ University feel satisfied with their job, but it has no effect on their job performance. It might be caused by external factors, such as time pressure or other individual problems. It might also be caused by unfulfilled satisfaction and no reward at work. They feel satisfied with their job, but their job performance has no improvement. Similar research was conducted to 320 head of districts in Uganda, in which the result shows that job satisfaction is not entirely significant in improving their performance. According to Matagi et al. (2022) extrinsic and intrinsic rewards usually led to a life satisfactory. This inverse model conceptualization might be the cause of the insignificant relationship between job satisfaction and job performance. However, a research by Latifah et al. (2023) shows that job satisfaction has positive effect job performance.

## **CONCLUSION**

In this study, most educational personnel in XYZ University assumed that their leader has performed transformational leadership. With this particular leadership style, the leader is able to convey the goal clearly as well as practice the company's values. That way, the leader could encourage and treat them individually so that they could get inspired and motivated to grow as individuals. This study shows that most educational personnel have job satisfaction, because they tend to feel comfortable and satisfied with their job and the relationship with their colleagues. The result also shows that most educational personnel have psychological well-being, because they feel accomplished at life and psychologically comfortable to face any obstacles.

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