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**THEORETICAL FRAMEWORK ON THE ROLE OF
SATISFACTION IN DEVELOPING LEADERSHIP
CAPACITY FOR SUCCESSFUL ORGANIZATIONAL
OUTCOMES**

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Abstract:

Employees are tools for achieving company goals. Therefore, they must be able to see, monitor and understand the existing conditions by supervisor called leader. Therefore, human resource management is important to improve their performance to achieve goals, but the reality shows that their efforts are far from what is expected in statistical department. As an example, for statistical department, one of the factors that can cause a decline in data processing is a decline in employee performance due to the level of difficulty of the data that must be managed and system updates that can hinder data processing. Additionally, there are various factors that hinder data management, such as some employees who are irresponsible in their work and have not completed their tasks according to the set targets. Other factors that can support performance include solutions that can be implemented by the organization or employees themselves, such as effective leadership in accordance with organizational standards. From the previous frameworks, they overlook the two parameters such as job training and transformational leadership where these parameters are giving significant impact to improve the organizational performance. This paper would like to enhance the present framework taking into consideration the two parameters mentioned earlier. The results shows that there is a strong relationship between transformational leadership and job training significantly improve employee performance

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Keyword:

Employee Performance, Job Satisfaction, Job Training,
Transformational Leadership



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Introduction

A company's human resources are among its most valuable assets. High performance requires the maintenance, development, and care of human resources (Suratma & Eriyanti, 2020). It is anticipated that human resources will be able to enhance or maximize worker performance inside a business or organization. According to Ardian Rahman (2020), a business cannot function at its best without quality people resources. A business or organization that can enhance or maximize employee performance should be assumed to have effective human resources; without them, operations cannot function at their best. Ardian (2020). Since employee or job performance evaluations serve as a barometer for a company's human resource success, performance management is the most crucial aspect of human resource management that requires effective management. Harahap and Tirtayasa (2020) Examining the leadership practices used at the Lamongan Regency Central Statistics Agency as a statistical community service is a crucial factor to take into account when figuring out how to enhance staff performance. However, the performance of BPS Lamongan Regency's staff has fluctuated during the past few months. The extent to which workers have processed data is evident from their work.

A decline in employee performance resulting from the complexity of the data to be processed and system modifications that might impede data processing work are two of the causes that can lead to a decline in data processing. Other than that, a number of other things can make data processing difficult, such negligent staff. They did not complete their task in accordance with the established goals. Additional elements to enhance performance might include things like having effective leadership in line with agency standards, which the agency or the employees themselves could apply (Rivai, 2020). A higher degree of performance than previously believed may be achieved by using transformational leadership to inspire and develop staff members. The attainment of agency objectives through enhanced personnel performance is greatly influenced by transformational leadership. According to research cited by Hakim et al. (2023); Rivai (2020); Ramadhani and Indawati (2021); and others, transformational leadership affects employee performance. If transformational leadership is provided to employees in a high-quality manner, performance will increase; if it is provided in a low-quality manner, performance will decrease.

The role of transformational leadership is really needed in an agency so that it can have a good impact on the agency and can achieve the agency's goals well, so that it is able to carry out its duties well, however, based on interviews with employees of the Lamongan Regency Central Statistics Agency, there are leadership problems at the Central Statistics Agency, the leadership at the Central Statistics Agency is less strict with its subordinates in improving their performance. Particularly in cases where workers fail to show up, management tends to ignore the situation and pay little attention to newcomers. This makes many workers careless about their work, making it impossible for them to finish projects by the deadlines; in other words, management fails to provide adequate guidance. precisely with the tasks assigned, leaving workers bewildered about their work and showing a lack of attention to subordinates in situations where workers are not paying attention to their jobs and are finding it difficult. It to complete tasks. In these situations, leadership should pay attention and provide guidance on how to complete the tasks assigned. Workers anticipate that management will provide professional attention and guidance.

Transformational leadership characteristics and work satisfaction function as mediators to match performance for agricultural firms. Jankelová et al. (2020) described ways to support these variables. Consequently, when they operate as a mediator between transformational leadership and performance, both transformational leadership and job satisfaction benefit. One further element that may have an impact on employee performance in addition to leadership is job training. Training has an impact on employee performance, according to Mangkuprawira (2015; 146). To accomplish both short- and long-term business goals, deploy efficient training and staff development. The reason for this is that a large number of workers still lack expertise in their respective fields. Training is therefore one tool that may be utilized to enhance staff capabilities. The bottom line is that a lot of organizations continue to perform job training poorly. When proper facilities and enough training time are provided, job training may be completed successfully (Syahputra & Tanjung, 2020).

Employee performance may be affected by competency and training gaps. When workers are not proficient in the content they are working with, they are unable to do their jobs to the best of their abilities. The purpose of this training is to raise staff productivity inside an organization. Employee performance will rise as a result of the agency providing suitable training, enabling staff to do agency-given responsibilities as effectively as possible. This can also be advantageous to the agency. Effective training will advance employees' careers (Adnyani & Dewi, 2019). According to the findings of the author's interviews with Lamongan Regency Statistics Agency employees, the training that the agency provides is still not the best. This is because of the short training sessions, the high number of participants, and the absence of trainers. These factors have an effect on the program implementation process because a number of employees lack training and are therefore ill-equipped to understand the system. Training in computer device programs and processing applications—which are used to enter data in line with the program being run—has been conducted by the Lamongan Regency Central Bureau of Statistics. The Lamongan Regency Statistics Agency offers training sessions that last between one and seven hours each. Every time there's a new program, this training is conducted.

Apart from transformational leadership and training, employee job satisfaction also influences performance. Positive mindsets and conduct toward one's work, including appraising one's own work as a sense of thankfulness for realizing the key work ideals, are what provide job satisfaction (Afandi, 2018). Employee job satisfaction is a crucial issue that must be

considered, because job dissatisfaction is often associated with high levels of job demands and complaints. Studies by Muliaty (2021), Paparang (2021), and Waworundeng (2021) further corroborate this, showing that job satisfaction positively affects employee performance. In other words, when workers are happy in their jobs, they perform better, and when they are unhappy, they perform worse. Thus, when workers are happy with the facilities offered by BPS, this might lead to an increase in worker happiness; conversely, when workers are dissatisfied with BPS's facilities, there won't be any worker job satisfaction. Employees must be able to foster positive connections among their peers in order for them to collaborate and support the company's objectives, given the significance of job satisfaction for employees (Hilim et al., 2022).

The impact of transformative leadership on employee performance is substantial, as demonstrated by Ramadhani and Indawati (2021). Research by Alroward et al. (2020) then revealed that employee performance is significantly impacted by transformational leadership. The findings of Susyanto's (2019) research, on the other hand, indicate that transformative leadership has little bearing on employee performance and little bearing on work happiness. It is claimed by Daddy (2022) that job happiness is not impacted by transformative leadership. This study builds upon earlier research that produced different findings. This is due to the fact that transformational leadership can be both beneficial and significant when applied properly in organizations lacking structure, as long as the leader plays a motivating role capable of guiding the organization to its pinnacle of success.

Literature Review

As stated by Rivai (2015), managerial behaviours is the process of persuading people or organizational entities toward accomplishing goals under specific conditions. According to a different perspective put forward by Mondy (2008), being leader is the process that convinces others to take particular measures. In order to inspiring and impact business practices presentations, leadership is crucial. According to Thoha (2017) leadership styles are the different patterns of behaviours that leaders prefer in the process of directs and influences their employees. Kartono & Kartini (2014) Leadership style is the qualities, habits, temperaments, character traits, and character traits that characterize a leader in his relationships with others. According to this idea, there are two different kinds of leadership conduct this job-oriented and employee-oriented. Mangkunegara (2016) defines training as a brief, methodical learning process that employs planned, structured approach to impart information and skills to non-managerial staff members for specific goals. Attempts to raise the calibre of human resources are made through training. Training assists staff members in developing the skills, aptitudes, and talents needed by the business to accomplish its objectives as well as in acquiring real-world information and applying it. Various work service abilities and practices are intended to be improved through training. Each task needs to be both long- and short-term, with a clear direction. The strategy to get the desired outcomes is the assigned course of action. It is important to express the training's advantages and anticipated effects in a transparent manner without compromising the organization's capacity.

A worker's attitude and conduct toward their work, as well as an evaluation of their job as a sign of gratitude for accomplishing significant work goals, are indicators of their level of job satisfaction (Afandi, 2018). Assessment of the many characteristics of the job at times is possible through job satisfaction. The topic of employee job satisfaction is one that organizational planning has to investigate. The relationship between employee performance

and work happiness is strong. Stated differently, employees' perceptions of the significant value their labour creates determine their level of job satisfaction. Internal and external factors are the two main categories into which variables that may impact employee work satisfaction may be roughly separated, according to Rivai (2011). Since the individual began working there, intrinsic elements have arrived from inside. Concurrently, external factors comprise elements derived from the worker's position, the state of the workplace, relationships with co-workers, and more variables.

The present study's findings are consistent with those of Sulistyawati et al. (2022), demonstrating the beneficial impact of transformational leadership on work satisfaction. Transformational Leadership has a variable impact on job satisfaction, according to Sulhan et al. (2022). Transformational leadership has a beneficial impact, according to Ratnaningrum (2022). Transformational leadership has a beneficial impact on work satisfaction, according to Djaya (2022), Fuller (2022), Hakim et al (2021), and Ferdiana (2021). The transformational leadership style variable has a highly substantial association with employee work happiness, according to training from Widyatmika and Riana (2020). Duyan and Yidiz (2020); Rivera and Zapata (2019), concluded that transformational leadership has a positive and significant effect on satisfaction. This means that employees who feel satisfaction with their leaders represent that their performance will always increase. assumptions along with supporting data from those results. In order to fulfil the gap that it strives to fill, the subsequent part deals with this extensive investigation in alongside summarizing the information itself subsequently the belief put outside:

Hypothesis 1: Leadership style has a positive and significant effect job satisfaction

The degree of enjoyment may change with training. Researchers looked for prior research to support their hypothesis about the impact of training on performance. Based on these studies, they can be used to form relationships between variables in their own research, such as the one involving employee satisfaction and training and the studies by Joseph et al. (2021), Dorris et al. (2019), Aygu & Akbay (2019), Alfian et al. (2020), and Akmad (2020). The study concluded that a transformational leadership style positively affects employee happiness, whereas the Laras et al (2022) study. The theories employed in employee training are Astutik, Wiyono, Kirana (2022), Suryani, Snaimi, Rajak (2020), Veithza & Saga (2009), Dessler (2011). At the same time, the theory from Robbins (2012), Sung et al. (2014), Hasibuan (2020), Schmidt (2004), and Syahrul, Adil, Taufiq (2021) is applied to the employee satisfaction variable. Following is the hypothesis:

Hypothesis 2: Work training has a positive and significant effect job satisfaction.

Research by Martha and Fatika (2022); Handayani and Hakim (2022); Joni and Hikmah (2022); Tolu et al. (2021); Mahtendhe and Yousefi (2021); Ferozil and Chang (2021); Veliando and Yanuar (2021); Rivail (2020); Biaka (2020); Burhanudin and Kurniawan (2020) concluded that transformational leadership has a positive effect on employee performance. The findings of these studies corroborate research findings. This study is pertinent to theoretical research as well. A leader who practices transformational leadership is able to inspire their team members to perform at their best.

Hypothesis 3: Leadership style has a positive and significant effect on employee performance.

The findings of the research by Kuruppu et al. (2021), Osewe & Gindicha (2021), Sinaga & Sofiyani (2020), Widodo & Wijayanto (2020), and Habibie & Mustika (2020) demonstrate the beneficial impact of staff training on job performance. Husna et al.'s (2016) research,

meanwhile, demonstrates that employee training has a detrimental impact on worker performance. Asgarova (2019), Rivai (2009), Dessler (2015: 284), Sikula (2011) and Turere (2013), Handoko (2002: 104), and Somasundaram & Egan (2004) are the theories that were used to the training variable. According to Sultana et al. (2014), Sung & Choil (2014a), Mangkunegara (2016), Simamora (2015: 339), Mangkunegara (2012), Mamahit (2013), and Mangkunegara (2004: 67), staff training has a strong and favourable impact on performance.

Hypothesis 4: Work training has a positive and significant effect on employee performance.

The study's findings demonstrate that worker performance is significantly impacted by job satisfaction. According to Afandi (2018), job satisfaction is defined as an employee's positive attitude, including their feelings and behaviours toward their work, through the evaluation of one of their duties as a way of expressing gratitude for accomplishing the key job values. The success of employee performance will be impacted when workers are extremely happy with their jobs, which will benefit the workers, the business, and the organization. Employee performance is impacted by satisfaction, according to study by Wibisono et al. (2022); Rodrigo et al. (2022); and Nurhasanah (2022). Job satisfaction influences employee performance, according to Paparang et al. (2021) and Endra (2021). It' is therefore evident that job satisfaction has an impact on worker performance. Employment satisfaction influences worker performance, according to Faizah et al. (2021), Muliaty (2021), Helmi and Abunar (2021), Abdul, Hakim, Assadam (2021). The Dziluba group (2020). According to Adha et al. (2019), there is a noteworthy correlation between work happiness and employee performance. Accordingly, worker satisfaction with output will lead to higher worker performance, and vice versa. Employee actions are directly impacted by job satisfaction, making it a critical component of the organization. When workers are recognized by the organization for their accomplishments and are able to do quality work, they will feel satisfied.

Hypothesis 5: Job satisfaction has a positive and significant effect on employee performance.

In addition to assisting both individual and group efforts to accomplish shared objectives, leadership involves the act of comprehending and agreeing upon what is required to carry out duties and how to perform those tasks (Yulk, 2015). There is a thought that if you can improve an employee's performance through their work outcomes, they will be content when you treat your subordinates fairly. Additionally, workers will feel content with their work and be able to perform better if the leader gives them feedback on their accomplishments. Astuti et al. (2022); Kandil et al. (2022) indicate that job happiness might impact transformative leadership and workplace posture. According to Kumaasari and Efendi research (2022), job happiness has a favourable indirect influence on employee performance, which is led to by leadership. Job satisfaction is a mediator between transformational leadership and employee performance, according to the findings of Haviz et al. (2022); Agustina et al. (2022); Hafidz and Noviyanti (2022); Mirsultan and Marimuthu (2021); Asrilanil (20220); and Ashehi et al. (2019).

Hypothesis 6: Transformational leadership affects employee performance through job satisfaction.

The company's goal with training is to help people become more proficient at their jobs so that their performance will also increase. If employees perform better, it is believed that they would be happy with the outcomes of their work. Studies conducted by Prasetya et al. (2020), Himawan (2020), Sitati (2020), and Setiawan et al. (2021) all demonstrate that improving employee performance via training has a beneficial influence on employee satisfaction. The characteristics that were employed in these studies employee happiness, performance, and training make them comparable. The training theory employed is the theory of Wilson and

Hikmah (2020), Kaswan (2011), Setyowati (2016), and Mondy (2008). The Hartatik (2014), Priansa (2016), Sutrisno (2011), and Indrasari (2017) theories of employee performance are the ones that are applied. Employee performance gets a significant boost among employee training due to it encourages employee satisfaction, according to research by Parimita et al. (2018), Robbins & Judge (2008), and Yudha (2018), even if the Employee Satisfaction theory employed is the theory of Indrawati (2013).

Hypothesis 7: Job Training on Employees Performance Through Job Satisfaction.

We developed a theoretical research model based on a literature review, using transformational leaderships, job training and work satisfaction as intervening variables to reflects employee performance. Sugiyono (2018) defines a conceptual study as a conceptual model that shows how theory links to different aspects that are deemed significant. As a result, conceptual studies are bodices of information that underpin basic comprehension and secrecy as the foundation for further investigation and thought. The research model's conceptual architecture is depicted in the following figures:

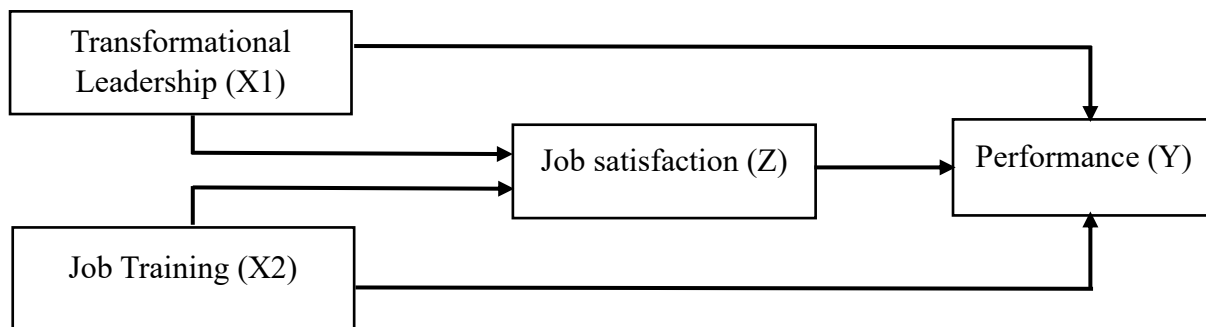


Figure 1. Research Model

According to the aforementioned conceptual frameworks, job happiness, job training, and transformational leaderships are the elements that affect performance. This is further corroborated by research by Djuraidi and Lailly (2020), which demonstrates that transformational leadership style beneficially impacts employee performance, job training favourably boosts job satisfaction, and leadership style greatly fosters job satisfaction.

Research Methodology

This kind of study is a survey, which is a procedure in which specialists offer questionnaires. Observers note the sample in order to characterize the respondents' attitudes, beliefs, actions, and traits (Ferdinand, 2014). Questionnaires are used to gather data for this study, which falls under the quantitative research category. The University of Michigan study's theoretical model of leadership was used to test transformational leadership in the questionnaire. With an estimate of 37 responders, the study utilized the complete sample to represent the maximum number of BPS Lamongan in practice. (2017) Arikunto Selecting 25–30% of the community's overall population is advised when there are 100 or more individuals living there. If there are less than 100 persons, you must ascertain the number. In a nutshell, descriptive analysis is the technique used to sum up employee performance gradation responses, job training, job satisfaction, and transformational leadership (Ghozali, 2016, p.19). Instead of moving on to the main examination, after fulfilling the evidence and durability and assumption tests. Being that path regression analysis only employs variables that occur afterwards, it serves for reviewing the

data after it is exhausted (Sugiyono, 2020). In the above instance, both of the separate variables are labour education and leadership, whereas job satisfaction is intervening variable

Result

Data collected for this research has a uniform distribution, which illustrates that the significant value of the Kolmogorov-Smirnov normality test technique is 0.200 or more than 0.050.

| | | Unstandardized Residuals | Unstandardized Residuals |
|--------------------------|----------------|--------------------------|--------------------------|
| N | | 37 | 37 |
| Normal Parameters, b | Mean | .0000000 | .0000000 |
| | Std. Deviation | 2.54892577 | 1.97849887 |
| Most Extreme Differences | Absolute | .159 | .100 |
| | Positive | .124 | .092 |
| | Negative | -.159 | -.100 |
| Statistical Tests | | .159 | .100 |
| Asymp. Sig. (2-tailed) | | .019c | .200c, d |

Figure 2. Normality Test

This study's data is periodically passed around when the Kolmogorov-Smirnov normality test significance value is 0.200 or higher than 0.050. This shows that every question item may gather consistent data, which implies that the responses to every question will be similar to those previously provided.

| Independent Variable | Tolerance | VIF | Information |
|----------------------------------|-----------|-------|----------------------------------|
| Transformational Leadership (X1) | 0.483 | 2.069 | Multicollinearity does not occur |
| Job Training (X2) | 0.391 | 2.559 | Multicollinearity does not occur |
| Job Satisfaction (Z) | 0.453 | 2.208 | Multicollinearity does not occur |

Figure 3. Multicollinearity Test Results

Each independent variable gets a tolerance value larger than 0.10, according to the multicollinearity test findings. Furthermore, the VIF value of every Less than ten is the variable that is standalone. All of the variables may be employed since they do not exhibit any heteroscedasticity symptoms in the variables used in this study.

| Independent Variable | Sig | Information |
|----------------------------------|-------|-----------------------------------|
| Transformational Leadership (X1) | 0.756 | Heteroscedasticity does not occur |
| Job Training (X2) | 0.60 | Heteroscedasticity does not occur |
| Job satisfaction | 0.110 | Heteroscedasticity does not occur |

Figure 4. Heteroscedasticity Test Results

Viewing the table provided, it is evident that every variable has a sig > 0.05. The significance levels for variables X1, X2, and Z are 0.756, 0.60, and 0.11, respectively, more than 0.05. This indicates that the data variables in this study are independent of heteroskedasticities and are used to evaluate the study using the multiple regression model.

Model Summary b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|---------------|
| 1 | .872a | .760 | .739 | 2.00647 | 2.015 |

a. Predictors: (Constant), Job Satisfaction (Z), Transformational Leadership (X1), Job Training (X2)
 b. Dependent Variable: Employee Performance (Y)

Figure 5. Auto Correlation Test

Based on the figure above, with a Durbin Watson value of 2.015 and a significance level of 5%, a sample size of 37 (n), and 2 independent variables (k=2), the Durbin Watson table will give a du value of 1.59 because DW 2.015 is greater than the upper limit (du) of 1.59 and slightly less than 4 - 1.59 (2.41). It can be concluded that there is no autocorrelation.

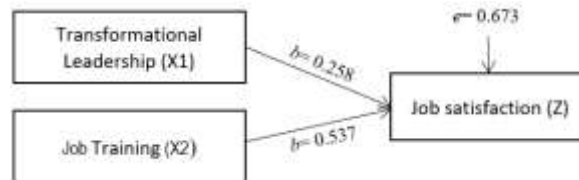


Figure 6. Regression Model 1

Find the e1 value based on the determined value of R square:

Value $e = \sqrt{1 - R^2} = 0.673\sqrt{1 - 0.547}$ The structural equation is as follows:

$$Z = a + bx_1 + bx_2 + e$$

$$Z = 1.986 + 0.29x + 0.585 + 0.673$$

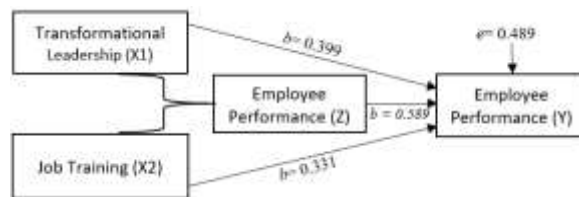


Figure 7. Regression Model 2

$$\text{Value } e = \sqrt{1 - R^2} = 0.489\sqrt{1 - 0.760}$$

The structural equation is as follows:

$$Y = a + bx_1 + bx_2 + bZ_1 + e$$

$$Y = 2.938 + 0.457x_1 + 0.34x_2 + 0.602Z_1 + 0.489$$

$$b = 0.399$$

Frequency with R squared 0.547, or 54.7%, shows the relationship between the variables of transformational leadership (X1) and job training (X2) on job satisfaction (Z). The combined effect of X1 and X2 on Variable Z is depicted in this figure, with incorrect values or other variables not included in this study influencing the remaining 45.3%.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .872 ^a | .760 | .739 | 2.06647 |

Figure 8. Determining A Coefficient

The table's data indicate a R Square value of 0.760, or 76%. This chart displays the degree of the influence of X1, X2 and Z on variable Y collectively, while 24% gets affected by variables were weren't considered in this study or incorrect values.

Based on the established the F value being greater than the table F value ($20.535 > 3.27$), with a significance value of $0.000 < 0.05$. The Ftable value is obtained as 3.27 with the calculation ($F_{table} = (n-k) = (37-2) = F_{table} 35 = 3.27$) with a significance value of $\alpha = 5\%$. Thus, H0 is rejected, and the hypothesis is accepted, meaning that the variables of transformational leadership (X1) and job training (X2), when tested together or simultaneously, have an effect on the variable of job satisfaction (Z). Fcount exceeds Ftable by $34.919 > 3.43$, and the significance level is $0.000 < 0.05$. Ftable 34 = 34.3) with $\alpha = 5\%$ as the significance value. As a result, the hypothesis is accepted and H0 is denied, indicating that the variables of transformational leadership (X1), job training (X2), and work satisfaction (Z) have an impact on the variable of employee performance (Y) when assessed jointly or concurrently.

With the t-table calculation $(n-k-1) = (37-2-1) = 34 = (2.032245)$ and a significance threshold of $\alpha = 5\%$, the t-table value is 2.032245 based on the t-test findings. These findings show that the computed t is $2.613 > t$ table 2.032245, and the transform leadership variable's importance (X1) on the work satisfaction variable (Z) is $0.016 < 0.050$. If H1 is accepted and H0 is refused, indicating that the transformational leadership variable significantly improves the work satisfaction variable. The value is $0.002 < 0.050$ for variable X2, and the t-value is $3.356 > t$ -table 3.356 $> H_0$ is rejected and H2 is accepted in t-table 2.032245, indicating that the job training variable has an impact on the job satisfaction variable.

The t-table value obtained from the t-test findings is (t-table calculation $(n-k-1) = (37-3-1) = t$ -table 33 = (2.034515), with a significance level of $\alpha = 5\%$. These findings indicate that the calculated value of this $3.255 > t$ table 2.034515, and the effect of variable X1 on variable Y is $0.003 < 0.050$. where the variable of transformative leadership has a major impact on employee performance, rejecting H0 and accepting H3. There is an impact of variable Z on employee performance since the effect of variable Z on variable Y is $0.000 < 0.050$ and the t-value is $4.652 > t$ -table 2.034515, where H0 is rejected and H5 is approved.

Discussion

Based on the hypothesis test results, it is conceivable to deduce that there a direct relationship between the two variables that is, when transformational leadership is high, so is the level of job satisfaction and there actually is a significant positive effect of the transformational leadership variable on the job satisfaction variable. According to Sulistyawati et al. (2022) this indicates that a leader's demeanour gives comfort to staff members, hence boosting workers' morale. This study demonstrates how leadership at the Central Statistics Agency of Lamongan

Regency has an immense effect on workforce happiness. Citing the findings of Rivera and Zapata (2019), Asbari et al. (2022), and Ratnaningrum (2022) that transformative leadership significantly affects work satisfaction. Employees will feel satisfied with their boss's attitude and have a high level of job satisfaction when they are directed and given attention to in order to accomplish goals. This implies that organizations must enhance and focus on the transformational leadership practices used with staff members. Leaders in the company must help to improve employee satisfaction. In order to improve employee work satisfaction, the Lamongan Regency Central Statistics Agency must focus on implementing a strong transformational leadership style.

Initial results of this hypothesis test suggest that the job satisfaction variable has a substantial beneficial effect by the degree of relevance of the job training variable. So, it can be concluded that job training is able to directly influence the relationship with the job satisfaction variable. This means that the better the job training is in accordance with the material provided, the facilities are complete and can function well, sufficient training time increases employee job satisfaction (Joseph et al., (2021). This is accordant with examinations by Alfian et al, (2020) believes that job training plays an important role in incorrect using employees job satisfaction. The same thing was also said by researchers Dorris Akhmad (2020); Laras et al., (2022); Usandra (2020) said that job training has a significant positive effect. Job training with adequate implementation, in accordance with training materials, sufficient training time, complete and well-functioning facilities can provide satisfaction to employees

Judging from the job training of the Lamongan Regency Central Statistics Agency, sufficient training time given before processing data has a big influence on job satisfaction. The existence of work facilities that are less supportive, such as several work tools that cannot be used properly, causes the level of employee satisfaction to decrease. It should be noted again that employee satisfaction is very important for completing work, when work is relatively overloaded, comfortable work facilities will make employees more focused on completing the tasks that have been given by their leaders. This produces good work results that will produce maximum results, and employees will feel satisfied with their work. Employees who feel comfortable and satisfied with job training tend to have high work morale.

The approach to leadership that transform variable significantly boosts employee performance, judging by the results of the hypothesis test at the Lamongan Regency Central Statistics Agency, which means that the hypothesis is accepted, meaning that if transformational leadership at the Lamongan Regency Central Statistics Agency is high, the level of employee performance will increase. This indicates that increased transformational leadership inside an organization has a larger impact on productivity among employees, supported by research by Tolu, et al (2022), which concludes that transformational leadership has a positive effect on employee performance. The results of this hypothesis are in line with research by Veliando and Yanuar (2021), which states that transformational leadership has a significant effect on employee performance. The results of Rivai's (2020) research are the same; Burhanudin and Kurniawan 2020), asserted that employee performance is profoundly affected by leadership, which means that the higher the level of transformational leadership, the better it might improve worker performance. Notion of transformational leadership pertains to implementation of a vision followed by employees, the importance of implementing leaders who are able to make changes in all aspects.

At the Lamongan Regency Central Statistics Agency, transformational leadership is really needed in an agency with great hopes that it can make the agency develop even more and can become a figure of motivation and inspiration for employees. It can be understood that to improve employee performance, employees depend on the attention of a leader. If agency leaders can be firm, provide clear directions and pay attention to employees when they experience difficulties at work, it will be easy for employees to complete their work well so that Production among workers will rise and also belong a good impact on the agency. We may conclude that performance among workers at the Lamongan has been significantly enhanced by utilizing the job training variable Regency Central Statistics Agency based with the results of the hypothesis test, which indicate that the job training variable has a significant level of significance. High job training will result in higher employee performance. According to Osewa & Gindichaa (2021), job training has a positive and significant impact on employee performance. Job training that is given enough time will directly affect employees, particularly in terms of finishing work, which will affect employee performance. If job training is done poorly, employee performance will suffer, and vice versa. These findings support the hypothesis.

Research indicates that employee performance will rise in direct proportion to the quality of training received (Kuruppu et al., 2021). In order to improve staff performance, job training is a top priority at the Lamongan Regency Central Statistics Agency. Because they are still unsure about the data that has to be managed, employees who receive job training that is poorly executed, takes too little time, and has insufficient trainers are unable to complete assignments on time, which may have an impact on employee performance. More attention must be devoted to job training provided to employees in order to ensure effective training outcomes. The results of the hypothesis test show that the level of significance of the job satisfaction variable is significant, so it can be concluded that the job satisfaction variable has a significant positive effect on employee performance at the Lamongan Regency Central Statistics Agency, meaning that when job satisfaction is high it can improve employee performance. This means that when employees feel satisfied with the results of the work carried out, it means that performance will improve well, thus having a positive impact on the company (Paparang, et al, 2021).

Experiment of this experiment's hypothesis test are in line with research by Nurhasanah (2022), who believes that when employees feel very satisfied with their work, this has an impact on the achievement of the employee's performance results, namely leading to positive things for both the employee himself and the agency. In line with Endra's research (2021); Muliaty (2021); Helmi and Abunar (2021), say that Employee performance is considerably boosted by job happiness. Consequently, greater is amount of job satisfaction, the greater the employee's performance will be. Job satisfaction can influence employee performance, because if employees are satisfied with what they do, their work enthusiasm will be high, which will result in good employee abilities and progress in the agency. At the Lamongan Regency Central Statistics Agency, founded on what was discovered of the questionnaire scores, term mean respondent answered strongly agree and agree, but there were also several respondents who answered quite or disagree. This proves that employee job satisfaction depends on each individual employee themselves, with the results of the average descriptive indicators of co-workers showing that employees are not satisfied with the work results between employees. The level of employee dissatisfaction is classified as very high, this means that the Lamongan Regency Central Statistics Agency needs to pay more attention to increasing employee satisfaction which impacting an extent of employee performance.

The findings of inquiry demonstrate that the link between transformational leadership and employee performance is positively impacted when job satisfaction is used as an intervening variable. The results of this research showcase which transformational leadership at the Central Statistics Agency of Lamongan Regency can be influenced by the leader's explanation of the direction of efforts to increase self-development and attention to employees. So, in improving employee performance, the efforts that leaders can make are by providing direction, motivation, and paying attention to employees, so that employees feel satisfaction with what the leader provides, this also has an impact on the performance and progress of the agency. If the leader, in accomplishing his leadership responsibilities, he can always pay attention to goals and arrange tasks that need to be properly catered to. This will be able to assist in making employees feel good concerning their leader, which will lead to job satisfaction. Employees who have high job satisfaction will have comfort in working in an agency, if they are serious about their work, it will have an impact on increasing employee performance. Referring to research conducted by Kumalasari and Efendi (2022), they argue that leadership is an important factor in determining the success of employee performance. This was also done by researchers Agustina, et al (2022); Mirsutan and Marimuthu (2021); Asriani (2020); and Ashehi (2019), who said that job satisfaction can mediate transformational leadership on employee performance. Employees who have high job satisfaction with a good leader can produce good performance for the progress of the agency.

In accordance with the inquiry that has been made, it seems to reveal that there is a favourable relationship between workplace training and performance among workers when work fulfilment appears as an intervening variable. So, we examine that work satisfaction can operate as a buffer between transformational leadership and employee performance at the Lamongan Regency Central Statistics Agency. The results of this research are that job training at the Central Statistics Agency of Lamongan Regency can be influenced by sufficient time for training, the number of trainers appropriate to the trainees. So, in improving employee performance, efforts that can be made by agencies are to improve the job training that is carried out, if the time given is sufficient and in accordance with the material provided, employees will be able to understand the material provided to the maximum. The results of this hypothesis test are in line with research by Prasetya et al., (2020) that job training has a significant effect on employee performance and job satisfaction. Furthermore, in line with research, Hilmawan (2020); Sitaati (2020) and Setiawan et al., (2021) say that Employee performance is likely enhanced by job training within satisfaction, meaning that when employees have high job satisfaction due to good job training, having sufficient time can influence the level of employee performance.

Conclusion

Drawing on the analysis of study findings regarding the practical impact of transformational leadership, job training, and job satisfaction as intervening factors on employee performance at the Lamongan Central Bureau of Statistics, the following conclusions may be made:

BPS Lamongan's leadership style has a big impact on employee success. Work satisfaction has a positive and significant impact on employee success, and job training has an enormously beneficial effect on employee success. likewise, job training and transformational leadership have had a substantial and beneficial effect on the BPS Lamongan. In lieu of that, the study contains many limitations that impact how the findings are understood. First, to obtaining a representative population distribution able to generalize the findings is hampered due to

inadequate and easily available sample size. Access to considerable target samples is denied by employees themselves. Second, there are theoretical and practical distinctions in the ways that transformational leadership impacts employee fulfillment, work training, and performance. Information conflicts between subjects are inevitable. Having said that, there are moments when employees and management exhibit contrasting feelings and experiences. During the study process, cultural prejudice and other types of bias can present unforeseen difficulties. The study is based on instances of various leadership styles that inspire and put pressure on laborers. You can interpret each profile's style in a different way through demonstrating the order or direction with either positive or negative characteristics.

Recommendations

Companies are advised to improve employee satisfaction through a conducive working environment, a fair reward system, and career development opportunities, as job satisfaction can encourage the development of leadership skills that impact the success of the organisation. Leadership development also needs to be strengthened through training and mentoring based on the concept of Transformational Leadership developed by Bernard M. Bass, so that leaders are able to motivate and improve team performance. Additionally, organisations can use the Balanced Scorecard approach from Robert S. Kaplan and David P. Norton to evaluate organisational performance more comprehensively. For future researchers, this study can be developed by adding variables such as Employee Engagement, Organisational Commitment, or Organisational Culture, as well as using more comprehensive analysis methods such as Structural Equation Modelling to gain a deeper understanding of the factors that influence organisational success.

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