

The Impact of Training and Transformational Leadership on Performance with Job Satisfaction as a Mediating Variable (A Case in Unit Pelaksana Teknis Yogyakarta)

Titi Laras^{1*}, Bambang Jatmiko², Andrea Astoto³, Della Nanda Luthfiana⁴, and Handarini Cintawati⁵

^{1,3,4,5} Faculty of Economics and Business, Janabadra University

² Faculty of Economics and Business, Muhammadiyah University of Yogyakarta

ttilaras@janabadra.ac.id

Abstract

The Correctional Division of the Ministry of Law and Human Rights DI Yogyakarta is divided into several Correctional Unit Pelaksana Teknis Yogyakarta consists of 5 units, namely Yogyakarta Class IIA Prison, Yogyakarta Class IIA Women's Prison, Yogyakarta Class IIA State Detention Center, Class I State Confiscated Goods Storage House. The sample in this study was 120 employees, who were recruited using a sampling technique with probability sampling and a stratified random sampling method. The findings revealed that training and transformational leadership positively and significantly affected job satisfaction and performance. Job satisfaction served as a moderating variable between training and transformational leadership on performance. According to the findings of this study, Unit Pelaksana Teknis Yogyakarta can improve training and transformational leadership to increase job satisfaction and employee performance.

Keywords: transformational leadership, training, job satisfaction, performance

JEL : M50, M53, M54

DOI : 10.24002/kinerja.v27i2.6574

Received : 11/17/2022

Reviewed: 06/13/2023

Final Version: 08/27/2023

1. INTRODUCTION

Prisoners as human beings and human resources must be managed humanely and adequately within an integrated coaching system (Pemerintah Republik Indonesia, 1995). The Correctional System is a law enforcement system that aims to help criminals realize their mistakes, improve themselves, and avoid repeating criminal acts so that they can be accepted back into the community, participate actively in society, and live as good and responsible citizens.

Guidance for inmates in correctional institutions is absolutely dependent on the quality of human resources serving as coaches and the performance of every employee in the facility. Aparatur Sipil Negara (ASN) appraisals continue to be conducted by Law Number 11 Year 2017 (Pemerintah Republik Indonesia, 2017), which aims to develop professional workers with core values, professional ethics, independence from political interference, and free from corruption, collusion, and nepotism.

Unit Pelaksana Teknis is one of the government agencies responsible for carrying out technical tasks for correctional operations, including the Correctional Institution, the State Detention Center, the House for the Storage of Confiscated Objects, the State Loot, and the Correctional Center. According to Minister of Law and Human Rights of the Republic of Indonesia Number 28 Year 2014 on the Organization and Work Procedure of the Regional Office of the Ministry of Law and Human Rights, the Head of the Technical Implementation Unit reports to the Director-General of Corrections through the Head of the Correctional Division. The Region Office of the Ministry of Law and Human Rights of the Republic of Indonesia in Yogyakarta has five work units in the Yogyakarta city area, namely Lapas Kelas IIA Yogyakarta, Rumah Tahanan Kelas IIA Yogyakarta, Rumah Penyimpanan Barang Rampasan Kelas I Yogyakarta, Kelas Balai Pemasarakatan I Yogyakarta, and Lembaga Pemasarakatan Wanita Klaim.

Sharma and Taneja (2018) propose training as a whole process, techniques, and teaching and learning methods to transfer knowledge from one person to another according to specified standards. The training must contain the curriculum's main components, learning methods and techniques, instructors (teachers), facilities/infrastructure, and funding to achieve the desired outcomes. The following are used to evaluate training: instructors, curriculum, learning methods, infrastructure, and finances (Jatmiko and Setiawan, 2020).

According to Fischer (2016), a transformational leader is someone who can affect change in team members and the organization as a whole, as measured through charismatic/individual influence, idealistic influence, intellectual stimulation, and individual consideration. To evaluate transformational leadership, the attractive component is used. Idealistic influence, motivating inspiration, intellectual stimulation, and consideration for the person. Meanwhile, job satisfaction is how a person feels about their job and the various aspects of their job (Ali and Zia-ur-Rehman, 2014). It is the evolution of what people like (satisfaction) and dislike (dissatisfaction) about their jobs. Salary, promotion, boss, operational work conditions, rewards, coworkers, and communication are the dimensions used to measure job satisfaction.

Based on Khan et al. (2016), performance is the result of work that can be accomplished by a person or group of people in an organization by their respective authorities and responsibilities to achieve the goals of the organization concerned legally without violating the law and by morals and ethics. Measuring employee performance is divided into three categories.

Ogbonnaya and Valizade (2018) found that training positively and significantly affected employee job satisfaction. According to Jankelová et al. (2020), transformational leadership positively and significantly affects employee job satisfaction. Huang and Su (2016) found that training positively and significantly

affected employee performance. According to Giddens (2018), transformational leadership positively and significantly affects employee performance. Ölçer and Florescu (2015) found that job satisfaction has a positive and significant impact on employee performance. Job satisfaction can mediate between transformational leadership's influence on employee performance (Ogbonnaya and Valizade, 2018).

Based on the description above, the problems in this study are as follows: What is the impact of training on employee performance, transformational leadership on employee performance, training on employee job satisfaction, transformational leadership on employee job satisfaction, job satisfaction on employee performance, and the influence of training on employee performance? Transformational leadership on employee performance mediated by job satisfaction of the Unit Pelaksana Teknis Yogyakarta.

2. LITERATURE REVIEW

Training is a series of processes or activities that provide and/or teach knowledge about skills and expertise regarding a particular job, hoping that training recipients (employees) can apply it and give good results (Lee et al., 2020). Training is generally an activity in which instructions are given, or exceptional learning has been planned and delivered to employees so that established standards can carry out work implementation have been found (Al-Ghamdi and Javed, 2021).

Providing Training by experts (professionals) so trainees who study or learn can understand the material presented well. With Training, employees are equipped with knowledge that can be practiced in quality, making it easy to carry out the assigned tasks. Of course, it will positively impact both employees and the company. Jami and Utami (2020) described that the training positively impacted employee satisfaction in employees' company. Companies need to understand that the training provided will affect employee satisfaction. Training provided by the company can decrease employee anxiety and reduce frustration with job demands. Employee satisfaction will be more easily achieved when employees feel more relaxed and comfortable.

As stated by Lan et al. (2019), performance can be improved through education and training, which says that education and training influence and enhance employee performance. This theory can be seen from its effectiveness and increased work. Performance can also be enhanced through career program development, as stated by Al-Musadieq et al. (2018) namely; with the development of an organization, it is necessary to improve employees' skills and professionalism by providing attention and proper coaching, ultimately expected to develop a career path and enhance performance. Work Satisfaction is also an essential factor in efforts to improve performance. Jane and Setiawan (2022) confirmed that job satisfaction is related to employee performance. Therefore, job satisfaction influences organizational growth. Employee performance in a company can produce good or bad performance then.

Transformational leadership can be a solution for the company to get employee results and stable performance. Transformational leadership is a type of leadership that can integrate creative insight, persistence, energy, intuition, and sensitivity to employees to gain organizational goals or desires and have a tremendous impact on these employees. Based on research results conducted by Kumar (2020), the effect

of transformational leadership on employees' performance has a significant impact. Whereas research by Bayona et al. (2020) influences transformational leadership toward employees performance has no significant effect. Therefore, in this study, we want to examine further what affects the relationship between transformational leadership and employee performance so that this research will complete research gaps.

2.1. The Impact of Training on Employee Job Satisfaction

Employee training as the process of supporting employees to be effective in their current and future job through the development of habits of thinking and acting, skills, knowledge, and attitudes, as well as adequate understanding (Paposa and Kumar, 2019). The objective of the supplied training is to improve staff performance. Training is supplied by the work and division of the employee's employment; training should also be proffered by the employee's passion and ability so that they can develop himself. Employees who are experts in this field will be ecstatic if they receive training in their areas of knowledge, power, and passion (Laras and Susanti, 2021). Previous research by Sharma and Taneja (2018) and Nashar et al. (2018) found that training had a positive and significant effect on employee job satisfaction. This description leads to the following hypothesis:

Hypothesis 1: Training has a positive impact on the job satisfaction of Unit Pelaksana Teknis Yogyakarta.

2.2. The Impact of Transformational Leadership on Employee Job Satisfaction

A transformative leader is able to influence both the team members and the organization in its entirety. A leader who can influence subordinates and focus on the accomplishment of organizational goals and objectives is required for the company to develop (Lambert et al., 2020). Previous research by Al-Ghamdi and Javed (2021) and Shurbagi (2014) found that transformational leadership has a positive and significant effect on employee job satisfaction. The hypothesis is then:

Hypothesis 2: Transformational leadership improves job satisfaction of Unit Pelaksana Teknis Yogyakarta.

2.3. The Impact of Training on Employee Job Satisfaction

Hanaysha and Tahir (2016) define Training as any activity to enhance workers' performance in a specific task that is their responsibility or a job related to their employment. In addition, each work division offers a range of training to increase employee performance so that the outcomes can be assessed and accounted for. The research findings of Sendawula et al. (2018) and Al-Musadieq et al. (2018) showed that training has a positive and significant effect on employee performance based on their research findings.

Hypothesis 3: Training improves the performance of Unit Pelaksana Teknis Yogyakarta.

2.4. The Impact of Transformational Leadership on Employee Job Satisfaction

Transformational leadership refers to the efforts of leaders to elevate people from a lower level of the hierarchy of needs to a higher level. According to Abraham Maslow's theory of motivation, leaders transform the success expectations, values, and organizational growth of their followers to fulfill the leader's goals (Lai et al., 2020). Abas et al. (2019) described transformational Leadership enables people to exceed the leaders by showing their performance beyond expectations. Transformational leaders encourage employees to achieve their full potential and create superior performance or results that exceed expectations. A leader who can create a dynamic work environment, encourage colleagues to continue improving their performance and suggest alternatives for further development demonstrates this behavior. Additionally, leaders should encourage employee creativity and innovation to improve their performance. Previous research by Eliyana et al. (2019) found that transformational leadership has a positive and significant effect on employee performance.

Hypothesis 4: Transformational leadership improves the performance of Unit Pelaksana Teknis Yogyakarta.

2.5. The Impact of Job Satisfaction on Employee Performance

According to Huang and Su (2016), job satisfaction is indeed the effectiveness or adverse feeling to many aspects of work, and it is viewed as a relative concept compared to objective thought and behavioral desires. Strongly suggestive of a high level of job satisfaction is an employee's commitment to work optimally and devote their full time. Organizations can boost job happiness in a variety of ways, as well as by offering appealing compensation and training individuals to improve their knowledge and technology competencies. The hypothesis is then stated as follows:

Hypothesis 5: Job satisfaction has a positive impact on the performance of Unit Pelaksana Teknis Yogyakarta.

2.6. The Impact of Training on Employee Performance as Mediated by Job Satisfaction

Shen and Tang (2018) described training as a brief educational process that teaches non-management staff technical information and skills for specific goals. Training implementation is an endeavor to increase the quality of human resources in accordance with job needs. It will also connect to the sort of training designed to enhance human resources in each work unit. Employees will be pleased to engage in training if they have job satisfaction in the training provided based on their interests and talents. This is because they will be able to develop their competence, apply the training results, and occasionally create superior results. According to the study findings of Pinzone et al. (2019) and Muhammad et al. (2020), job satisfaction may act as a moderator between the effect of training on employee performance. The following is the hypothesis:

Hypothesis 6: Job satisfaction can mitigate the impact of training on the performance of Unit Pelaksana Teknis Yogyakarta.

2.7. The Impact of Transformational Leadership on Employee Performance, as Mediated by Job Satisfaction

Transformational leadership is exemplified by a leader who encourages his followers to sacrifice their own interests for the organization's welfare and profoundly impacts their followers. They cater to the self-development requirements of their followers; they alter their followers' awareness of the issues at hand by supporting others in gaining a new perspective on old problems. They can satisfy and motivate their followers to work diligently to achieve their aims (Huang and Su, 2016).

Job satisfaction is a crucial element in enhancing employee overall performance. Transformational leadership is one of the applicable models if the topic is leadership style. This leadership style will likely encourage employees to perform with greater enthusiasm since it provides them with the appropriate motivation and practice. Additionally, employees can work optimally to achieve organizational goals (Keith et al., 2021). Previous research by Boamah et al. (2018) and Luna-Arocas and Morley (2015) found that job satisfaction can moderate the impact of transformational leadership on employee performance.

Hypothesis 7: Job satisfaction can mitigate the impact of transformational leadership on the performance of Unit Pelaksana Teknis Yogyakarta

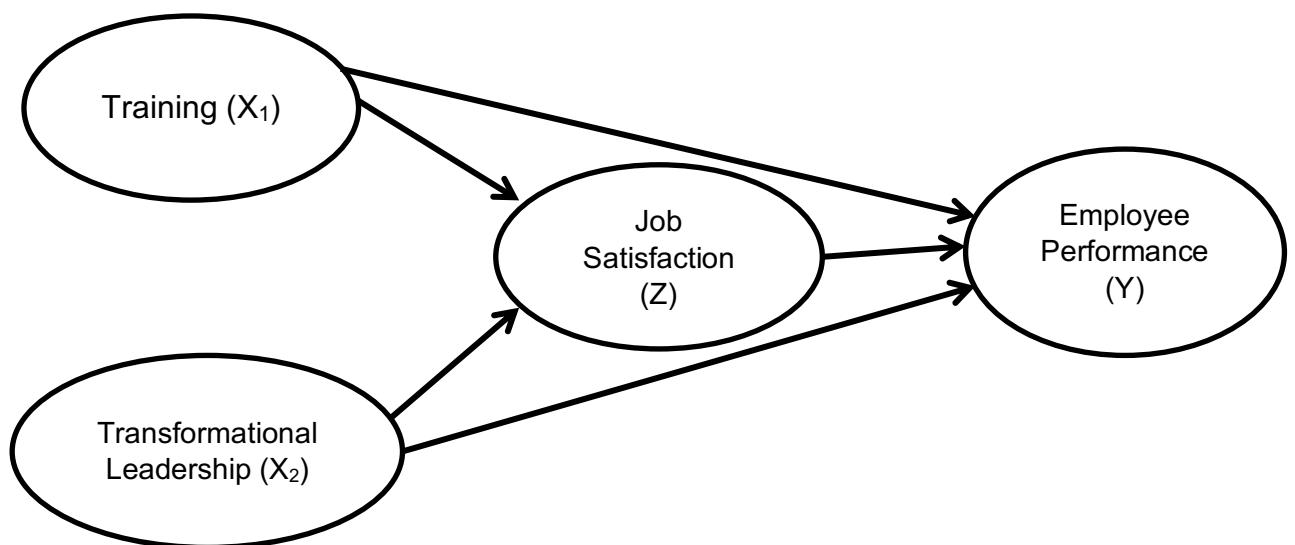


Figure 1. Research Paradigm Schematic

3. METHODOLOGY

In this study, transformational leadership and training act as independent variables. As mediating variables, employee performance and job satisfaction are dependent variables. Unit Pelaksana Teknis (UPT) Yogyakarta is the subject of this research. This study uses primary data sources obtained through the distribution of

questionnaires to the employees of UPT Yogyakarta that consist of 120 respondents. They were given a series of statements and asked to rate them on a scale of 1 to 5. Primary data is information obtained directly from the source, generally through an instrument or questionnaire containing a series of structured written questions designed to gather information from respondents about their personalities and other areas of interest. Researchers require historical information. In addition, research aimed to support data from appropriate organizations and libraries.

According to Sugiyono (2008), The population is an area of generalization consisting of objects/subjects with specified features and attributes that have been selected for study and the basis of the data collected. The population of this study consisted of 404 employees from Unit Pelaksana Teknis (UPT) Yogyakarta. The sample is comprised of the population (part or representative of the population). The determination of sample size in this study is calculated based on the opinion of (Hair et al., 2006) which states that according to him the number of representative samples depends on the number of measurement dimensions multiplied by 5 to 10, the number of samples that can meet these requirements are:

$$\begin{aligned} \text{Sample} &= 20 \text{ (the number of variable measurement dimensions)} \times 6 \\ &= \mathbf{120 \text{ respondents}} \end{aligned}$$

Following allocation, the minimum sample size that must be taken is 120 employees of the Yogyakarta Special Region Correctional Technical Implementation Unit who are by the sample criteria by Hair et al. (2006) for factor analysis, the recommended sample size is not less than 50, and the recommended sample size is 100 or more. The author will distribute questionnaires to each employee to collect data. According to Ghozali (2014), this study employs quantitative analysis via SEM (Structural Equation Modeling) with the AMOS 22 program (2014).

4. RESULT AND DISCUSSION

The instrument quality test was carried out using the AMOS version 22 application, which consisted of 47 lists of questions to determine whether the research instrument met the valid and reliable criteria. If the factor loading value is greater than 0.5, the data is said to be valid. According to Ghozali (2014), the validity test results revealed that with a value greater than 0.5, all question indicators representing four variables were declared valid. According to Ghozali (2014), reliable test results have a construct reliability value greater than 0.7. The C.R. value in each variable is greater than 0.7. Based on these findings, the results of this test show that the overall research instrument is trustworthy and suitable for use in this study. The standardized regression weight value, which shows the coefficient of influence between variables in the table below, demonstrates hypothesis data analysis:

Table 1. Variables' Interrelationship

Hypothesis		Estimate	S.E.	C.R.	p	Result
Training	→ Job Satisfaction	0.375	0.084	4.481	0.000	Significant Positive
Transformational Leadership	→ Job Satisfaction	0.440	0.082	5.332	0.000	Significant Positive

Hypothesis			Estimate	S.E.	C.R.	p	Result
Training	→	Performance	0.140	0.070	2.000	0.045	Significant Positive
Transformational Leadership	→	Performance	0.146	0.070	2.091	0.037	Significant Positive
Job Satisfaction	→	Performance	0.693	0.107	6.498	0.000	Significant Positive

Note: S.E.: Standard Error; C.R.: Composite Reliability; p: p-Value.
Source: Smart PLS 3.0 Data Processing (2022).

4.1. The Impact of Training on Job Satisfaction

The estimated parameter value of the standardized regression weight coefficient is 0.375, and the C.R value is 4.481, indicating that the relationship between training and job satisfaction is positive. This means that the better the training, the higher the job satisfaction. Testing the relationship between the two variables yields a probability value of 0.000 ($p < 0.05$), indicating that there is a positive and significant relationship between training and job satisfaction.

Trainers with a comprehensive understanding of the subject matter are skilled and employ learning materials pertinent to the training objectives to provide optimal instruction. Numerous question-and-answer sessions are an engaging training method for ensuring that trainees and employees thoroughly comprehend the topic. Moreover, training materials should be accessible as digital modules, e-learning applications, videos, and teleconferences. Companies and organizations must also provide suitable and comprehensive training facilities to encourage the development of employee competencies and job satisfaction. Previous research by Lambert et al. (2020) found that training had a positive and significant effect on employee job satisfaction.

4.2. The Impact of Transformational Leadership on Job Satisfaction

The estimated parameter value for the standardized regression weight coefficient is 0.440, and the C.R value is 5.332, indicating that there is a positive relationship between transformational leadership and job satisfaction. This means that the higher the job satisfaction, the better the transformational leadership. Testing the relationship between the two variables yields a probability value of 0.000 ($p < 0.05$), indicating that transformational leadership has a positive and significant impact on job satisfaction.

Employees have confidence and trust in their superiors, and the leader's disposition is motivating and attractive when providing direction. Officials' idealistic impact serves as an example and role model for employees, who regard them as their superiors and offspring. Moreover, the officials' inspirational motivation encourages employees to improve their competence because they have a positive and enthusiastic attitude and continuously express the agency's vision, objectives, and expectations. By providing rewards, officials' intellectual stimulation encourages employees. Officials encourage workers always to be creative and imaginative. Previous research by Cetin and Kinik (2015) showed that transformational leadership has a positive and significant effect on employee job satisfaction.

4.3. The Impact of Training on the Job Performance

The estimated parameter value of the standardized regression weight coefficient is 0.140, and the C.R value is 2,000, indicating that the relationship between training and performance is positive. This means that the better the training, the better the performance. Testing the relationship between the two variables yields a probability value of 0.045 ($p < 0.05$), indicating that there is a positive and significant relationship between training and performance.

The training dimension includes instructors who have mastered the material being taught, skilled trainers who can explain learning materials and methods, as well as media relevant to the training objectives, a curriculum that is by the plan for achieving goals, interesting learning materials to listen to and apply to daily work, and methods that are used as guidelines. It is beneficial to receive training. Participants were active during the training activity. The learning method was interesting, and many questions and answers were asked so that participants could master the material provided. The download of the e-learning module was provided on the training provider's website, and the video teleconference application had to be downloaded via a computer. Previous research conducted by Kark and Shamir (2013) in the results of the study stating that training has a positive and significant effect on employee performance is supported by this research.

4.4. The Impact of Transformational Leadership on the Job Performance

The estimated parameter value of the standardized regression weight coefficient is 0.146, and the C.R value is 2.091, indicating that the relationship between transformational leadership and performance is positive. This means that the better the transformational leadership, the better the performance. Testing the relationship between the two variables yields a probability value of 0.037 ($p < 0.05$), implying that transformational leadership has a positive and significant influence on performance.

The transformational leadership dimension includes charismatic officials who have power and influence over their subordinates, employees who trust and believe in their superiors, and the leader's attitude arouses and is pleasant in providing direction. Officials' idealistic influence becomes an example and role model for employees, employees respect officials as their superiors, and officials respect employees as their superiors and are positive in increasing employee performance. Furthermore, the inspirational motivation of officials motivates employees to increase competence, officials have an enthusiastic and optimistic attitude, and officials always communicate the vision, mission, and expectations of the agency. The intellectual stimulation of officials stimulates employees by giving awards, and officials encourage employees always to be innovative and creative. Previous research by Berkovich (2016) found that transformational leadership has a positive and significant effect on employee performance.

4.5. The Impact of Job Satisfaction on the Job Performance

The estimated parameter value of the standardized regression weight coefficient is 0.693, and the C.R value is 6.498, indicating a positive relationship between job satisfaction and performance. This means that the higher the job satisfaction, the higher the performance. When the relationship between the two variables is tested, the probability value is 0.000 ($p < 0.05$), indicating that there is a positive and significant relationship between job satisfaction and performance.

In the dimension of job satisfaction, which includes the salary provided by the agency and an increase in salary every year, the promotion policy is open to any employee who has met the job criteria, and promotion opportunities are utilized properly by every employee, employee relations with superiors are going well and harmoniously, my superiors can respect their subordinates, the operational conditions of work procedures are very supportive. Employees can adapt well even during a covid pandemic, and strict work rules make employees work more disciplined. Employees who demonstrate skills, discipline, loyalty, and dedication will receive the Satyalancana Karya Satya Award, which motivates employees always to try to improve their performance. Among coworkers, we respect and appreciate each other, and employees always provide support to colleagues. According to the study's findings by Ölçer and Florescu (2015) and Al-Ghamdi and Javed (2021), job satisfaction has a positive and significant impact on employee performance.

To observe the mediation relationship between the independent and dependent variables via the mediating variable, compare the value of standardized direct effects with the value of standardized indirect effects. This means that if the standardized direct effect is less than the standardized indirect effect, the mediating variable has an indirect effect on the relationship between the two variables.

Table 2. Standardized Direct Effects (Group number 1-Default model)

	Transformational Leadership	Training	Job Satisfaction	Performance
Job Satisfaction	0.473	0.386	0.000	0.000
Performance	0.153	0.140	0.675	0.000

Source: Smart PLS 3.0 Data Processing (2022).

Table 3. Standardized Indirect Effects (Group number 1–Default model)

	Transformational Leadership	Training	Job Satisfaction	Performance
Job Satisfaction	0.000	0.000	0.000	0.000
Performance	0.320	0.261	0.000	0.000

Source: Smart PLS 3.0 Data Processing (2022).

4.6. The Impact of Training on Performance Using Job Satisfaction as a Mediation Variable

The parameter estimation for testing the effect of training on performance through job satisfaction yielded the direct effect value of $0.140 < 0.261$. According to the study's findings, job satisfaction can mediate the effect of training on performance. The greater the effect of training on performance, the greater the effect of training on job satisfaction.

In the dimension of job satisfaction, which includes the salary provided by the agency and an increase in salary every year; the promotion policy is open to any employee who has met the job criteria, and promotion opportunities are utilized properly by every employee; employee relations with superiors are going well and harmoniously; my superiors can respect their subordinates; the operational conditions of work procedures are very supportive. Employees can adapt well even in a covid pandemic, and strict work rules make employees work more disciplined. Employees who demonstrate skills, discipline, loyalty, and dedication will receive the Satyalancana Karya Satya Award even if they must wait 10, 20, or 30 years. Because of the existence of awards, our coworkers respect and appreciate each other, employees always provide support to colleagues, both in one work division and in other divisions, communication runs smoothly, coupled with technological sophistication that supports, and employees are very understanding of the task work because each task is communicated. Previous research by Van Knippenberg and Sitkin (2013) showed that job satisfaction may act as a moderator between the effect of training on employee performance.

4.7. The Impact of Transformational Leadership on Performance Using Job Satisfaction as a Mediating Variable

The parameter estimation for testing the influence of transformational leadership on performance through job satisfaction yielded a direct effect indirect effect value of $0.153 < 0.320$. According to the study's findings, job satisfaction can mediate the effect of training on performance. The greater the level of job satisfaction among employees, the greater the impact of transformational leadership on performance.

Regarding job satisfaction, which includes the salary provided by the agency and the annual salary increase, the promotion policy is open to any employee who meets the job criteria, and all employees utilize promotion opportunities properly. Employee relations with superiors are also positive and harmonious. My superiors respect their subordinates, and the operational conditions of the work procedures are very supportive. Employees can adapt well even during a covid pandemic, and strict work rules make employees work more disciplined. Because of the existence of awards, our coworkers respect and appreciate each other, and employees always provide support to colleagues, both in one work division and in other divisions, communication runs smoothly, coupled with technological sophistication that supports, and employees are very understanding of the task work because each task is communicated. Previous research by Lai et al. (2020) found that satisfaction can moderate the impact of transformational leadership on employee performance.

5. CONCLUSION

The results of the research show that training and transformational leadership has a significant and positive impact on job satisfaction and job performance. Then job satisfaction moderates the effect of training and transformational leadership on job performance, so all hypotheses are accepted. Based on these results, it can be concluded that employee performance can be improved by providing employee training activities and implementing a transformational leadership system to foster a sense of satisfaction from each employee. From this job satisfaction, optimal employee performance will be built. Based on these results, the Yogyakarta Technical Implementation Unit (UPT) needs to build an optimal work environment with regular training programs to improve the capabilities of each employee according to their field and shape the character of leaders who have transformational ideas.

5.1. Research Limitation

Based on the results of this study, we recommend the following problems:

1. Due to the limitations of this research (limited time, cost, and effort), the researchers suggest to future researchers which research variables can affect team member satisfaction and performance, such as team member competence and commitment variables, and increase the number of research samples.
2. It is necessary to add and send employees to be included in the training to develop and improve the performance of employees of the correctional technical implementing unit in Yogyakarta.

REFERENCES

- Abas, N.I., Sawitri, H.S.R. and Puspawati, D., 2019. Transformational leadership, job performance, and organizational citizenship behavior: Mediating role of work engagement. *Sriwijaya International Journal of Dynamic Economics and Business*, 2(4), pp.363-376.
- Al-Ghamdi, R.M. and Javed, U., 2021. Relationship Between Training and Job Satisfaction from Employees' Perspective in Saudi Arabia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(14), pp.242-250.
- Al-Musadieq, M., Raharjo, K., Solimun, S. and Fernandes, A. R. F., 2018. The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*, 37(6), pp.452-469.
- Ali, N. and Zia-ur-Rehman, M., 2014. Impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's sector in Pakistan. *International Journal of Business and Management*, 9(2), p.70.
- Bayona, J.A., Caballer, A. and Peiró, J.M., 2020. The relationship between knowledge characteristics' fit and job satisfaction and job performance: The mediating role of work engagement. *Sustainability*, 12(6), p.2336.

- Berkovich, I., 2016. School leaders and transformational leadership theory: Time to part ways?. *Journal of Educational Administration*, 54(5), pp.609-622.
- Boamah, S.A., Laschinger, H.K.S., Wong, C. and Clarke, S., 2018. Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), pp.180-189.
- Cetin, M.O. and Kinik, F.S.F., 2015. An analysis of academic leadership behavior from the perspective of transformational leadership. *Procedia-Social and Behavioral Sciences*, 207, pp.519-527.
- Eliyana, A. and Ma'arif, S., 2019. Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), pp.144-150.
- Falola, H.O., Osibanjo, A.O. and Ojo, S.I., 2014. Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian banking industry. *Bulletin of the transilvania university of brasov. Series V: Economic Sciences*, pp.161-170.
- Fischer, S.A., 2016. Transformational leadership in nursing: A concept analysis. *Journal of Advanced Nursing*, 72(11), pp.2644-2653.
- Ghozali, I., 2014. *Aplikasi Analisis Multivariate dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.
- Giddens, J., 2018. Transformational leadership: What every nursing dean should know. *Journal of Professional Nursing*, 34(2), pp.117-121.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E., 2006. *Multivariate Data Analysis: Pearson New International Edition*. Essex: Pearson Education Limited, 1(2).
- Hanaysha, J. and Tahir, P.R., 2016. Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, 219, pp.272-282.
- Huang, W.R. and Su, C.H., 2016. The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions. *Industrial and Commercial Training*, 48(1), pp.42-52.
- Jami, A., and Utami, E. (2020). Pengaruh Pelatihan Kerja terhadap Kepuasan Kerja pada Lembaga Penyiaran Publik Televisi Republik Indonesia Stasiun Kalimantan Timur. *Borneo Student Research (BSR)*, 2(1), 2020. <https://journals.umkt.ac.id/index.php/bsr/article/view/1594>
- Jane, K. and Setiawan, R., 2022. Pengaruh transformational leadership terhadap employee performance melalui work motivation dan job satisfaction pada karyawan bidang usaha food and beverage di Kabupaten Jember. *Agora*, 10(2).
- Jankelová, N., Joniaková, Z., Némethová, I. and Blštáková, J., 2020. How to support the effect of transformational leadership on performance in agricultural enterprises. *Sustainability*, 12(18), p.7510.
- Jatmiko, B. and Setiawan, M.B., 2020. The effect of external pressure, management commitment and accessibility towards transparency of financial reporting. *Journal of Accounting and Investment*, 21(1), pp.114-124.
- Kark, R., and Shamir, B., 2013. The dual effect of transformational leadership: Priming relational and collective selves and further effects on followers. In *Monographs in Leadership and Management (Vol. 5)*. Emerald Group Publishing Limited.

- Keith, A. C., Warshawsky, N., Neff, D., Loerzel, V., and Parchment, J., 2021. Factors that influence nurse manager job satisfaction: An integrated literature review. *Journal of Nursing Management*, 29(3), pp. 373–384.
- Khan, A.A., Abbasi, S.O.B.H., Waseem, R.M., Ayaz, M. and Ijaz, M., 2016. Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), pp.29-46.
- van Knippenberg, D. and Sitkin, S.B., 2013. A critical assessment of charismatic—transformational leadership research: Back to the drawing board? *The Academy of Management Annals*, 7(1), pp. 1–60.
- Kumar, S.P., 2020. Workplace Spirituality as an Antecedent of University Teachers' Subjective Well-being: Mediating Role of Job Satisfaction and Job Performance. *Journal of Engineering Education Transformations*, 33(Special Issue).
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., and Lin, C. C., 2020. Transformational leadership and job performance: The mediating role of work engagement. *SAGE Open*, 10(1).
- Lambert, E. G., Keena, L. D., Leone, M., May, D., and Haynes, S. H., 2020. The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *Social Science Journal*, 57(4), 405–416.
- Lan, T.S., Chang, I.H., Ma, T.C., Zhang, L.P. and Chuang, K.C., 2019. Influences of transformational leadership, transactional leadership, and patriarchal leadership on job satisfaction of cram school faculty members. *Sustainability*, 11(12), p.3465.
- Laras, T. and Susanti, F.E., 2021. Pengaruh budaya organisasi, motivasi kerja dan kepuasan kerja terhadap kinerja karyawan (survey pada CV Kartika Grup Kecamatan Wates Kabupaten Kulon Progo Daerah Istimewa Yogyakarta). *Jurnal Perilaku dan Strategi Bisnis*, 9(1), pp.46-60.
- Lee, K., Mileski, M., Fohn, J., Frye, L., and Brooks, L., 2020. Facilitators and barriers surrounding the role of administration in employee job satisfaction in long-term care facilities: A systematic review. *Healthcare*, 8(4).
- Luna-Arocas, R., and Morley, M. J., 2015. Talent management, talent mindset competency and job performance: The mediating role of job satisfaction. *European Journal of International Management*, 9(1), 28–51.
- Muhammad, S., Afridi, F.K., Ali, M.W., Shah, W.U. and Alasan, I.I., 2020. Effect of Training on Employee Commitment: Mediating role of job satisfaction. *Pakistan Journal of Society, Education and Language (PJSEL)*, 7(1), pp.28-37.
- Nashar, M., Parashakti, R.D. and Fauziah, H.S., 2018. Effect of Training and Job Performance on Job Satisfaction in PT Garuda Indonesia Training Center. *Management Studies*, 6(4), pp.275-285.
- Ogbonnaya, C. and Valizade, D., 2018. High performance work practices, employee outcomes and organizational performance: a 2-1-2 multilevel mediation analysis. *The International Journal of Human Resource Management*, 29(2), pp.239-259.
- Ölçer, F. and Florescu, M., 2015. Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 22(3), pp.111-136.

- Paposa, K.K. and Kumar, Y.M., 2019. Impact of training and development practices on job satisfaction: A study on faculty members of technical education institutes. *Management and Labour Studies*, 44(3), pp.248-262.
- Pemerintah Republik Indonesia, 1995. *Undang-Undang Republik Indonesia Nomor 12 Tahun 1995 Tentang Pemasyarakatan*. 66 (September): p. 37–39.
- Pemerintah Republik Indonesia, 2017. *Peraturan Pemerintah Nomor 11 Tahun 2017 Tentang Manajemen Pegawai Negeri Sipil*.
- Pinzone, M., Guerci, M., Lettieri, E. and Huisingh, D., 2019. Effects of 'green'training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. *Journal of Cleaner Production*, 226, pp.221-232.
- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J. and Najjemba Muganga, G., 2018. Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management*, 5(1), p.1470891.
- Sharma, S. and Taneja, M., 2018. The effect of training on employee performance. *International Journal of Recent Technology and Engineering*, 7(4), pp.6-13.
- Shen, J. and Tang, C., 2018. How does training improve customer service quality? The roles of transfer of training and job satisfaction. *European Management Journal*, 36(6), pp.708-716.
- Shurbagi, A.M.A., 2014. The relationship between transformational leadership style job satisfaction and the effect of organizational commitment. *International Business Research*, 7(11), p.126.
- Singh, R. and Das, G., 2013. The impact of job satisfaction, adaptive selling behaviors and customer orientation on salesperson's performance: exploring the moderating role of selling experience. *Journal of Business & Industrial Marketing*, 28(7), pp.554-564.
- Sugiyono., 2008. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.