

Analysis Of Transformational Leadership And Competence On Employee Performance With Job Satisfaction As A Mediating Variable At The Uptd Animal Clinic Of The Agriculture And Livestock Office North Sumatra Province

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ABSTRAK

Employee performance is a key factor in improving the quality of public services, especially in the animal health service sector. This study aims to analyze the effect of transformational leadership and competence on employee performance with job satisfaction as a mediating variable at the Animal Clinic Technical Implementation Unit (UPTD) of the North Sumatra Provincial Government's Plantation and Livestock Service. This study uses a quantitative approach with a survey method. The study population consisted of all 75 employees of the Animal Clinic UPTD, all of whom were included in the sample. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method with the help of the SmartPLS application. The results showed that transformational leadership and competence had a positive and significant effect on employee performance. In addition, transformational leadership and competence also had a positive and significant effect on job satisfaction. Job satisfaction was proven to have a positive and significant effect on employee performance. The results of the indirect effect test showed that job satisfaction was able to significantly mediate the effect of transformational leadership and competence on employee performance. The coefficient of determination value showed that transformational leadership, competence, and job satisfaction were able to explain 64.5% of the variation in employee performance. The findings of this study indicate that improving employee performance at the Animal Clinic Technical Implementation Unit of the North Sumatra Provincial Government's Plantation and Livestock Service can be achieved by strengthening transformational leadership, improving employee competency, and creating sustainable job satisfaction. This study is expected to be taken into consideration in the formulation of human resource management policies to improve the effectiveness of animal health services.

ABSTRACT

Employee performance is a key factor in improving the quality of public services, especially in the animal health service sector. This study aims to analyze the effect of transformational leadership and competence on employee performance with job satisfaction as a mediating variable at the Animal Clinic Technical Implementation Unit (UPTD) of the North Sumatra Provincial Government's Plantation and Livestock Service. This study uses a quantitative approach with a survey method. The study population consisted of all 75 employees of the Animal Clinic UPTD, all of whom were included in the sample. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method with the help of the SmartPLS application. The results showed that transformational leadership and competence had a positive and significant effect on employee performance. In addition, transformational leadership and competence also had a positive and significant effect on job satisfaction. Job satisfaction was proven to have a positive and significant effect on employee performance. The results of the indirect effect test showed that job satisfaction was able to significantly mediate the effect of transformational leadership and competence on employee performance. The coefficient of determination value showed that transformational leadership, competence, and job satisfaction were able to explain 64.5% of the variation in employee performance. The findings of this study indicate that improving employee performance at the Animal Clinic Technical Implementation Unit of the North Sumatra Provincial Government's Plantation and Livestock Service can be achieved by strengthening transformational leadership, improving employee competency, and creating sustainable job satisfaction. This study is expected to be taken into consideration in the formulation of human resource management policies to improve the effectiveness of animal health services.

INTRODUCTION

Employee performance is an important element that determines the success of government organizations in providing quality public services. This is particularly relevant to the Animal Clinic Technical Implementation Unit (UPTD) of the North Sumatra Provincial Plantation and Livestock Service, which plays a strategic role in animal health services, disease control, laboratory testing, and consultation and medical treatment services () for the community. Increasingly complex job demands require employees to work professionally, responsively, and in accordance with animal health service standards.

Robbins and Judge (2021) state that employee performance is the result of individual work influenced by ability, motivation, and organizational conditions, making performance an important indicator of the success of government agencies, including in the animal health service sector.

One of the key factors influencing employee performance is transformational leadership. This leadership style is characterized by the ability to inspire, motivate, provide direction, and foster commitment and positive change within the organization. Bass and Riggio (2021) explain that transformational leadership works through four main components, namely ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, which have been proven to improve employee work quality and dedication. In the context of the UPTD Animal Clinic, leaders who are able to provide guidance, set an example, and encourage innovation will greatly influence the work ethic of employees in dealing with work situations that often require precision, speed, and correct decision-making in handling animal health cases.

In addition to leadership, employee competence also plays a major role in determining performance quality. Competence includes the knowledge, skills, and attitudes required for employees to perform their duties effectively. Wardani (2025) defines competence as a combination of knowledge, skills, and work behavior that enables employees to perform their duties optimally. In animal health services, competence is a crucial aspect because employees must be able to examine animals, diagnose diseases, compile technical reports, and provide education to the public in a professional manner. Purnomo (2024) emphasizes that high competence will increase employee readiness in facing work challenges and improve the quality of organizational output.

However, the influence of transformational leadership and competency on employee performance is not always direct. Various studies show that job satisfaction often mediates this relationship. Job satisfaction is a positive emotional state that arises when employees feel that their expectations and reality in the work environment are aligned. Atmaja (2022) explains that job satisfaction is influenced by various aspects such as leadership, working conditions, rewards, and interpersonal relationships, and that satisfaction greatly determines employees' attitudes and motivation at work. Robbins and Judge (2021) also emphasize that satisfied employees will demonstrate higher productivity, strong loyalty, and more positive work behavior. In the context of the Animal Clinic Technical Implementation Unit (UPTD), job satisfaction is often influenced by field workload, work facilities, leadership support, and opportunities to develop technical competencies.

Facts in the field show that the Animal Clinic Technical Implementation Unit still faces a number of challenges, such as disparities in technical competence among employees, variations in service quality, high workloads, and uneven job satisfaction. In addition, public demand for animal health services is increasing, requiring an overall improvement in employee performance. These conditions indicate the need for scientific studies that analyze in depth the influence of transformational leadership and competence on employee performance, as well as the mediating role of job satisfaction in this relationship.

LITERATURE REVIEW

Employee Performance

According to Rahman & Lataruva (2023), employee performance is defined as the extent to which an employee is able to achieve expected results or meet established standards in the context of their work. Measurements include productivity, work quality, compliance with policies, creativity, initiative, attendance, and contribution to the achievement of organizational goals.

Job Satisfaction

According to Atmaja (2022), job satisfaction is a pleasant emotional attitude and love for one's work.

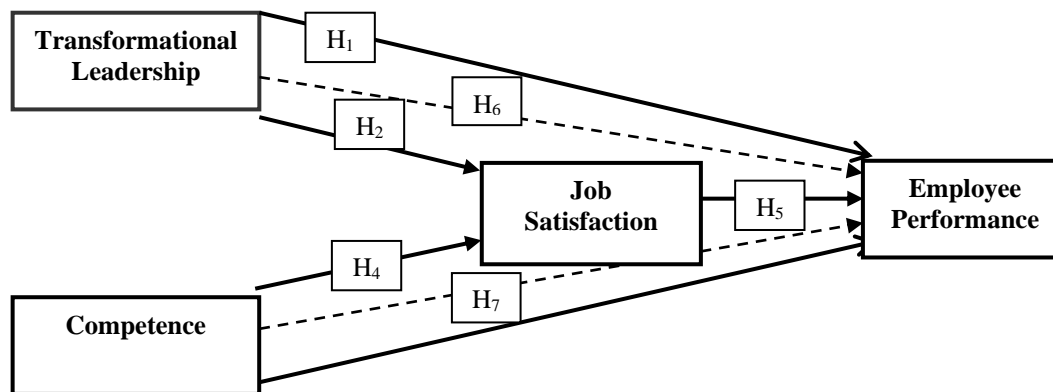
Competency

Aisyah, et al (2021) define work competency as a set of knowledge, skills, and attitudes necessary to perform a job well. Competency indicators include knowledge (understood information), skills (the ability to perform physical or mental tasks), and behavior (attitudes and habits that drive performance).

Transformational Leadership

Yukl (2020) defines transformational leadership as a process in which leaders change or transform the values, attitudes, and goals of organizational members by providing ideal influence, inspirational motivation, intellectual stimulation, and individual attention.

Figure 1. Conceptual Framework



Research Hypothesis

- H₁ : Transformational leadership has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₂ : Transformational leadership has a positive and significant effect on job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₃ : Competence has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₄ : Competence has a positive and significant effect on job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₅ : Job satisfaction has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₆ : Transformational leadership has a positive and significant effect on employee performance through job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
- H₇ : Competence has a positive and significant effect on employee performance through job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses.

This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing transformational leadership and competence on employee performance with job satisfaction as a mediating variable at the Animal Clinic Technical Implementation Unit (UPTD) of the Plantation and Livestock Service of the North Sumatra Provincial Government.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Competence	Employee Performance	Job Satisfaction	Transformational Leadership
X1.1				0.800
X1.2				0.779
X1.3				0.879
X1.4				0.857
X2.1	0.864			
X2.2	0.844			
X2.3	0.883			
Y.1		0.731		
Y.2		0.805		
Y.3		0.733		
Y.4		0.868		
Y.5		0.727		
Y.6		0.836		
Y.7		0.749		
Z.1			0.703	
Z.2			0.759	
Z.3			0.872	
Z.4			0.829	
Z.5			0.873	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70. This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

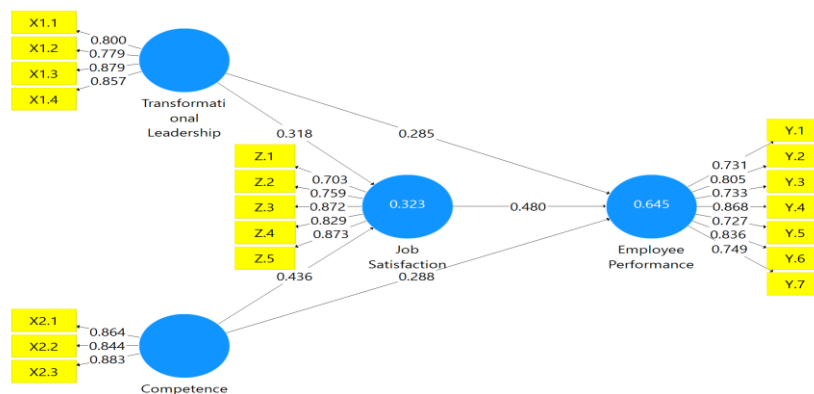


Figure 2 Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.318 X_1 + 0.436 Z + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.285 X_1 + 0.288 X_2 + 0.480 Z + e_2$$



Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0.831	0.850	0.898	0.746
Employee Performance	0.892	0.897	0.916	0.609
Job Satisfaction	0.867	0.877	0.905	0.656
Transformational Leadership	0.848	0.848	0.898	0.688

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-squared for each dependent latent variable. The table below shows the R-squared estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Satisfaction	0.323	0.309
Employee Performance	0.645	0.634

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables for the job satisfaction variable of 0.323, meaning that transformational leadership and competence account for 0.323 or 32.3%, with the remainder attributable to other variables outside the model. The R-square value for Employee Performance is 0.645, meaning that the influence of transformational leadership, competency, and job satisfaction is 0.645 or 64.5%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Employee Performance	0.285	4.026	0.000	Accepted
Transformational Leadership -> Job Satisfaction	0.318	3.549	0	Accepted
Competence -> Employee Performance	0.288	3.677	0	Accepted
Competence -> Job Satisfaction	0.436	5,841	0	Accepted
Job Satisfaction -> Employee Performance	0.480	6,623	0	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Transformational leadership has a positive and significant effect on employee performance with a t-statistic value of 4.026 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that transformational leadership has a positive and significant effect on employee performance (Fadillah & Mesra, 2023).
2. Transformational leadership has a positive and significant effect on job satisfaction with a t-statistic value of 3.549 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a real effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that transformational leadership has a positive and significant effect on job satisfaction (Iskandar et al., 2024; Maulana, 2025).

3. Competence has a positive and significant effect on employee performance with a t-statistic value of 3.677 above 1.96 and a significance value of 0.000 below 0.05, meaning that competence has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that competence has a positive and significant effect on employee performance (Manullang & Ferine, 2024).
4. Competence has a positive and significant effect on job satisfaction with a t-statistic value of 5.841 above 1.96 and a significance value of 0.000 below 0.05, meaning that competence has a real effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that competence has a significant effect on job satisfaction (Anwar et al., 2020).
5. Job satisfaction has a positive and significant effect on employee performance, with a t-statistic value of 6.623 above 1.96 and a significance of 0.000 below 0.05, meaning that job satisfaction has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that job satisfaction has a positive and significant effect on employee performance (Nurrohmat & Lestari, 2021; Simanjuntak & Indrawan, 2024).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Job Satisfaction -> Employee Performance	0.152	2.948	0.003	Accepted
Competence -> Job Satisfaction -> Employee Performance	0.209	4.237	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Transformational leadership has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 2.948 above 1.96 and a significance value of 0.003 below 0.05, meaning that job satisfaction acts as an intervening variable between transformational leadership and employee performance.
2. Competence has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 4.237 above 1.96 and a significance value of 0.000 below 0.05, meaning that job satisfaction acts as an intervening variable between competence and employee performance.

CONCLUSION

1. Transformational leadership has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
2. Transformational leadership has a positive and significant effect on job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
3. Competence has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
4. Competence has a positive and significant effect on job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
5. Job satisfaction has a positive and significant effect on employee performance at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.



6. Transformational leadership has a positive and significant effect on employee performance through job satisfaction at the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government.
7. Competence has a positive and significant effect on employee performance through job satisfaction at the Animal Clinic UPTD of the Plantation and Livestock Service of the North Sumatra Provincial Government.

RECOMMENDATIONS

1. Employee performance with the lowest score was "I can complete the amount of work according to the set targets." Therefore, the recommendation is that the Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government should evaluate and adjust employee work targets based on service load and competency levels, as well as strengthen leadership guidance and work facility support, so that employees can complete their work according to the set targets.
2. Job satisfaction with the lowest score was "I am satisfied with the type of work I am currently doing." The Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government is advised to increase employee job satisfaction by adjusting assignments in line with employee competencies and interests, as well as providing opportunities for self-development so that employees feel more comfortable and satisfied with the type of work they are doing.
3. Competence with the lowest score being "I have the skills necessary to complete my work effectively." The North Sumatra Provincial Government's Plantation and Livestock Service Animal Clinic UPTD is advised to improve employee competence through technical training and continuous improvement of work skills so that employees have the adequate skills to complete their work effectively.
4. Transformational leadership with the lowest score of "Leaders encourage employees to innovate and continue learning in their work." The Animal Clinic Technical Implementation Unit of the Plantation and Livestock Service of the North Sumatra Provincial Government is advised to strengthen its transformational leadership role by encouraging a culture of innovation and continuous learning through providing support, setting an example, and creating space for employees to develop ideas and improve their work capacity.

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