

Research Article

The Effect of Transformational Leadership Style and Job Satisfaction on Work Engagement, Mediated by Perceived Organizational Support at PT. Viva Vegas Ventury Denpasar

I Made Ari Anja Saputra^{1*}, Made Ika Prastyadewi², I Nyoman Resa Adhika³, I Putu Yoga Purnama Yasa⁴, Ni Putu Intan Purnamasari⁵, Ni Nyoman Cita Deviyani⁶, Ni Kadek Heni Adnyani⁷

¹⁻⁷ Faculty of Economic and Business, Mahasaraswati University Denpasar, Indonesia; e-mail: arianjasaputra@gmail.com

* Corresponding Author: I Made Ari Anja Saputra

Abstract: Employee work engagement is the extent to which employees are able and willing to commit to an organization, and the results of such commitment can be observed in their performance and tenure. This study aims to examine the effect of transformational leadership style and job satisfaction on work engagement through perceived organizational support at PT. Viva Vegas Ventury Denpasar. The study was conducted at PT. Viva Vegas Ventury Denpasar with a total sample of 45 employees. The sampling technique used was saturated sampling. Data were collected through observation, interviews, questionnaires, and documentation. The analytical method employed was a variance-based structural equation modeling, commonly known as Partial Least Squares (PLS). The results of the analysis show that transformational leadership style, job satisfaction, and perceived organizational support have a positive and significant effect on work engagement. Transformational leadership style and job satisfaction also have a positive and significant effect on perceived organizational support. Moreover, perceived organizational support mediates the influence of transformational leadership style and job satisfaction on work engagement.

Keywords: Employee Work Engagement; Job Satisfaction; Partial Least Squares; Perceived Organizational Support; Transformational Leadership

1. Introduction

The success and sustainability of an organization are strongly influenced by its workforce. Human resources play a central role in every company, as all organizational activities require labor. Companies are required not only to compete in terms of productivity to enhance work engagement, but also in their ability to produce high-quality products and services. The competitiveness of a company is largely determined by the competencies of its human re-sources (Latif, 2021). This study was conducted at PT. Viva Vegas Ventury Denpasar, which represents an innovation in the fashion industry, evolving from the traditional barbershop, commonly known as *tukang cukur*. Previously, barber services began with mobile barbers, then settled operations, from simple roadside setups to modest shops often referred to as “Madura barbers.” The barbershop business has proven to remain relevant, attracting segmented and loyal customers. Its purpose is to serve consumers who wish to appear neat and distinct in style. Given the high enthusiasm of society toward barbershop services, PT. Viva Vegas Ventury Denpasar has become a company capable of providing the best barbershop experiences at accessible locations. To remain competitive, however, PT. Viva Vegas Ventury Denpasar must have high-quality human resources capable of working optimally.

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One of the factors influencing work engagement is transformational leadership style (Kaontole & Tajib, 2023). Yayubangkai (2022) defines transformational leadership as proactive behavior that raises awareness of collective interests among followers and helps them achieve higher-level goals. Arifin (2020) emphasizes that transformational leaders inspire followers to align with organizational visions and foster work cultures that encourage high engagement. Previous studies, including Kaontole & Tajib (2023) and Yohana et al. (2024), demonstrate that transformational leadership positively and significantly affects work engagement. Similarly, Gemeda & Lee (2020) and Nuha et al. (2024) found that leadership styles have a positive and significant effect on work engagement.

In addition to work engagement, transformational leadership also influences perceived organizational support (Nasution et al., 2024). Transformational leadership is charismatic and plays a central role in leading the organization to achieve its goals. According to Danim (2019), transformational leadership is the ability of a leader to work through others to optimally support employees in achieving organizational objectives. Previous studies by Purwanto (2020) and Nasution et al. (2024) confirm that transformational leadership positively affects perceived organizational support, as also found by Wijaya et al. (2024). Another factor affecting work engagement is job satisfaction (Sahid & Abadi, 2023). Robbins and Judge (2019) define job satisfaction as a general attitude toward one's job, reflecting the difference between the rewards received and what is perceived as deserved. Prior research, such as Taneu & Sari (2023) and Rati & Zona (2024), shows that perceived organizational support positively affects work engagement. Similar findings were reported by Mufarrikhah et al. (2022) and Sari & Warsindah (2024).

The relationship between transformational leadership style and work engagement through perceived organizational support suggests that higher perceived organizational support derived from effective leadership can enhance work engagement. Previous studies by Prabowo (2020), Elfi & Rahmat (2023), and Sari (2024) found that transformational leadership influences work engagement mediated by perceived organizational support. Meanwhile, Rahmadhani (2022) and Kurniawati & Mulyanto (2024) reported that job satisfaction affects work engagement mediated by perceived organizational support. Based on previous research and observed phenomena, this study investigates "The Effect of Transformational Leadership Style and Job Satisfaction on Work Engagement Mediated by Perceived Organizational Support at PT. Viva Vegas Ventury Denpasar."

2. Literature Review

The Theory of Planned Behavior (TPB) is an extension of the Theory of Reasoned Action (TRA), which was originally introduced by Fishbein and Ajzen in 1975. Ajzen stated that TPB has been widely accepted as a tool to analyze the discrepancy between attitudes and intentions, as well as between intentions and behaviors. In this context, employing TPB as an approach to explain whistleblowing helps address several limitations of previous studies and provides a means to understand the widely observed gap between attitudes and behaviors (Park & Blenkinsopp, 2019). TPB explains that an individual's intention to behave is determined by three factors: attitude toward the behavior, subjective norms, and perceived behavioral control.

Work engagement refers to a condition or level that indicates how deeply an individual identifies with their work role. It encompasses employees' involvement, satisfaction, and enthusiasm in their work (Saks, 2019). More specifically, Schaufeli (2020) defines work engagement as a positive, fulfilling, work related state of mind characterized by vigor, dedication, and absorption. Work engagement is essentially a form of positive motivation and a state of mind linked to work.

According to Hasibuan (2019), leadership style is the specific manner, pattern, and ability a leader applies in their behavior, communication, and interaction to influence, direct, motivate, and control others or subordinates to perform tasks toward achieving goals. Each leader possesses a distinct leadership style, and no style is inherently superior or inferior to another. Khaerul (2019) defines job satisfaction as a positive attitude of employees toward their work, arising from evaluations of work situations. Such evaluations may be made regarding aspects of the job and reflect a sense of appreciation for achieving important values

at work. Employees who are satisfied tend to enjoy their work situations, while dissatisfied employees do not.

Rhoades & Eisenberger (2019) describe perceived organizational support as the extent to which employees believe that the organization values their contributions and cares about their well-being. This includes aspects such as fairness, supervisor support, and organizational rewards and job conditions. Dewi (2019) similarly defines perceived organizational support (POS) as employees' general belief about the degree to which the organization values their performance and cares about their welfare.

3. Research Method

This study was conducted at PT. Viva Vegas Ventry Denpasar, specifically across its branches in the city of Denpasar. The research objects are transformational leadership, job satisfaction, perceived organizational support, and work engagement. The sample consisted of 45 employees of PT. Viva Vegas Ventry Denpasar. Data collection methods used in this study include observation, documentation, interviews, and questionnaires. The analytical technique employed was variance-based structural equation modeling or component-based structural equation modeling, commonly referred to as Partial Least Squares (PLS), with the assistance of the SmartPLS 4.0 software.

4. Results and Discussion

Instrument Testing

The validity test results show that all questionnaire items for the variables of transformational leadership, job satisfaction, perceived organizational support, and work engagement were valid. Each item had a correlation coefficient greater than 0.30. The reliability test results indicate that the Cronbach's alpha values for transformational leadership, job satisfaction, perceived organizational support, and work engagement were 0.825, 0.857, 0.822, and 0.828, respectively. Since all values exceeded the 0.60 threshold, it can be concluded that the instruments were reliable and appropriate for use in this study.

The hypotheses tested in this study include the following: first, the effect of transformational leadership and job satisfaction on perceived organizational support; second, the effect of transformational leadership and job satisfaction on work engagement; third, the effect of perceived organizational support on work engagement; and fourth, the mediating role of perceived organizational support in the relationship between transformational leadership, job satisfaction, and work engagement.

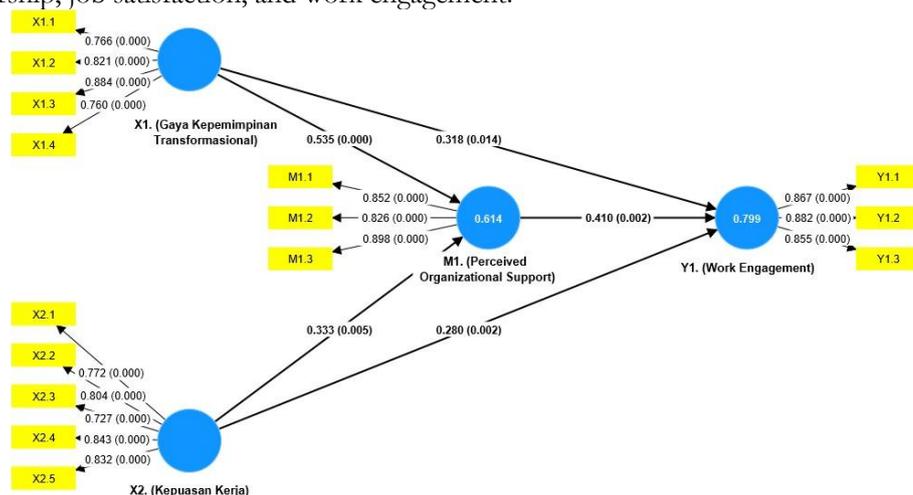


Figure 1. Path Diagram of the Relationship among Transformational Leadership, Job Satisfaction, Perceived Organizational Support, and Work Engagement
Source: Processed Data, 2024

Direct Effect Test Results

Table 2. Direct Relationships Among Variables

Relationship	Path Coefficient	T Statistics	P Values	Description
X1 (Transformational Leadership) → Y (Work Engagement)	0.318	2.471	0.014	Significant
X2 (Job Satisfaction) → Y (Work Engagement)	0.280	3.090	0.002	Significant
X1 (Transformational Leadership) → Z (Perceived Organizational Support)	0.535	4.715	0.000	Significant
X2 (Job Satisfaction) → Z (Perceived Organizational Support)	0.333	2.798	0.005	Significant
Z (Perceived Organizational Support) → Y (Work Engagement)	0.410	3.153	0.002	Significant

Source: Processed Data, 2024

The results of the study indicate that transformational leadership has a positive and significant impact on work engagement, as evidenced by the acceptance of Hypothesis 1 (H1). Similarly, job satisfaction is shown to positively and significantly influence work engagement, leading to the acceptance of Hypothesis 2 (H2). Additionally, transformational leadership is found to have a positive and significant effect on perceived organizational support, supporting the acceptance of Hypothesis 3 (H3). Job satisfaction also positively and significantly affects perceived organizational support, which results in the acceptance of Hypothesis 4 (H4). Finally, perceived organizational support is demonstrated to positively and significantly influence work engagement, confirming the acceptance of Hypothesis 5 (H5).

Table 3. Total Indirect Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 (Transformational Leadership) → Z (POS) → Y (Work Engagement)	0.220	0.217	0.089	2.490	0.013
X2 (Job Satisfaction) → Z (POS) → Y (Work Engagement)	0.137	0.141	0.073	2.878	0.006

Source: Processed Data, 2024

The findings indicate that perceived organizational support mediates the effect of transformational leadership on work engagement (H6 accepted) and the effect of job satisfaction on work engagement (H7 accepted).

The Effect of Transformational Leadership on Work Engagement

The hypothesis testing results indicate that transformational leadership has a positive and significant effect on work engagement. This means that an increase in transformational leadership leads to higher work engagement at PT. Viva Vegas Ventury Denpasar. Arifin (2020) stated that transformational leaders inspire their followers to embrace the organization’s vision and foster a work culture that enhances engagement. These findings are consistent with Kaontole & Tajib (2023), Yohana et al. (2024), Gemeda & Lee (2020), and Nuha et al. (2024), all of whom found a positive and significant relationship between transformational leadership and work engagement.

The Effect of Job Satisfaction on Work Engagement

The results confirm that job satisfaction positively and significantly influences work engagement. This means that greater job satisfaction leads to increased work engagement at PT. Viva Vegas Ventury Denpasar. Robbins & Judge (2019) define job satisfaction as a general attitude toward one’s job, which reflects the gap between actual and expected rewards. These results align with Sahid & Abadi (2023), Nugraha & Rukhviyanti (2024), Damayanti et al. (2024), and Santika & Dewi (2023).

The Effect of Transformational Leadership on Perceived Organizational Support

The findings show that transformational leadership positively and significantly affects perceived organizational support. Improved leadership thus enhances employees’ perceptions of organizational support. Danim (2019) notes that transformational leadership is the ability

of a leader to work through others to support employees optimally in achieving organizational goals. This result is consistent with Purwanto (2020), Nasution et al. (2024), and Wijaya et al. (2024).

The Effect of Job Satisfaction on Perceived Organizational Support

The results reveal that job satisfaction positively and significantly affects perceived organizational support. Increased job satisfaction enhances employees' perceptions of organizational support at PT. Viva Vegas Ventury Denpasar. Handayani (2020) defines job satisfaction as a positive attitude toward work, arising from assessments of work conditions. This finding aligns with Sulistyو & Suhartini (2019), Veronika et al. (2024), Pungkas (2022), and Panjaitan & Fazri (2023).

The Effect of Perceived Organizational Support on Work Engagement

The study found that perceived organizational support positively and significantly influences work engagement. This indicates that higher levels of organizational support improve work engagement. According to Tito (2019), perceived organizational support reflects employees' beliefs regarding the organization's readiness to appreciate and assist them in achieving effective performance. These results support the findings of Taneu & Sari (2023), Rati & Zona (2024), Mufarrikhah et al. (2022), and Sari & Warsindah (2024).

The Mediating Role of Perceived Organizational Support

The study demonstrates that perceived organizational support mediates the relationship between transformational leadership and work engagement. This means that effective leadership, which fosters support, enhances employees' engagement at PT. Viva Vegas Ventury Denpasar. This is in line with Prabowo (2020), Elfi & Rahmat (2023), and Sari (2024). Similarly, perceived organizational support was found to mediate the effect of job satisfaction on work engagement. Thus, higher satisfaction generates stronger perceptions of organizational support, which in turn increases engagement. These findings are consistent with Rahmadhani (2022) and Kurniawati & Mulyanto (2024).

6. Conclusion

Based on the analysis and discussion, the conclusions drawn from this study are as follows. Transformational leadership has a positive and significant effect on work engagement at PT. Viva Vegas Ventury Denpasar. Job satisfaction also positively and significantly affects work engagement. Additionally, transformational leadership significantly influences perceived organizational support, while job satisfaction has a positive and significant effect on perceived organizational support. Perceived organizational support, in turn, positively and significantly affects work engagement. Moreover, perceived organizational support serves as a mediator in the relationship between transformational leadership and work engagement, as well as between job satisfaction and work engagement.

Overall, this study highlights the essential roles that transformational leadership, job satisfaction, and perceived organizational support play in enhancing employee work engagement. However, this research is limited to examining perceived organizational support as a mediating variable in the relationship between transformational leadership, job satisfaction, and work engagement. Future research is recommended to explore additional factors influencing work engagement, such as work environment, compensation, and other relevant variables. Furthermore, as this study was conducted only at PT. Viva Vegas Ventury Denpasar, future studies should expand to include various organizations and industries to yield more generalizable results.

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