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**Analysis of the Influence of Transformational Leadership on
Employee Performance Through Internal Corporate Social
Responsibility (CSR) and Job Satisfaction**

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Abstract: The low level of employee productivity in West Java encourages the need for appropriate managerial strategies to improve employee performance. This study aims to analyze the effect of transformational leadership on employee performance, by examining the mediating role of Internal Corporate Social Responsibility (CSR) and job satisfaction. This study uses a quantitative approach with the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to examine the relationship between latent variables. Data were collected through a questionnaire survey of 385 respondents who are workers in West Java. The results of the outer model test indicate that all indicators in the model are valid and reliable. In the inner model test, the R-Square (R^2) value shows that Internal CSR has a value of 0.536, Job Satisfaction is 0.614, and Employee Performance is 0.675. All proposed hypotheses are proven significant. Internal CSR and job satisfaction are also proven to be strong mediators in the relationship between transformational leadership and employee performance. These findings imply that organizations need to develop an inspirational leadership style and strengthen the implementation of internal CSR programs to create superior job satisfaction and employee performance.

Keywords: Employee Performance; Internal CSR; Job Satisfaction; Transformational Leadership

A. Introduction

Employee performance is how well employees carry out their responsibilities and duties within the company. A high level of employee performance is crucial for a company because it directly impacts operational efficiency,

productivity, and business success. Employee performance evaluations are typically conducted annually, but monitoring can be conducted at any time. Observations of employee performance can be conducted in the work environment, both physically and through assessments of employee

achievements. Various factors can be measures of performance, including the quality of work produced, productivity achieved, achievement of set targets, adaptability, and level of involvement in teamwork.

With employee performance productivity becoming an important aspect because it is the benchmark used by companies in reviewing quality and quantity aspects. (Haliza & Oktiani, 2024). Employee productivity in West Java has had the lowest ratio in recent years compared to other provinces (see Table 1). This may be due to work stress resulting from the organizational environment, as well as compensation and incentives being the dominant factors influencing job satisfaction. (Dr. Atty Tri Juniarti, S.E. & Darra Gusti Putri, 2021)

Table 1 Average Productivity in Indonesia

No	Produktivitas	Rata-rata (juta/tahun)
1.	DKI Jakarta	400,7
2.	Banten	81,5
3.	Jawa Timur	81,3
4.	Jawa Barat	67,8

According to previous research, the problem of low productivity can be solved through transformational leadership. (Handayani & Saputro, 2022). Transformational leadership is a leadership approach that inspires and motivates individuals to surpass expectations by influencing their personal growth and development. It is closely connected to the emotional, ethical, and value-driven aspects of leadership, as well as the organization's standards and long-term objectives. (Sayan & Surucu, 2024). Transformational leadership is a style where leaders inspire their followers to align with the organization's vision and objectives, encouraging them to exceed standard performance levels. This leadership style is essential for driving the changes required to achieve effective organizational management.

Furthermore, it is considered powerful across conditions and applicable in different cultures, all of which are not seen in other leadership styles. (Setiadi & Lutfi, 2021). As a leadership style with charismatic characteristics, transformational leaders are engaging, inspiring, and motivating. They also possess the ability to stimulate intellectually, enhance employee understanding and personal consideration, and listen, care, pay attention, and assist their subordinates. Leadership plays a vital role in shaping employee performance and enhancing an organization's capacity to respond to changes in its environment (leadership) (Supardi & Aulia Anshari, 2022). In facing many changes, leadership is One of the key elements in reaching organizational objectives is effective leadership. Selecting an appropriate leadership style can serve as a predictor of the company's overall performance (Zalianty & Rojuaniah, 2023). Transformational leadership has the ability to inspire, foster mutual understanding, recognize necessary changes, and bring a shared vision to life, enabling collective responsibility to enhance job performance. It also motivates employees to engage in organizational citizenship behavior (OCB), especially when reinforced by corporate social responsibility (CSR) initiatives.

Besides transformational leadership, company efforts to increase productivity can be carried out through Internal Corporate Social Responsibility (CSR).(Handayani & Saputro, 2022). Internal Corporate Social Responsibility (CSR) represents a company's commitment to supporting sustainable economic growth by focusing on economic, social, and environmental dimensions.(Octaviani et al., 2022). Internal Corporate Social Responsibility (CSR) serves as a voluntary approach through which organizations incorporate environmental and social considerations into their business practices and stakeholder relations, going beyond what is legally required. In Indonesia, CSR is regulated under Law No. 40 of 2007 concerning Limited

Liability Companies (UUPT), which came into effect on August 16, 2007 (Article 74 paragraph 1a) which requires companies whose businesses are in or related to natural resources to carry out CSR. This regulation also has sanctions for companies in Indonesia, both local and public companies, that do not carry out these obligations. Through CSR, companies are ethically committed to economic development, employees, consumers, society, and the environment. In its implementation, CSR integrates forms of social concern between these elements into business activities.

Within the framework of improving employee performance, job satisfaction plays an important role as a bridge connecting the influence of leadership and CSR on performance outcomes. Job satisfaction reflects employees' positive perceptions and feelings towards their work, which can arise from an inspirational leadership style and the company's attention to employee welfare through internal CSR policies. High job satisfaction encourages loyalty, commitment, and optimal productivity, thus potentially becoming a mediating variable in the relationship between transformational leadership, internal CSR, and employee performance. Based on this urgency and the problem of low productivity in West Java, this study was conducted to analyze the effect of transformational leadership on employee performance through the mediating role of internal CSR and job satisfaction. Based on the problem of low average employee productivity in West Java which has the potential to affect the company's sustainability, the author is interested in analyzing transformational leadership on employee performance through internal corporate social responsibility (CSR) and job satisfaction.

This study aims to analyze the influence of transformational leadership on employee performance through the internal mediation role

of CSR and job satisfaction, especially on workers in West Java.

1.1 KINERJA KARYAWAN

Employee performance is one of the benchmarks for assessing an organization. Employee performance is defined as what employees do and don't do in carrying out their jobs. (Isdiyarti et al., 2022). Employee performance is measured by the results they achieve when carrying out their tasks according to established standards. (Rachman et al., 2022). Employee performance is the key to a company's success (Anggraeni & Badrianto, 2023). Employee performance is the degree to which employees achieve job requirements (Salju & Lukman, 2025). Employee performance is a concrete manifestation of responsibility for the tasks carried out (Mouliya Putri Utami & Rahmat Salam, 2024). Employee performance is the extent to which an employee's productivity meets the company's performance standards. Employee performance is a measure of employee productivity in fulfilling company duties.

There are five indicators used to measure individual employee performance, namely quality of work, quantity of work results, knowledge, cooperation and effectiveness. (Hewagama et al., 2022). The indicators selected to measure Employee performance variables in this study are work quality, quantity of work results, knowledge, cooperation, and effectiveness. Work quality in this study indicates the extent to which work results are carried out well, neatly, and according to standards. The quantity of work results in this study describes the amount of work that can be completed in a certain time. Knowledge refers to mastery and understanding of tasks and technical knowledge required in the job. Cooperation in this study is aimed at better results than the results achieved individually. Effectiveness is the ability to use time, resources, and work strategies efficiently and appropriately.

1.2 KEPEMIMPINAN TRANSFORMASIONAL

Transformational leadership is a modern leadership theory (Manggala & Nurhayati, 2022). *Transformational leadership is to encourage individual followers by changing morals, values, and motivating followers to perform better than expected* (Byantara et al., 2023). *Transformational leadership is a form of effective leadership* (Antonopoulou et al., 2021). Transformational leadership is a leadership style with a charismatic approach to enhancing the role of employees. Therefore, transformational leadership in this study is a leadership style that renovates an organization, transforming the company to follow a new, more effective vision, and leading to the evolution of organizational culture improvement. Transformational leadership is leadership that uses charisma as one of its components, making it fall into the category of directive leadership. (Sihite et al., 2020).

The indicators used to measure the Transformational leadership variable are Idealized influence, Inspirational motivation, Intellectual stimulation, Individual consideration. (Herman & Wildanah, 2025). The indicators selected to measure transformational leadership variables in this study are Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration. Idealized influence is where the leader becomes a role model, is respected and trusted by subordinates, and demonstrates high integrity. Inspirational motivation is where the leader is able to provide enthusiasm, vision, and clear goals so as to encourage subordinate performance. Intellectual stimulation is where the leader encourages creativity, critical thinking, and innovation from his subordinates. Individualized consideration is where the leader pays attention to individual needs, provides support, and develops the potential of each employee.

1.3 INTERNAL CORPORATE SOCIAL RESPONSIBILITY (CSR)

Internal corporate responsibility (CSR) is socially and environmentally responsible behavior related to workers and suppliers. (Vives, 2022). *Internal corporate responsibility(CSR)* is a company managerial activity that focuses on

internal members (Chang et al., 2021). *Internal corporate responsibility(CSR)* is a stakeholder approach in providing or satisfying the needs and interests of stakeholders who can be affected by the organization's operational activities (Adu-Gyamf et al., 2021).

As a variable, the indicators used to form the construct are *Employment stability, Working environment, Skills development, Workforce diversity, and Work-life balance* (Lee, 2022). Employment stability describes the extent to which a company provides long-term job security and a sense of security regarding employee employment status. Working environment refers to comfortable, safe, and productivity-supporting working conditions, including physical and psychological aspects. Skills development in this study is aimed at efforts to develop employee capabilities. Workforce diversity describes the company's commitment to creating an inclusive work environment without discrimination based on gender, age, ethnicity, or other backgrounds. Work-life balance refers to policies and practices that help employees balance the demands of work and personal life.

1.4 JOB SATISFACTION

Job satisfaction is a positive feeling that an employee experiences towards his/her job. (Malonda et al., 2025). states that job satisfaction is a person's feelings and assessment of his work, especially regarding his working conditions, in relation to how much his work is able to fulfill his expectations, needs and desires. (Uma & Swasti, 2024). Job satisfaction is defined as a person's attitude towards his work, where many things are determined by the number of things a person does. (Astutik, 2025).

Other researchers measured jobs, salaries, promotions, coworkers, supervision (Nofiantari et al., 2023). Jobs in this study refer to the work itself, which includes responsibility, interest, and growth. Salary, in this study, refers to payment in the form of adequate pay and a sense of fairness toward others. Promotion, in this study, refers to promotion opportunities, including

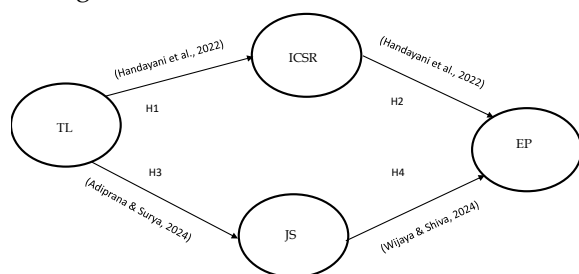
opportunities for further advancement. Coworkers, refer to relationships with coworkers, which include social harmony and respect. Supervision, in this study, refers to the quality of supervision, which includes technical assistance and social support.

B. Materials and Methods

This study applies a quantitative approach with the aim of determining how transformational leadership is influenced by employee performance through internal CSR and employee job satisfaction in West Java. The data is presented in the form of numerical data and analyzed statistically with a research design using non-experimental/survey and correlational research types (Sekaran & Bougie, 2016). By distributing the questionnaire online, the measurement in this study used a 5-point Likert scale.

The population in this study was employees in West Java. Sampling in this study used the Lameshow technique with a 95% confidence level, as the exact number of employees in West Java was unknown. The sample consisted of 385 respondents..

This study used Structural Equation Model (SEM) Partial Least Squares (PLS) analysis. This analysis began with testing the outer model and testing the inner model.



Hipotesis :

- H1: Transformational leadership influences internal corporate social responsibility (CSR).
- H2: Internal corporate social responsibility (CSR) influences employee performance.
- H3: Transformational leadership influences job satisfaction.

H4: Job satisfaction influences employee performance.

H5: Transformational leadership influences employee performance through internal corporate social responsibility (CSR).

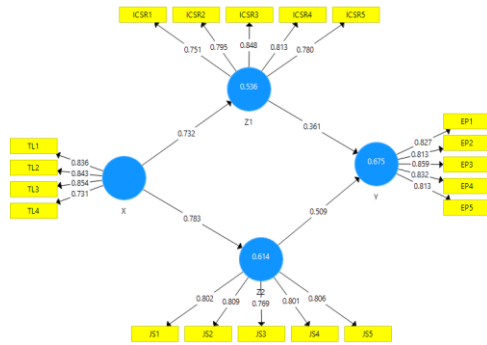
H6: Transformational leadership influences employee performance through job satisfaction.

C. Result and Discussion

Respondent characteristics analysis was used to classify the respondents studied. The sample was drawn from the available population, consisting of employees in West Java. The sample size for this study was 384 respondents.

Outer Model Testing

Formulating or stating a hypothesis derived from the structure of construct relationships or latent variables can be done by ensuring that the dimensions or indicators of each construct variable are complete. Variations in data values in dimensions or indicators will describe variations in the construct variable. The strength or weakness of the relationship between various indicators with the construct variable is indicated by the magnitude of the loading factor value owned by each dimension or indicator of a construct variable. Based on the output of the Smart PLS program, the parameter estimate λ is the same as the estimated value of the standardized regression parameter or called the path coefficient. By finding the magnitude of the path coefficient value, the calculation of the direct structural influence value, or the total influence of the predictor variable on the predictor, can be known and determined. The magnitude of the coefficient value resulting from the parameter estimate to describe X and λ to describe Y in outer loadings.



Outer model testing aims to assess the validity and reliability of indicators in forming latent constructs. This testing includes convergent validity, discriminant validity, and construct reliability. Convergent validity can be determined from the outer loading value of each indicator. The recommended loading value is above 0.70, indicating that the indicator significantly represents its construct.

Table 1. Validity Result

Variable	Indicator	Outer Loading	Keterangan
Transformational Leadership	TL1	0,836	Valid
	TL2	0,843	Valid
	TL3	0,854	Valid
	TL4	0,731	Valid
Employee Performance	EP1	0,827	Valid
	EP2	0,813	Valid
	EP3	0,859	Valid
	EP4	0,832	Valid
	EP5	0,813	Valid
Internal CSR	ICSR1	0,751	Valid
	ICSR2	0,795	Valid
	ICSR3	0,848	Valid
	ICSR4	0,813	Valid
	ICSR5	0,780	Valid
Job Satisfaction	JS1	0,802	Valid
	JS2	0,809	Valid
	JS3	0,769	Valid
	JS4	0,801	Valid
	JS5	0,806	Valid

The results of the outer model testing in this study indicate that all indicators are able to form a valid and reliable latent variable construct. Indicators TL1 to TL4 are proven to be able to

form the Transformational Leadership construct with a loading value above 0.80, which indicates that these indicators significantly represent the concept of transformational leadership. Furthermore, indicators EP1 to EP5 are able to form the Employee Performance construct, with a high loading value, indicating that these indicators consistently reflect the level of employee performance. The Internal Corporate Social Responsibility (CSR) variable is developed through five indicators, namely ICSR1 to ICSR5, all of which show a loading value greater than 0.80, indicating a significant contribution in forming the internal CSR construct. Meanwhile, the Job Satisfaction construct is formed by five indicators (JS1-JS5) which also have a loading value of more than 0.80 and are significant at the significance level of $\alpha = 0.05$.

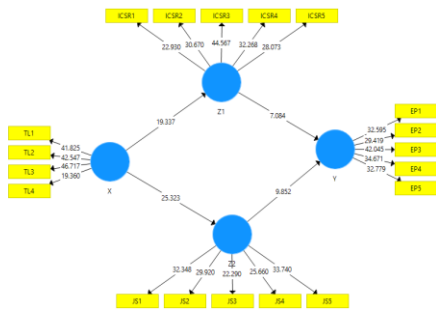
Thus, it can be concluded that all indicators in this study have estimated parameter values λ (lambda) exceeding 0.70 and are statistically significant. This indicates that each indicator is a valid and reliable factor in the latent construct it represents. Therefore, the measurement model (outer model) in this study has met the requirements for convergent validity and can proceed to the structural model testing stage (inner model).

Inner Model Testing

Thus, it can be concluded that all indicators in this study have estimated parameter values λ (lambda) exceeding 0.70 and are statistically significant. This indicates that each indicator is a valid and reliable factor in the latent construct it represents. Therefore, the measurement model (outer model) in this study has met the requirements for convergent validity and can proceed to the structural model testing stage

(inner

model).



To assess the discriminant validity of each construct in the research model, the square root of the Average Variance Extracted (AVE) will be utilized. All AVE values are found to be greater than 0.6, indicating acceptable levels of convergent validity. Cronbach Alpha > 0.7, meaning the measurement model is consistent and accurate in conducting constructive measurements and testing.

Table 2. Structural Model Testing

Latent Variables	AVE	Cronbach Alpha	Rho	R-square
Transformational Leadership	0,668	0,833	0,889	
Employee Performance	0,688	0,886	0,917	0,675
Internal CSR	0,637	0,857	0,897	0,536
Job Satisfaction	0,636	0,857	0,897	0,614

Based on the construct validity and reliability test results in the table above, all variables in the research model have met the requirements for convergent validity, as the Average Variance Extracted (AVE) value for each variable is greater than 0.50. The test results indicate that Internal Corporate Social Responsibility (CSR) and Job Satisfaction occupy a mediating position in the structural model, positioned between the exogenous Transformational Leadership variable and the endogenous Employee Performance variable. The R-Square (R²) value for Internal CSR is 0.536, Employee Performance is 0.675, and Job Satisfaction is 0.614. This indicates that 53.6% of the variation in Internal CSR can be explained by

Transformational Leadership, and 67.5% of the variation in Employee Performance can be explained by the combination of Internal CSR and Job Satisfaction. Meanwhile, 61.4% of the variation in Job Satisfaction can be explained by the combination of Internal CSR and Employee Performance. The AVE (Average Variance Extracted) values for all constructs are above 0.70, and the Cronbach Alpha and rho_A values are all above 0.90, indicating that this model has very good construct validity and reliability.

Hypothesis Testing

Hypothesis testing in this study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis was conducted to determine whether the relationship between the variables in the research model was statistically significant. Decision making was based on the t-statistic and p-value, with the provision that the relationship is considered significant if the t-statistic value is greater than 1.96 and the p-value is less than 0.05. The test results showed that some hypotheses in this model were accepted because they met the significance criteria, while others were rejected because they did not show a statistically significant relationship. This finding indicates that not all constructs in the model have a strong direct influence on other variables, so further study is needed to determine the direction of the relationship and the possibility of a mediating role or other variables not yet included in the model. The following is the calculation of the hypothesis test.

Table 3. Path Coefficient (Direct Effect)

	Original Sample	T-Stats	P-Values	Information
X-> Z1	0,732	19,337	0,000	Significant
X-> Z2	0,783	25,323	0,000	Significant
Z1-> Y	0,361	7,084	0,000	Significant
Z2-> Y	0.509	9,852	0,000	Significant

Hypothesis testing in this study was conducted based on the original sample value, t-statistic, and p-value generated from Partial Least Squares (PLS) analysis. A relationship is considered significant if the p-value is less than 0.05 and the t-statistic is greater than 1.96.

Based on the results in Table 4, the first hypothesis (H1) which states that Transformational Leadership has an effect on Internal CSR is stated to be significant, with a t-statistic value of 19.337 and a p-value of 0.000. This indicates that a transformational leadership style is positively able to improve the company's internal social responsibility practices. The second hypothesis (H2) which states that Internal CSR has an effect on Employee Performance is also proven to be significant, with a t-statistic of 25.323 and a p-value of 0.000, which means that internal CSR plays an important role in improving employee performance.

However, the first hypothesis (H3) which states that Transformational Leadership has an effect on Job Satisfaction is declared significant, with a t-statistic value of 7.084 and a p-value of 0.000. This indicates that transformational leadership style is positively able to increase job satisfaction practices. H4 which tests the effect of Job Satisfaction on Employee Performance has a p-value of 9.852 and a p-value of 0.000, which means that employee performance plays an important role in improving employee job satisfaction.

Tabel 4. Specific Indirect Effect

	Original Sample	T-Statistic	P-Values	Information
X>Z1 -> Y	0,264	6,098	0,000	Significant
X->Z2-> Y	0,399	8,399	0,000	Significant

Meanwhile, the results of the mediation effect test in Table 5 show that the fifth hypothesis (H5), namely Transformational Leadership's influence on Employee Performance through Internal CSR, is proven significant, with a t-statistic value of 6.098 and a p-value of 0.000. This indicates that Internal CSR is an effective mediation pathway in improving employee performance through the role of transformational leadership. In contrast, the sixth hypothesis (H6), which tests the mediation effect of Job Satisfaction, is not significant with a p-value of 8.399 and a p-value of 0.000. This strengthens the finding that job satisfaction in this model mediates the relationship between transformational leadership and employee performance.

Overall, of the six hypotheses proposed, all hypotheses proved significant. These results indicate that Internal CSR has a stronger mediating role than Job Satisfaction in explaining the influence of transformational leadership on employee performance.

D. Conclusion

Based on the analysis and discussion, it can be concluded that all hypotheses in this study are accepted. Transformational leadership has been shown to have a significant influence on Internal Corporate Social Responsibility (CSR), job satisfaction, and employee performance, both directly and through mediation. The test results also indicate that Internal CSR and job satisfaction significantly mediate the relationship between transformational leadership and employee performance.

The tested structural model demonstrated fairly strong explanatory power, with an R-Square (R^2) value of 0.536 for the Internal CSR variable, meaning that 53.6% of the variability in Internal CSR is explained by transformational leadership. An R^2 value of 0.675 for the Employee Performance variable indicates that 67.5% of the variability in employee performance is explained by Internal CSR and job satisfaction. Meanwhile, the Job Satisfaction variable has an R^2 of 0.614, indicating that 61.4% of the variation is explained by the influence of Internal CSR and Employee Performance.

These findings emphasize the important role of inspirational leadership and internal CSR implementation in improving employee job satisfaction and performance. Therefore, organizations are advised to continue strengthening internal CSR practices and developing a transformational leadership style to create a productive and sustainable work environment.

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