The Influence of Transactional Leadership and Intellectual Intelligence on Employee Performance through Job Satisfaction as an Intervening Variable at BAWASLU NTB Province

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ABSTRACT: This research aims to analyze the effect of transactional leadership and intellectual intelligence on employee performance with job satisfaction as an intervening variable at BAWASLU NTB Province. The research method used is quantitative with an associative approach. Data were collected through a survey of 50 BAWASLU NTB employees. Data analysis techniques used Partial Least Square (PLS 4.0). The results show that transactional leadership and intellectual intelligence have a positive effect on job satisfaction and employee performance. Job satisfaction is also proven to be an intervening variable that strengthens the relationship between transactional leadership and intellectual intelligence on employee performance.

KEYWORDS: Transactional Leadership, Intellectual intelligence, Job Satisfaction, Employee Performance

I. INTRODUCTION

Employee performance is one of the key elements in achieving organizational goals, including in government institutions such as the Election Supervisory Agency (BAWASLU). The term "performance" originates from the words "job performance" or "actual performance," referring to the work achievements or real results attained by an individual (Mangkunegara, 2017). Performance is a visible outcome, where individuals demonstrate their relevance and contribution to organizational objectives (Noor, 2013).

One approach often used to assess employee performance is leadership theory. Transactional leadership is a leadership style that emphasizes supervision, organization, and group performance through the use of rewards and punishments to motivate employees to work according to established standards (Northouse, 2018). Transactional leadership involves leaders who focus on interpersonal transactions between themselves and employees, based on mutual agreements related to targets, work standards, and rewards.

Several previous studies have indicated that the transactional leadership style can positively influence employee performance, particularly in organizations that prioritize results (Odumeru & Ifeanyi, 2013). The implementation of transactional leadership can enhance employee discipline and responsibility, contributing to improved performance (Siahaan, 2015). However, leadership is not the sole factor in improving employee performance; intellectual intelligence also plays a significant role.

Intellectual intelligence encompasses an individual's ability to reason, plan, solve problems, think abstractly, understand ideas, use language, process information, and learn (Purnomo, 2021). It is the cognitive ability that enables individuals to address problems through structured actions and meaningful thinking (Wiramihardja in Yasir, 2021). Employees with high intellectual intelligence can adapt more easily to changes and analyze complex situations more effectively (Suyanto, 2017).

In addition to leadership and intellectual intelligence, job satisfaction also plays a crucial role in influencing employee performance. Job satisfaction is an emotional response to various aspects of work, arising from an individual's perception of how well their job meets their needs or expectations (Luthans, 2011). It represents a positive emotion stemming from the belief that one's work reflects significant ideals (Thanan et al., 2021). Job satisfaction also refers to the extent to which an employee feels comfortable and fulfilled in their job, encompassing factors such as the work environment, relationships with colleagues and superiors, and the rewards received (Robbins & Judge, 2015).

Based on these theories, previous research, and the identified phenomena, this study aims to conduct an in-depth analysis of "The Influence of Transactional Leadership and Intellectual Intelligence on Employee Performance Through Job Satisfaction as an Intervening Variable at the Election Supervisory Agency (BAWASLU) of NTB Province".

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II. LITERATURE REVIEW

The Effect of Transactional Leadership on Employee Performance

Transactional leadership can be described as a leadership style that involves an exchange process, where leaders provide rewards to subordinates and help them identify tasks that need to be completed to achieve expected results (Hakim, 2017). Transactional leadership is formed by factors such as contingent rewards, active management by exception, and passive management by exception (Bass, 2006). Transactional leadership affects employee performance by focusing on rewarding target achievements and correcting mistakes. This leadership style enhances employee compliance and efficiency in task execution (Bass, 2000). This relationship is often found to be significant in organizations with well-defined work regulations.

The Effect of Intellectual Intelligence on Employee Performance

Intellectual Intelligence (IQ) can also be defined as an individual's ability related to intelligence in solving problems mathematically and rationally, or as a cognitive ability that enables effective adaptation (Adam, Wispandono, & Helmi, 2019). Intellectual intelligence facilitates faster and more accurate decision-making, enhancing individual performance in organizations that require quick and precise problem-solving. Intellectual intelligence influences employee performance by improving their problem-solving skills, decision-making abilities, and adaptability to new situations (Jiang & Chen, 2022). Several factors affect an individual's intellectual intelligence, including environment, education, social interactions, mental state, and motivation. Intellectual intelligence plays a crucial role in employee performance by strengthening their ability to solve problems, make decisions, and adapt to new circumstances (Soeparwoto, 2017:17). Studies have shown that high intellectual intelligence leads to efficient productivity and contributes to success in complex tasks (Suhariadi, 2002).

The Effect of Transactional Leadership on Job Satisfaction

Job satisfaction is a favorable behavior exhibited by employees toward their work, resulting from an evaluation of their work environment (Tanjung et al., 2022). Transactional leadership, by emphasizing an objective and achievement-based reward system, fosters a sense of fairness that enhances employee job satisfaction. Employees feel satisfied when they receive rewards that align with their efforts (Khusuma, 2022). Transactional leadership can influence job satisfaction by providing clear direction, recognizing hard work, and offering constructive corrections. However, if control is too rigid, this relationship can turn negative (Robbins, 2013).

The Effect of Intellectual Intelligence on Job Satisfaction

Intellectual intelligence is the ability that encompasses reasoning, planning, problem-solving, abstract thinking, understanding ideas, using language, processing information, and learning (Purnomo, 2021). Intellectual intelligence plays a crucial role in effective and efficient decision-making, which enhances job satisfaction. Employees who can think critically and solve problems more effectively tend to feel more valued and motivated in the workplace, thereby increasing their level of job satisfaction (Liu, 2020). Employees with high intellectual intelligence are generally better at completing tasks and managing stress, contributing to improved job satisfaction (Oswald et al., 2015). They are also more capable of understanding and responding productively to workplace challenges.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction is crucial for improving workplace performance. Research highlights that when employees are satisfied with their work environment—including salary, recognition, and support—they are more likely to perform well and achieve organizational goals (Wahyuni et al., 2023). Job satisfaction has a significant positive correlation with employee performance. Satisfied employees tend to be more productive, innovative, and motivated to achieve organizational objectives (Wirama et al., 2016).

The Effect of Transactional Leadership on Employee Performance Through Job Satisfaction

Transactional leadership can indirectly influence employee performance through job satisfaction. A study conducted by Zainul Qoim, Eka Askafi, and Abu Talkah, which aimed to determine whether job satisfaction mediates the relationship between transactional leadership and employee performance among employees at IAIN Kediri, used a quantitative research approach. The study found that job satisfaction significantly mediates the relationship between transactional leadership and employee performance (Zainul Qoim).

The Effect of Intellectual Intelligence on Employee Performance Through Job Satisfaction

Intellectual intelligence can indirectly influence employee performance through job satisfaction. Individuals with high intellectual intelligence tend to feel more confident in completing tasks and more satisfied with their jobs. A study by Miduk

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Manalu analyzed the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of employees at the Main Harbormaster's Office in Belawan. Using a quantitative research approach, the study found that job satisfaction mediates the effect of intellectual intelligence on performance (Miduk Manalu).

III. RESEARCH METHODOLOGY

This research is an associative study. An associative study aims to determine the relationship between two or more variables. Through this research, a theory can be developed that serves to explain, predict, and control a phenomenon (Sujarweni, 2019). In this study, the associative research method is used to examine the influence of transactional leadership and intellectual intelligence on performance through job satisfaction as an intervening variable at the Election Supervisory Agency (BAWASLU) of NTB. All paragraphs must be indented. All paragraphs must be justified.

Respondent

Table 1. Respondent of BAWASLU NTB

No	Division	Total (person)
1	Administration	25
2	Election Supervision and Public Relations	15
3	Violation Handling, Election Dispute Resolution, and Law	10
	Total	50

Source: primary data processed 2024

The respondents involved in this study were all employees working at the Election Supervisory Agency of West Nusa Tenggara Province, total 50 people, with three department heads serving as employee performance evaluators.

Measurement Scale

This study measures four variables: (X1) Transactional Leadership, (X2) Intellectual Intelligence, (Y) Employee Performance, and (Z) Job Satisfaction using a 5-point Likert scale. the Likert scale is used to measure attitudes, opinions, and perceptions regarding social phenomena defined by the researcher as study variables. Respondents express their level of agreement or disagreement with statements related to behavior, attitudes, individuals, or events (Sugiyono, 2017). The scoring system is as follows:

1. Strongly Agree (SS) = 5
2. Agree (S) = 4
3. Neutral (KS) = 3
4. Disagree (TS) = 2
5. Strongly Disagree (STS) = 1

Interval Calculation

Using the interval formula:

$$\text{Interval} = \frac{Higheest\ Score - Lowest\ Score}{Number\ of\ Classes} = \frac{5-1}{5} = 0.8$$

This results in classification cateSories:

1. 4.21 – 5.00: Very Effective / Very Intelligent / Very High / Very Satisfied
2. 3.41 – 4.20: Effective / Intelligent / High / Satisfied
3. 2.61 – 3.40: Moderately Effective / Moderately Intelligent / Moderately High / Moderately Satisfied
4. 1.81 – 2.60: Ineffective / Unintelligent / Low / Dissatisfied
5. ≤ 1.80: Very Ineffective / Very Unintelligent / Very Low / Very Dissatisfied

Data Analysis

Data analysis is crucial in research as it helps in problem-solving. Singarimbun & Effendi (2006:263) state that data analysis simplifies information into an interpretable format.

Partial Least Square

The Partial Least Square (PLS) approach in this study is used as a Structural Equation Modelling (SEM) technique to analyze latent variables, indicators, and measurement errors directly. According to Wiyono (2011:395), PLS is a robust method as it can be applied

to all data scales, requires few assumptions, and does not need a large sample size. PLS aims to predict the influence of variable X on Y and explain the theoretical relationship between them. This method is used to identify factors from a combination of X as the explanatory variable and Y as the response variable.

Compared to other SEM methods, PLS is chosen to avoid two major issues in research:

1. Inadmissible Solution

PLS does not encounter matrix singularity problems and operates on a recursive structural model, preventing issues such as unidentified, under-identified, or over-identified models.

2. Factor Indeterminacy

PLS allows for composite latent variables from formative indicators without requiring a common factor. These latent variables are a linear combination of their indicators.

Outer Model

This study examines four latent variables: (X1) Transactional Leadership, (X2) Intellectual Intelligence, (Y) Employee Performance, and (Z) Job Satisfaction, using convergent validity, discriminant validity, and composite reliability tests.

1. Convergent Validity, Convergent validity tests the validity of indicators as construct measures. In PLS, this is assessed based on loading factor values. An indicator is considered valid if its outer loading > 0.5. A higher loading factor indicates a stronger influence of the indicator on the variable.
2. Discriminant Validity, This test uses cross-loading values, where an indicator is valid if its cross-loading value is higher for its own variable than for other latent variables (> 0.5). Another method is by comparing the square root of AVE with other constructs; if AVE > 0.5, the construct has good discriminant validity.
3. Composite Reliability, A construct is considered highly reliable if its composite reliability > 0.7.
4. Cronbach's Alpha, Reliability is further confirmed using Cronbach's Alpha, where a value > 0.7 indicates strong reliability for all constructs.

IV. RESULTS AND DISCUSSION RESULTS

Structural Equation Modelling (SEM) Analysis with Partial Least Square (PLS)

The PLS-SEM model testing aims to predict and develop theories. Additionally, PLS is used to confirm theories regarding the relationships between variables that already have a strong theoretical foundation (theoretical testing).
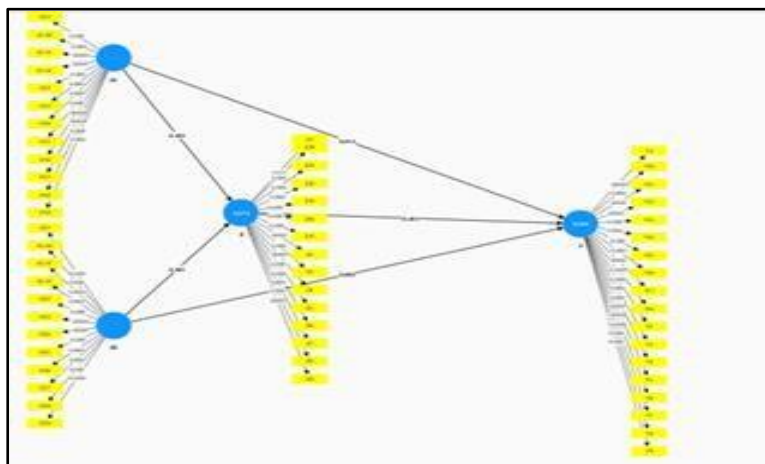

Figure 1. Result of SEM-PLS

Data analysis using the PLS-based SEM method involves two stages in assessing the model fit of a research model: outer model and inner model.

1. The outer model (measurement model) in this study is reflective, meaning each variable must explain its respective indicators.
2. The inner model (structural model) represents the relationships between latent variables.

Convergent Validity Test

In Partial Least Squares (PLS), convergent validity for reflective indicators is assessed based on the loading factor (the correlation between item/component scores and construct scores) of the indicators measuring the construct. The loading factor

represents the correlation between the score of a question item and the indicator score of the construct being measured. Convergent validity is considered valid if the outer loading value exceeds 0.70 (Wiyono, 2011). If an indicator has an outer loading value below 0.70, modifications should be made (Ghozali, 2011).

Discriminant Validity

Discriminant validity is assessed by examining the cross-loading values in the construct measurement. The cross-loading values indicate the degree of correlation between each construct and its indicators, as well as with indicators from other construct blocks. A measurement model is considered to have good discriminant validity if the correlation between a construct and its indicators is higher than the correlation with indicators from other construct blocks.

Composite Reliability

Reliability testing can be assessed using Composite Reliability and Cronbach's Alpha values. A construct is considered reliable if its Cronbach's Alpha value is greater than 0.6 and its Composite Reliability value exceeds 0.7. Below are the test results for Composite Reliability and Cronbach's Alpha.

Table 2. Composite Realibility Value

Construct	Croanbach Alpha	Composite Reliability	Value
Transactional Leadership	0.973	0.975	Reliable
Intellectual Intelligence	0.952	0.959	Reliable
Employee Performance	0.981	0.982	Reliable
Job Satisfaction	0.964	0.966	Reliable

Source: primary data processed 2024

Based on the table, it can be observed that the Composite Reliability values for all constructs are greater than 0.7, and the Cronbach's Alpha values for all constructs exceed 0.6. Therefore, it can be concluded that the constructs in this study have good reliability.

R-Square Test
Table 3. R-Square Value

Construct	R-Square
Employee Performance	0.494
Job Satisfaction	0.319

Source: primary data processed 2024

Based on the table, the R-square value for employee performance is 0.494, which can be interpreted as indicating that 49.4% of employee performance is explained by the constructs of transactional leadership, intellectual intelligence, and job satisfaction, while the remaining 50.6% is explained by other variables not included in this study.

Meanwhile, the R-square value for job satisfaction is 0.319, meaning that 31.9% of job satisfaction is explained by transactional leadership and intellectual intelligence, while the remaining 68.1% is influenced by other variables not examined in this study.

Hypothesis Testing

In testing the hypothesis, this study uses several criteria that must be met, namely original sample, t-statistics, and p-values. The original sample value is used to determine the direction of the hypothesis test—if the original sample shows a positive value, the direction is positive, and if it is negative, the direction is negative.

Meanwhile, t-statistics are used to indicate significance. To test using t-statistics, it must first be determined whether the hypothesis has a specific direction or not. In this study, the p-value threshold for a hypothesis to be accepted is less than 5% (or < 0.05). For a hypothesis to be considered accepted, all three criteria must be met. If one or more of these criteria are not fulfilled, the alternative hypothesis (Ha) is rejected.

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Table 4. Direct Effect

	Sample(O)	T table	T Statistic (O/STDEV)	P-Values	H	Val
Transactional Leadership(X1) ⮕ Job Satisfaction (Z)	0.359	1.64	2.760	0.003	1	Accepted
Kecerdasan Intelektual (X2) ⮕ Job Satisfaction (Z)	0.396	1.64	3.127	0.001	2	Accepted
Transactional Leadership(X1) ⮕ Employee Performance(Y)	0.256	1.64	2.213	0.013	3	Accepted
Kecerdasan Intelektual (X2) ⮕ Employee Performance(Y)	0.379	1.64	2.774	0.003	4	Accepted
Job Satisfaction (Z) ⮕ Employee Performance (Y)	0.308	1.64	2.169	0.015	5	Accepted

Source: primary data processed 2024

1. Based on the table above, the original sample value is positive at 0.359, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 2.760, which is greater than 1.64, and the p-value is 0.005, which is less than 0.05. Since all three criteria are met, it can be concluded that H1 is accepted.
2. Based on the table above, the original sample value is positive at 0.396, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 3.127, which is greater than 1.64, and the p-value is 0.001, which is less than 0.05. Since all three criteria are met, it can be concluded that H2 is accepted.
3. Based on the table above, the original sample value is positive at 0.256, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 2.213, which is greater than 1.64, and the p-value is 0.013, which is less than 0.05. Since all three criteria are met, it can be concluded that H3 is accepted.
4. Based on the table above, the original sample value is positive at 0.379, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 2.774, which is greater than 1.64, and the p-value is 0.003, which is less than 0.05. Since all three criteria are met, it can be concluded that H4 is accepted.
5. Based on the table above, the original sample value is positive at 0.308, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 2.169, which is greater than 1.64, and the p-value is 0.015, which is less than 0.05. Since all three criteria are met, it can be concluded that H5 is accepted.

Table 5. Indirect Effect

	Sample	T tabel	T Statistik (O/STDEV)	P-Values	H	val
Transactional Leadership (X1) ⮕ Job Satisfaction (Z) ⮕ Employee Performance (Y)	0.110	1.64	1.659	0.049	5	Accepted
Kecerdasan Intelektual (X2) ⮕ Job Satisfaction (Z) ⮕ Employee Performance (Y)	0.122	1.64	1.647	0.050	6	Accepted

Source: primary data processed 2024

1. Based on the table above, the original sample value is positive at 0.110, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 1.659, which is greater than 1.64, and the p-value is 0.049, which is less than 0.05. Since all three criteria are met, it can be concluded that H6 is accepted.

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2. Based on the table above, the original sample value is negative at 0.122, meaning that the direction of this test aligns with the proposed hypothesis. The t-statistics value is 1.647, which is greater than 1.64, and the p-value is 0.050, which is equal to 0.05. Since all three criteria are met, it can be concluded that H7 is accepted.

DISCUSSION

Thus, Job Satisfaction serves as an intervening variable that strengthens the influence of both independent variables on Employee Performance.

The Influence of Transactional Leadership on Job Satisfaction at BAWASLU NTB Province

This research proves that transactional leadership has a positive and significant impact on job satisfaction among employees at BAWASLU NTB Province. A clear reward system and supervision enhance motivation and productivity but require balance to prevent excessive work pressure. Factors such as compensation, promotion, supervision, and work relationships also influence employee satisfaction. These findings align with previous studies, confirming that transactional leadership is effective when applied fairly and flexibly to support employee well-being and performance.

The Influence of Intellectual Intelligence on Job Satisfaction at BAWASLU NTB Province

This study proves that intellectual intelligence has a positive and significant impact on job satisfaction among employees at BAWASLU NTB Province. The higher an employee's intellectual intelligence, the greater their job satisfaction, as they are better able to solve problems, adapt, and work efficiently. The key factors influencing job satisfaction include compensation, job characteristics, promotion opportunities, supervision, and relationships with colleagues. Employees with high intellectual intelligence tend to be more confident, productive, and adaptable, creating a more harmonious work environment that supports professional growth. These findings align with previous studies (Rahmawati, 2022; Dewi et al., 2021; Murtini, 2021), confirming that intellectual intelligence significantly influences job satisfaction and plays a crucial role in fostering a productive and conducive work environment at BAWASLU NTB Province.

The Influence of Transactional Leadership on Employee Performance at BAWASLU NTB Province

This study proves that transactional leadership has a positive and significant impact on employee performance at BAWASLU NTB Province. The more effectively it is implemented, the higher employee performance becomes, supported by a clear system of rewards and punishments. Employee performance is measured through six key indicators: work quantity, work quality, time efficiency, work initiative, communication and collaboration, and compliance with regulations. Effective transactional leadership enhances employee motivation by providing clear guidance, recognizing achievements, and enforcing work discipline. These findings align with Bass's (1985) leadership theory and are supported by previous studies (Tariq & Yousaf, 2022; Ahmed & Khan, 2020; Nguyen & Wang, 2021), which demonstrate that transactional leadership contributes to improving motivation, productivity, and job satisfaction, particularly in organizations with a well-structured work environment. Therefore, a fair and flexible application of transactional leadership is recommended to enhance employee performance at BAWASLU NTB.

The Influence of Intellectual Intelligence on Employee Performance at BAWASLU NTB Province

This study proves that intellectual intelligence has a positive and significant impact on employee performance at BAWASLU NTB Province. The higher the employees' intellectual intelligence, the better they perform in completing tasks, solving problems, and adapting to the work environment. Based on Sternberg's Triarchic Intelligence Theory (1985), intellectual intelligence includes analytical, creative, and practical abilities, which contribute to better task comprehension, improved decision-making, and more effective work coordination. Factors influencing intellectual intelligence include environment, education, social interaction, and mental motivation, all of which directly enhance employee productivity. These findings are supported by previous studies (Feniawati & Yunaningsih, 2021; Widyawati & Karwini, 2021; Ariani & Purnama, 2021), which show that intellectual intelligence contributes to improving employee performance across various sectors. Thus, intellectual intelligence is a key factor in developing more competent and productive employees at BAWASLU NTB.

The Influence of Job Satisfaction on Employee Performance at BAWASLU NTB Province

This study proves that job satisfaction has a positive and significant impact on employee performance at BAWASLU NTB Province. Employees who are satisfied with their jobs tend to be more motivated, committed, and efficient, leading to improved performance. Based on Herzberg's Two-Factor Theory (1959) and Vroom's Expectancy Theory (1964), high job satisfaction—driven by compensation, job characteristics, promotion opportunities, supervision, and work relationships—enhances employee motivation and productivity. These factors contribute to creating a positive work environment that supports performance improvement at BAWASLU NTB. These findings align with previous studies (Dewi, 2023; Fitria, 2022; Sari, 2021), which show that

job satisfaction directly contributes to increased employee productivity and work quality. Thus, the higher the level of job satisfaction, the more optimal the performance achieved.

The Influence of Transactional Leadership on Employee Performance Through Job Satisfaction at BAWASLU NTB Province

This study proves that transactional leadership can mediate the positive and significant influence between job satisfaction and employee performance at BAWASLU NTB Province. Effective transactional leadership, with a reward and punishment system, clarifies expectations, increases motivation, and strengthens the relationship between job satisfaction and employee performance. According to the theories of Bass (1985) and Northouse (2021), transactional leadership plays a role in enhancing productivity and goal achievement, especially when job satisfaction is high. Factors such as work environment, recognition of achievements, and opportunities for professional development contribute to creating an optimal leadership system. These findings align with previous studies (Irfansyah et al., 2025; Karsim et al., 2023; Suprihatin & Sunarsi, 2021), which demonstrate that transactional leadership can strengthen the relationship between job satisfaction and employee performance. Therefore, a balanced leadership approach focused on both achievement and employee well-being is recommended to improve employee performance at BAWASLU NTB.

The Influence of Intellectual Intelligence on Employee Performance Through Job Satisfaction at BAWASLU NTB Province

Intellectual Intelligence also indirectly affects Employee Performance through Job Satisfaction. Employees with high Intellectual Intelligence adapt more easily to tasks and the work environment, leading to greater job satisfaction. This satisfaction then drives them to increase productivity and improve work quality. This study proves that intellectual intelligence can mediate the positive and significant influence between job satisfaction and employee performance at BAWASLU NTB Province. The higher the employees' intellectual intelligence, the greater their job satisfaction, which ultimately enhances their performance. Employees with high intellectual intelligence are more effective in completing tasks, adapting to changes, and collaborating productively. According to Goleman (1995), intellectual intelligence influences employees' ability to solve problems, adapt, and communicate, which improves job satisfaction and positively impacts performance. BAWASLU NTB recognizes the importance of developing intellectual intelligence to create a more efficient and productive work environment.

CONCLUSIONS AND SUGGESTION

This study proves that Transactional Leadership and Intellectual Intelligence have a positive influence on Job Satisfaction and Employee Performance at BAWASLU NTB Province. Effective Transactional Leadership and high Intellectual Intelligence enhance Job Satisfaction, which in turn leads to an increase in Employee Performance.

Furthermore, Job Satisfaction is proven to be an intervening variable that strengthens the relationship between Transactional Leadership and Intellectual Intelligence in influencing Employee Performance. Thus, organizations can enhance leadership effectiveness and employee competency development to achieve optimal work outcomes.

To enhance employee performance and satisfaction, BAWASLU NTB Province should combine transactional and transformational leadership, strengthen intellectual intelligence development programs, and improve job satisfaction factors through fair compensation and a supportive work environment. Additionally, a more varied reward system and open communication can boost motivation, innovation, and foster a more collaborative and productive work culture.

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