



UNDERSTANDING THE INFLUENCE OF LEADERSHIP STYLES ON JOB SATISFACTION: A STUDY IN THE FOOD SERVICE SECTOR IN YOGYAKARTA

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<p>Info Article</p> <p>Received : 01 Oktober 2025</p> <p>Revised : 02 November 2025</p> <p>Accepted : 03 Desember 2025</p> <p>Publication : 30 Desember 2025</p> <p>Keywords: <i>Transformational Leadership, Transactional Leadership, Job Satisfaction, Food Service Industry.</i></p> <p>Kata Kunci: Kepemimpinan Transformasional, Kepemimpinan Transaksional, Kepuasan Kerja, Penyedia Jasa Makanan</p> <p>Licensed Under a Creative Commons Attribution 4.0 International License</p> 	<p>Abstract: <i>The title of this research is Understanding the Influence of Leadership Styles on Job Satisfaction: A Study in the Food Service Sector in Yogyakarta. This study aims to examine the influence of transformational and transactional leadership on employee job satisfaction in food service providers in Yogyakarta. The research adopts a quantitative approach using primary data collected through an online questionnaire distributed to operational employees. A total of 45 respondents were selected using purposive sampling based on specific criteria relevant to the research objectives. The research instrument employed a five-point Likert scale to measure respondents' perceptions of leadership styles and job satisfaction. The collected data were analyzed using multiple linear regression with the assistance of SPSS software. The results indicate that both transformational and transactional leadership have a positive and significant effect on employee job satisfaction. These findings suggest that the implementation of appropriate leadership styles can enhance employee satisfaction and contribute to a more positive and productive work environment within the food service industry.</i></p> <p>Abstrak: Judul Penelitian ini Adalah Memahami Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja: Studi pada Sektor Jasa Makanan di Yogyakarta Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan kepemimpinan transaksional terhadap kepuasan kerja karyawan pada penyedia jasa makanan di Yogyakarta. Penelitian menggunakan pendekatan kuantitatif dengan data primer yang diperoleh melalui penyebaran kuesioner online kepada karyawan operasional. Sebanyak 45 responden dipilih menggunakan teknik purposive sampling berdasarkan kriteria tertentu yang sesuai dengan tujuan penelitian. Instrumen penelitian disusun menggunakan skala Likert lima poin untuk mengukur persepsi responden terhadap gaya kepemimpinan dan tingkat kepuasan kerja. Data yang terkumpul dianalisis menggunakan metode regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil analisis menunjukkan bahwa kepemimpinan transformasional dan kepemimpinan transaksional berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Temuan ini mengindikasikan bahwa penerapan gaya kepemimpinan yang efektif dan sesuai dapat meningkatkan kepuasan kerja karyawan serta mendukung terciptanya lingkungan kerja yang lebih produktif dalam industri jasa makanan.</p>
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INTRODUCTION

Leadership is a process that purposed to encourage group members to work effectively in achieving company objectives. Accordingly, leaders required to have the suitable leadership style to direct and manage employees in appropriate manner (Makalew *et al.*, 2021). Leadership can also be interpreted as an individual's capacity to guide and direct employees to achieve predetermined goals. In terms of managerial role, each leader has different leadership characteristics, which apparently can influence on employee performance within the organization and further development of the business.

Asbari *et.al* (2021) have emphasized how important for a company to have an integrated roadmap so the business direction and development can be clearly defined. One approach that needs to be considered are leadership and readiness to changes, especially in global business environment. Moreover, in the employment aspect, as human resources are very crucial element, special attention to support the achievement of the employee also essential (Makalew *et al.*, 2021).

Human resource factor in an organization is the key component that drives its business activities, hence, every treatment and action taken by the organization will lead to how productive human resources in accordance with the company's values. In line with that, Erliyanti & Yurmaini (2021) stated that a high-quality company will be seen from the human resource factor, thus company must be able to maintain the quality human resources by giving high motivation and direction. In this case, leadership style is very crucial on maintaining and improve employee abilities, motivation, and skills in their working environment.

This study will focus on two types of leadership styles, particularly transformational and transactional. Transformational leaders are creative thinkers, innovators, and motivators who work with their followers to improve their aspirations and assist them in carrying out tasks according to the company's goals (Grant, 2012). Meanwhile, the transactional leadership style emphasizes more on completing tasks as well as awarding rewards and punishments to improve employee performance within the company (Mayowa-Adebara and Opeke, 2019). Various research results show that with the right leadership style, will also have a constructive impact on the job satisfaction of organization members. Job satisfaction shows positive attitude towards their work which is generally shown through attitudes and emotions when working. Job satisfaction can be influenced by various things such as work environment factors, leadership, compensation, social interaction between employees, and employee career development. The more

comfortable employee's work environment, the higher the level of job satisfaction. High job satisfaction can also increase employee work motivation (Agarwal, 2020). In this section, will be explained how the conditions in the service industry environment, especially in food and beverage sector. The culinary sector in Yogyakarta is showing rapid growth, especially with the escalation of contemporary culinary trends sparked by social media influencer. Food and beverage consumption is an important part of people's lifestyles, even becoming the highest portion of expenditure on food commodities per month per capita (Goodstats, 2024).

This industry has a close and direct relationship with consumers, consequently, businesses in this sector are highly dependent on the skills and knowledge of their human resources (Widyastuti *et.al*, 2023). To ensure that the services provided by employees are align with standards and procedures, leadership plays an essential role in directing and coordinating every business activity. Today, numerous culinary businesses faced similar problems related to unethical practices within the company, which have an effect on declining satisfaction and performance and high employee turnover rates. One possible cause is ineffective leadership (Amanchukwu *et.al*, 2015). Companies are starting to pay attention to the leadership style that is applied to identify problems and solve them better. Based on the previous explanation, there is a problem statement that will be observed in this study, to what extend transformational leadership style and transactional leadership style affect employee job satisfaction in food service companies in Yogyakarta.

This study is expected to contribute in the business world, especially in human resource management filed in food service companies, since it is important of understand into understand the appropriate leadership style for specific industry that is closely related to consumers. Likewise, the results of this study can be a reference for business owners, practically in decision-making and corporate strategies and also scientifically useful as a contribution to the academic world. Leadership is considered one of the important factors that plays a vital role in the productivity and success of a company. Leaders who do not have the ability to lead others effectively will never achieve success, and as a result cannot guide their subordinates well (Agarwal, 2020). One theory that specifically explained about leadership is Full Range Leadership Theory, developed by Bass and Avolio (1994), is a comprehensive framework that categorizes leadership into three main styles: transformational, transactional, and laissez-faire. This theory places leadership on a scale ranging from passive to highly active and effective forms. Transformational

leadership has been shown to inspire and motivate followers beyond self-interest, while transactional leadership concentrations on structured exchanges such as rewards and performance monitoring, while Laissez-faire leadership is characterized by an absence of direction or decision-making. Full Range Leadership Theory is widely utilized concept in the fields of leadership and human resource management studies even in food and service industry.

Transformational leadership style is a leadership approach in which leaders act as a source of inspiration that is able to motivate and encourage change in subordinates, thereby contributing to improving employee performance in achieving organizational goals (Asghar and Oino, 2017). Transformational leadership has proven to be more effective and superior when applied in various fields such as business, military, industry, hospitals, and educational environments when compared to transactional leadership (Fernandes, 2018 in Hariadi 2022).

Luthans *et.al* (2005) defines a transformational leader as a figure who is able to change the consciousness of his subordinates, increase morale and motivate them to give the best performance in achieving the company's goals, with a voluntary willingness to change. According to Bass and Avolio (2000), there are three main characteristics of transformational leaders. First, being able to increase the awareness of subordinates on the importance of processes and efforts; second, motivate his subordinates to put the interests of the company above the interests of individuals; Third, diverting the needs of their subordinates from material things to a higher level, such as a sense of belonging and self-actualization. Transactional leadership is a leadership approach that motivates subordinates through exchange mechanisms. This exchange is manifested in the form of giving awards to employees who are perform well. This strategy is considered can improve employee performance in achieving successful task completion (Asghar and Oino, 2017). This leadership style emphasizes motivation to subordinates, employees who achieve targets are rewarded and those who fail will face consequences. Hence, transactional leaders' attention merely focused on the reward and punishment system. Previous research has shown that employees are generally only willing to follow this leadership style for a short period of time due to the punitive nature and the rewards that come with it (Saleem, 2015).

Job satisfaction refers to the feeling of pleasure that a person gets when performing their work. Leaders or superiors in companies face great challenges in ensuring that their subordinates are satisfied with the work & responsibility. Satisfied workers tend to be

more efficient and effective in the organization (Haque and Aston, 2016; Haque et al., 2015). This refers to employee achievement measured based on standards or criteria set by the company. Thus, job satisfaction is a form of individual or group success to carry out their responsibilities in accordance with their responsibilities with expected results (Rodriguez-Clare and Dingle, 2021).

Asghar and Oino (2017) asserted that transformational leadership has a significant influence on employee job satisfaction levels. The application of this leadership style is effectively able to increase job satisfaction through the creation of an interactive work environment and flexible company policies on employee performance. Furthermore, Barasa and Kariniki (2020) emphasized that transformational leadership significantly influence on employee job satisfaction levels. The application of this leadership is effectively able to increase job satisfaction through the creation of an interactive work environment and flexible company policies on employee performance. Based on the preceding discussion, the following research hypothesis is proposed:

H1: Transformational leadership has a significant influence on employee job satisfaction.

Vito *et.al* (2014) emphasized that transactional leadership can have a significant positive influence on employee job satisfaction. This is due to the feeling of pleasure and satisfaction because they are appreciated for the work that has been done. Based on the preceding discussion, the following research hypothesis is proposed:

H2: Transactional leadership has a significant influence on employee job satisfaction. As presented in figure 1, the model used in this study contain of Transformational Leadership and Transactional Leadership as dependent variables (X1 and X2) while Employee Job Satisfaction is the independent variables (Y).

METHOD

Research Samples and Data

The location of this study involves 10 outlets from the Food Service Company group operating in the Yogyakarta Province, Indonesia. The population in this study consists of all employees who work at the outlets, with a total of 150 people. This study employed purposive sampling technique, given its nature and the absence of intent to generalize findings. The sample was selected based on specific criteria, including individual permanent position or employment contract, with a minimum contract of six months.

This type of research is quantitative research with the data used obtained through respondents' responses contained in the questionnaire. According to (Hair et al, 2017) the

quantitative research method applied a form of numbers that will be measured using statistics as a calculation test tool so that it can prove the initial hypothesis through research on pre-planned research procedures. Sampling technique used in this study was based on Roscoe's rule of thumb theory (1975). Data collection applied by distributing questionnaires online using Google Form which to respondents or employees, in 10 outlets. The 5-point likert scale is used to measure respondents' opinions, attitudes, and perceptions related to the phenomena presented.

RESULTS AND DISCUSSION

Results

In this study, demographic analysis was conducted to determine the characteristics of the respondents obtained after distributing questionnaires to employees. The characteristics of the respondents analyzed were gender, age, and tenure. The following table display the results of respondent demographic analysis.

Table 1 Results of Respondent Demographic Analysis

Characteristics	Categories	Number of Respondents	Percentage
Gender	Male	34	75,6%
	Female	11	24,4%
Age	20 - 29 years old	36	80%
	30 – 39 years old	8	17,8%
	40 – 50 years old	1	2,2%
Tenure	< 6 months	12	26,7%
	6 – 12 months	11	24,2%
	> 1 year	22	48,9%

Source: data research

From the total respondents, the majority were male respondents, 34 people or 75.6 percent, while the rest were women with a total of 11 people or 24.4 percent. Most of the respondents were in the age range of 20-30 years, which was 36 people or 80 percent. Respondents aged 30-40 years are 8 people or 17.8 percent, while respondents with the age of 40-50 years were only 1 person or 2.2 percent. Furthermore, based on the characteristics of length of work, respondents who worked for less than 6 months equal to 12 people or 26.7 percent, while those who worked between 6-12 months were 11 people or 24.2 percent. Meanwhile, employees who have worked for more than 1 year equal to 22 people or 48.9 percent. This data shows that almost half of the respondents have more than one year of work experience

Regression Analysis Results

F Test

Based on the results of the F test in table 6, the analyzed F value was obtained at $22.299 >$ the F value of the table was 3.354 and the sig. value was $0.000 < 0.05$, then hypothesis was accepted, it appears that the variables of transformational leadership style and transactional leadership style affect employee job satisfaction, simultaneously, so that this research model is considered feasible to proceed to the next stage of testing.

Table 2 F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	86,561	2	43,281	22,299	0,000 ^b
Residual	52,406	27	1,941		
Total	138,967	29			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Transform, Transact

Source: data research

t test

According to the t-test results in table 7, it appears that the influence of independent variables on the dependent variable partially shows that the t-value of the Transformational Leadership variable is $2.675 >$ the table t-value is 2.048 and the sig. value is $0.013 < 0.05$, then hypothesis is accepted, meaning that the transformational leadership variable has an effect on employee job satisfaction. Then, the t-value of the Transactional Leadership variable is $2.105 >$ the table t-value is 2.048 and the sig. value is $0.045 < 0.05$, then hypothesis is accepted, meaning that the transactional leadership style variable has an effect on employee job satisfaction.

Table 3 t Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,644	1,434		0,449	0,657
	Transform	0,150	0,056	0,473	2,675	0,013
	Transact	0,168	0,080	0,372	2,105	0,045

a. Dependent Variable: Job Satisfaction

Source: data research

R² Test

As presented in table 8, the *Adjusted R Square* value is 0.595 or 59.5%. The value of the determination coefficient shows that the variable of Transformational Leadership, Transactional Leadership, can describe the variable of Employee Job Satisfaction of 59.5%, while the remaining 40,5% is explained by other variables.

Table 4 Results Determination Coefficient Test

c	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,789 ^a	0,623	0,595	1,393

a. Predictors: (Constant), Transact, Transform

b. Dependent Variable: Job Satisfaction

Source: data research

DISCUSSION

Based on the results of the previous analysis results, it appears that transformational leadership has a positive influence on employee job satisfaction with a significant regression coefficient value. The transformational leadership have been applied by the management of the food service company in Yogyakarta reflects by the inspiration, motivation, and personal attention to the employee. In general, company leadership seem to be able to provide a clear and easy-to-understand vision and mission and the encouragement to develop can increase employee job satisfaction. Supported by previous research by Asghar & Oino, (2017) which affirmed that transformational leadership contributes to increased motivation and job satisfaction, which ultimately affects employee job satisfaction.

Transactional leadership was also found to have a positive influence on employee job satisfaction. In this study, transactional leadership is conducted by the leadership through awarding rewards to employees who meet the work targets. This is in line with the principal that transactional leaders tend to reward good work and apply close supervision to ensure optimal performance. Based on the results of statistical analysis, transactional leadership has a significant impact on improving employee job satisfaction, although in the long run this approach can have limitations. Employees who are motivated by incentives tend to be more productive, but if the reward system doesn't run consistently, it can lead to a decrease in work motivation.

CONCLUSION

This study concludes that the independent variables have a significant influence on the dependent variable. Transformational leadership has a positive and significant effect on employee job satisfaction. Employees who work under transformational leaders tend to have stronger intrinsic motivation and feel more valued over the long term. Similarly, transactional leadership also shows a positive and significant impact on job satisfaction. It motivates employees through a system of rewards and close supervision; however, it may have restrictions if not complemented by other factors that support work motivation. The data collection process is quite long due to permission and access constraints to the company. There is a possibility that the questionnaire will be filled out during peak service hours, consequently, the data collection may not be optimal, and the researcher may not always be present in the entire process. The data collected cannot represent the proportional number of each 10 outlets. Based on the discussion, there are several

recommendations that can be employed. For future study, the results can be a reference in the development of studies on the influence of leadership style on employee performance. Future researchers may insert other variables, such as organizational culture or work environments, that may also affect employee job satisfaction more profoundly. It is highly recommended for researchers to ensure that respondents fill out questionnaires outside working hours or in rest hour and even provide direct assistance during the filling process to ensure that the data obtained is filled in completely. In order to make the results of the study more representative, future study are advised to take proportional samples from the population so that the results can reflect the general conditions. In addition, in the research instrument section, it is necessary to re-check all of the item the so that the questionnaire can be suitable to replicate to various types of organization

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