

## ***ABSTRACT***

*The effect of transactional leadership style, employee involvement, and job satisfaction as intervening variables on employee performance in the MBOS division of PT Asia Pulp & Paper is discussed in this study. This study aims to see how much influence transactional leadership style and employee engagement have on job satisfaction as an intervening variable on employee performance. The sample population consisted of 135 employees from the MBOS division. The analysis was carried out using Smart PLS software and SEM (Structural Equation Modeling) approach.*

*According to the findings of this study, transactional leadership has a positif and significant effect on job satisfaction. Employee involvement has a positive and significant effect on job satisfaction. Transactional leadership style has no significant effect on employee performance. Employee involvement has a positive and significant effect on employee performance. Job satisfaction has no significant effect on employee performance. Transactional leadership style has no significant effect on employee performance with job satisfaction as an intervening variable. Employee involvement has no significant effect on employee performance with job satisfaction as an intervening variable.*

***Keyword:*** *Transactional Leadership, Employee Engagement, Job Satisfaction, and Employee Performance.*