

Transformational Leadership Style with Performance Mediator Work Satisfaction

Panca Arbiansyah*, Lameina E

Department of Psychology, University Persada Indonesia Y.A.I, Jakarta, Indonesia

Corresponding Author*

Panca Arbiansyah
Department of Psychology,
University Persada Indonesia Y.A.I,
Jakarta, Indonesia
Email: arbiansyah.panca@yahoo.com

Copyright: © 2023 Arbiansyah P, et al. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original author and source are credited.

Received: 03-October-2019, Manuscript No. CEP-23-3155;
Editor assigned: 08-October-2019 PreQC No. CEP-23-3155 (PQ);
Reviewed: 22-October-2019, QC No. CEP-23-3155; **Revised:** 13-September-2023, Manuscript No. CEP-23-3155 (R); **Published:** 11-October-2023, DOI: 10.35248/2471-2701.23.9(5).343

Abstract

Research aims to test factor of transformational leadership style with performance mediator work satisfaction. The research variables used performance variables as dependent, variables mediating work satisfaction, transformational leadership style as independent variables. Hypotheses in this study factor of transformational leadership style with performance, mediator work satisfaction at PT C.G. As respondent was 50 participants, measuring instruments used in this research scale performance in key performance indicator from company, job satisfaction measure scale Weiss, et al., transformational leadership style measure scale Robbins. Results of the study stated that transformational leadership style with performance mediator work satisfaction sobel test effect mediator=2.04 (>1.98) then the data was able to mediate transformational leadership style with performance.

Keywords: Performance • Work satisfaction • Transformation • Leadership style

Introduction

Preliminary

The company in carrying out its activities, companies engaged in production or services are trying to achieve a predetermined goal. One thing that is considered together is success of various activities within company in achieving objectives is not dependent on technological excellence, available operating funds, facilities or infrastructure owned, but depending on resources human. Human beings can be seen as a deciding factor because human being of all innovation is done in realizing objectives of company. Each organization has goal of achieving optimal performance in improving organizational performance optimally not regardless of employee work satisfaction, determining factor in organizational performance [1].

Prawirosentono, performance is result of work that can be achieved by individuals or groups in organization, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational objectives legally, do not violate law and in accordance moral or ethical. As one of determining factors of organizational performance is work satisfaction. A very complex factor because satisfaction of work is influenced by various factors, among them is style transformational leadership, needed as one of determinants and objectives of organization to respond

in development. Leadership has a strong influence on organization's course and survival [2]. Employee performance can be a special privilege for company. Defined employee performance is achievement or work result (output) both quality and quantity achieved by employees in carrying out their work duties in accordance with responsibilities given Mangkunegara. In general, performance is evaluated based on work quality, work quantity and timeliness. Employee performance dimension can bring out competitiveness of companies with competitors. Employee performance easily reaches desired objectives, also making superior from competitors. Based on statement Tohardi, which mentions that employees can become superior to company because competitive and comparative nature, which tends to be difficult to emulate by competitors, so employee performance can used as company ammunition [3].

Employees are satisfied with results of their work will have an impact on performance improvements expected by company or organization, because work satisfaction refers to general attitude of employees to work, Robbins. Perceptions of individuals varied within organizational environment make individuals feel satisfaction or dissatisfaction of work. It can affect individual attitudes and behaviors in carrying out their duties and functions. Individual attitudes related to evaluative statements are both fun and objectionable. According to Wexley, et al., work satisfaction is generalization of attitudes towards work that is based on the aspects of work [4]. Jones, et al., individuals with high employment satisfaction will love their work in general, individuals feel treated worthy and believe that work has many desired terms. It shows that work is a very important factor in determining work satisfaction. In line with issue George, et al., stated work satisfaction is collection of feelings and beliefs that individuals have about current work. Satisfaction of individual work depends on difference between expectations, needs or values that according to perception has been achieved through its work. Individual will be satisfaction if there is no desired difference with real happening, conversely, if there is a difference between desired with reality, then individual will feel dissatisfaction. It can be concluded that meaning of work satisfaction is a collection of feelings and beliefs owned by employee, both pleasant and unpleasant about job [5].

Work satisfaction affects performance of employees. According to Gibson, describes reciprocal relationship between performance and work satisfaction. On one side of work satisfaction to improved performance satisfied employees would appoint good performance. On the other hand there can also be work satisfaction caused performance so that workers good performance will get satisfaction. Scale in this study is activity, independence, variety, social status, moral values, security, social service, authority, ability utilization, responsibility, creativity, achievement, compensation, advancement coworkers, human relations supervisions, technical supervisions, company policies and practice, working conditions and recognition [6].

Company always wants to have employees 'performance, to increase employees' contributions to organization, so organizations need to implement empowerment programs. Empowerment will get benefits and advantages for organization. Empowerment is able to foster and enhance employee creativity, while creativity is cornerstone for growing innovation. Employees have creativity will always find ways or methods that are cheap and precise in effort to quality products or provide satisfactory service to customers. Creative employees will give a big share of product innovation created organized. Empowerment is seen to be an important in ensuring survival of competitive organization [7].

Employees have creativity will look for ways or new methods that are inexpensive and precise in effort to produce quality products or provide satisfactory service to customers. Creative employees give a big share of innovation for organizational products. Empowerment is seen to be an important part in ensuring survival of a competitive environmental organization [8].

Aspects in work that fit individual self-desire, higher tendency of work satisfaction. Work satisfaction can lead to influence of turnover rate and attendance level to employee's physical and mental health and degree of inaction. Function of work satisfaction is improving discipline of employees in carrying out their duties. Employees will arrive on time and will complete their duties in accordance with predetermined time and improve the employee's working spirit and employee loyalty to company [9].

Discussing work satisfaction will not be absence of factors that can affect employee satisfaction, namely understanding concept of leadership. Transformational leadership style always makes organizations, employees and parties associated with developing, experiencing a wider and profound change and growing especially after decision making. Transformational leader always makes employees see that objectives are willing to be accomplished more and simply their personal interests. Scale used transformational leadership style according to Robbins, is charisma, inspirational motivation, intellectual stimulation and individual attention [10].

Employees are given opportunity to participate in problem solving employees will feel involved in achieving objectives of organization. This causes employees to have a sense of responsibility and lead to work satisfaction, commitment and organization as a place to actualize themselves. Opportunity to play an active role in organization is very meaningful to employees, because employees feel leader believes ability and willingness to actively participate in organizational problems; relationship is realized employee is considered a co-worker by leader [11].

Transformational leadership style governs and coordinates employees in resolving existing problems or cases. Leaders should be a motivator for employees to build a picture of confidence in employees so as to create a good working environment. Hopefully transformational leadership style in company can gain trust of employees, so that both leaders and employees can work together and work with high commitments and achieve optimally planned results.

Materials and Methods

This study uses multiple regression analysis methods with stepwise to measure transformational leadership style, work satisfaction and performance, mediation effect of work satisfaction used sobel test, measuring work satisfaction can mediating transformational leadership to performance [12].

Participants

Participants in this study amounted 80 respondents in PT. CG Jakarta. Sample of subject in this study is employee of PT. CG Jakarta, amounting to 80 employees have worked one year at PT. CG. Data was collect for validity and reliability of research instrument as many as 30 participants. Sampling technique conducted by this research is simple random sampling.

Procedure

Implementation of research begins by providing measuring instruments to participants and explaining procedures and ways to perform test equipment and then give duration of filling scale. At time of research, by giving a poll to employees to be filled proceed by checking and rechecking filling results [13].

Technical

Researchers use quantitative analysis to analyze and process data on results of existing questionnaires at PT CG. Analysis using statistical of multiple regression stepwise methods. Some of measures undertaken by researchers are coding data form questionnaire statement and analyzing data in numbers and finally done narration of output data that has been done by statistical testing.

Results

Analysis

Effect of work satisfaction on performance in employees acquired standardized coefficient $\beta=0.692$ and significance value of work satisfaction of $0.000 < 0.05$, so that it can be concluded that directly there is a significant influence of work satisfaction to performance (Tables 1 and 2) [14].

Table 1. Effect of work satisfaction on employees.

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. error			
Constant	0.774	0.38	-	2.036	0.047
Work satisfaction	0.027	0.004	0.692	6.645	0

Table 2. Effect of work satisfaction and leadership transformations on employees.

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. error			
Constant	0.767	0.369	-	2.082	0.043
Work satisfaction	0.018	0.006	0.464	3.062	0.004

Leadership transformational style	0.015	0.007	0.306	2.018	0.049
-----------------------------------	-------	-------	-------	-------	-------

Transformational leadership style with work satisfaction of employees obtained standardized coefficient $\beta=0.306$ and significance value of work satisfaction of $0.049 < 0.05$, so it can be concluded that directly there significant influences of transformational leadership style towards work satisfaction (Figure 1 and Table 3).

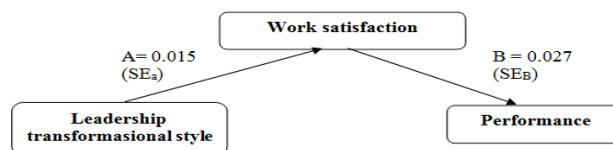


Figure 1. Picture Sobel test.

Table 3. Statistic results of different tests.

Inputs	Test statistic		
A	Sobel test	Aroian test	Goodman test
0.015	2.04240914	2.02234741	2.06308001
B	Standart error		
0.027	Sobel test	Aroian test	Goodman test
Sa	0.0001983	0.00020026	0.00019631
0.007	P-value		
Sb	Sobel test	Aroian test	Goodman test
0.004	0.04111096	0.04314047	0.03910503

Calculated T-values are compared to table T-values. If value of R count is greater than table T-value then can be inferred influence mediation. Value of T be significant if higher than T-table i.e., 1.98. From the calculation results Sobel test score $Z=2.0424$ because of Z-value obtained at $2.0424 > 1.98$ with a significance rate of 5% proves that work satisfaction can transmit a transformational leadership style with performance significantly.

Discussion

Results of this study are significant in direction of positive correlation which means the better transformational leadership style given then higher work satisfaction expressed with high work outcomes. Employees satisfied with results of work will have an impact on performance improvement that company expects, because job satisfaction refers to general attitude of employees to their job views or perceptions of individuals that vary in organizational environment makes individuals feel satisfaction or dissatisfaction of work. It can affect individual attitudes and behaviors in carrying out tasks and functions. Individual attitudes related to evaluative statements are both fun and objectionable. In line with Wexley, et al., work satisfaction is a generalization of attitudes towards his work based on aspects [15].

Jones, employees with high work satisfaction will love work in general, feel treated worthy and believe that results of work have many terms that employees want. Shows that work is an important factor in determining work satisfaction. Employee satisfaction depends on difference in expectations, needs or values which employee has achieved through employment. Employees will feel satisfied if there is no desired difference with really happens, conversely, if there is a difference of desire with reality, then employee feels dissatisfaction. It can be concluded that work satisfaction is a collection of feelings and beliefs owned by employee, positive emotions and negative emotions about work of the research done can be concluded there is influence of work satisfaction to performance.

Research Holosko, transformational leadership style in company wants to make good employee performance, to increase employee contributions to organization, then leader must be transformed in implementing program human empowerment. Human empowerment gets benefit for organization. Human empowerment is considered capable of cultivating and enhancing employee creativity. While creativity itself is foundation for growing and developing innovation. Employees have creativity will always find new ways or methods that are cheap and precise in the effort to produce quality products or provide satisfactory service to customers. Creative employees will give a big share for creation of product innovations organized. Empowerment is seen to be an important part in ensuring survival of a competitive organization.

Conclusion

This research aims to examine hypothesis of transformational leadership style with performance, work satisfaction as a mediator. There is a relationship of work satisfaction with performance. There is a transformational leadership style relationship on work satisfaction. There is a transformational leadership style relationship with performance, mediator of work satisfaction employees.

Suggestion

As a useful contribution material for field psychology and enrich research instrument. Intention is that further research is advised to examine other factors that affect employee satisfaction. By looking at work satisfaction index and key performance index, fulfillment of employee needs such as appropriate salary, health benefits, old allowance and

occupational accident insurance and performance and family benefits. Then employee will be pleased to do work so that service in working will be maximal and cause good performance. Besides available facilities and infrastructures that support company's service activities that are fulfilled by leadership to achieve vision and mission of organization.

References

- Braun, S., et al. "Transformational leadership, job satisfaction and team performance: A multilevel mediation model of trust." *Leadership Quarterly* 24.1 (2013): 270-283.
- Kammerhoff, J., Oliver, L., and Astrid, S. "Leading toward harmony different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance." *Eur Manag J* 37.2 (2019): 210-221.
- Priarso, M., Prastiyo, D., and Siti, M. "The effect of transformational leadership style, work motivation and work environment on employee performance that in mediation by job satisfaction variables in Pt. Gynura Consulindo." *Bus Entrep Rev* 18.2 (2018): 165-176.
- Rawashdeh, A., et al. "Job satisfaction as a mediator between transformational leadership and employee performance: Evidence from a developing country." *Manag Sci Lett* 10.16 (2020): 3855-3864.
- Yang, Yi-Feng. "Examining competing models of transformational leadership, leadership trust, change commitment and job satisfaction." *Psychol Rep* 119.1 (2016): 154-173.
- Yildiz, G., and Omer, F. "Different pathways from transformational leadership to job satisfaction: The competing mediator roles of trust and self-efficacy." *Nonprofit Manag Leadersh* 27.1 (2016): 59-77.
- Goodwin, L., et al. "Moderator or mediator? Examining the role of trust in the transformational leadership paradigm." *J Manag Issues* (2011): 409-425.
- Ugwu, I., and Esther, U. "Is trust in leadership a mediator between transformational leadership and in-role performance among small-scale factory workers?" *Rev Manag Sci* 10.9 (2016): 629-648.
- Choi, S., et al. "Transformational leadership, empowerment and job satisfaction: The mediating role of employee empowerment." *Hum Resour Health* 14.1 (2016). 23-25
- Nielsen, K., Raymond, R., and Fehmidah, M. "The mediating effects of team and self-efficacy on the relationship between transformational leadership and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey." *Int J Nurs Stud* 46.9 (2009): 1236-1244.
- Chen, C., Xinyi, D., and Jiachen Li. "Transformational leadership and employee job satisfaction: The mediating role of employee relations climate and the moderating role of subordinate gender." *Int J Environ Res Public Health* 19.1 (2021): 233.
- Eliyana, A., and Syamsul, M. "Job satisfaction and Hur, T., mediator between emotional intelligence and team outcomes." *Leadership Quarterly* 22.4 (2011): 591-603.
- van, B., and Celeste PM. "Transformational leadership as aorganizational commitment effect in the transformational leadership towards employee performance." *Eur Res Manag Bus Econ* 25.3 (2019): 144-150.
- Aryee, S., et al "Transformational leadership, innovative behavior and task performance: Test of mediation and moderation processes." *Hum Perform* 25.1 (2012): 1-25.
- Yuwono, Heni., et al. "Triple mediation of attitude to bridge transformational leadership on organizational citizenship behavior." *PloS One* 18.2 (2023): 220-881.