

An Analysis of the Effect of Transformational Leadership on Employees Job Satisfaction and Performance

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Abstract: *This study sought to examine the impact of transformational leadership on employee performance, as well as the impact of transformational leadership on job satisfaction. Transformational Leadership that Influences Employee Performance in CV. Restu Mitra Manado. The research subjects are all CV. Restu Mitra Manado employees. While The sample size is 50 employees from CV. Restu Mitra Manado, and the sampling method is convenience sampling. The convenience sampling and random sampling methods were used in this study. sampling technique Multiple linier regression analysis was used to examine the data. Other analyses include the classical assumption, hypothesis testing via the F test, and T-test, determination coefficient (R2) and Path Analysis. The study's findings revealed that transformational variables Leadership and job satisfaction have a significant influence, both individually and collectively. The Employee Efficiency Furthermore, the Transformational Leadership variables have a significant impact on Job Satisfaction. Leadership Transformation and Job Contentment Employees can explain 87.6 percent of performance and 12.4 percent of performance. be explained by variables not included in the model. While the Path Analysis results show that the total effect outweighs the direct effect. Job satisfaction was mentioned as an intervening variable with Transformational Leadership that has an impact on employee performance.*

Keywords: *Job Satisfaction; Transformational Leadership; Employee Performance*

INTRODUCTION

A company in carrying out its activities, both companies that engaged in manufacturing and services will try to achieve the goal previously set. One thing to pay attention to together namely that the success of various activities within the company in achieving goals depends not only on technological superiority, funds available operations, facilities or infrastructure owned, but also depending on the aspect of human resources. So humans can be seen as a determining factor because it is in the hands of humans that all innovations will realized in an effort to realize the company's goals.

Every organization has a goal to achieve optimal performance improvement. Optimal organizational performance may not be separated from Job Satisfaction Employees, as one of the factors that determine Organizational Performance. According to Prawirosentono (2002:2), performance is the result of work that can be achieved achieved by a person or group of people in an organization, according to with their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and according to morals or ethics. As one of the determinants of performance organization, Job Satisfaction is a very complex factor because Job satisfaction is influenced by various factors, including the style of Leadership. Leadership is needed as one of the determinants of direction and organizational goals to respond to the development of this era.

Leadership has a very strong influence on the running of the organization and his survival. Another way to understand leadership is to compare Transformational Leadership and Transactional Leadership. Transactional leaders treat their employees as players in a trading process. The decision he made is a favorable decision for him in his relationship with the other party. The problem is right or wrong, the decision didn't happen main concern, but the problem of pros and cons is mainly for self-interest is the basis for consideration. Leadership Transactional does not make the organization or related parties with it, let alone its employees. The tendency is take advantage of various parties for himself. The Opposite of Transactional Leadership is Leadership Transformational. Transformational leaders always make organization, its employees and the parties associated with it develop, experience changes in a wider, higher, and depth also grows especially after decision making. Transformational leaders always make employees see that goals to be achieved are more than just personal interests.

If employees are given the opportunity to participate in problem solving, employees will feel involved in achievement of organizational or group goals. This can cause employees increasingly have a sense of right responsibility and lead to job satisfaction, commitment, and make organization as a place for self-actualization. Chance for take an active role in the organization is very meaningful for employees, because the employees feel that their leaders believe in their abilities and willingness to actively participate in dealing with problems within the organization, so as to create a human-oriented relationship in which the employees are considered more as co-workers by leaders.

These companies a leader must be able to manage and coordinate employees in solving existing problems or cases. Here the role of a leader must be able to motivator for employees who can build trust in employees to create a good work environment. At company this requires leaders who are able to

create a vision, direct and inspire employees. For that is expected leadership in the company gains the trust of the employees and vice versa leaders can trust their employees, so that both leaders and employees can work together and work with high commitment and achieve the planned results optimally.

CV Restu Mitra is one of the private companies that in the field of advertising. CV. Restu Mitra has a duty namely to give the best service to the customer who needs for promoting their business of the network for the community.

Service is the main key in an effort to increase satisfaction customer. In carrying out their duties, the employees of CV Restu Mitra does not always get optimal or successful results create a positive image of the company but what happens is the opposite, lost image (loss of image due to declining public trust). If an institution or organization has lost the trust of society, it will be difficult to get it back and it will take time long time to be able to successfully return in recovering the image (recovery image). Therefore, CV Restu Mitra needs to get support from various parties, such as: management, human resources, radio media, and Public. In carrying out its activities, one of the things that must be carried out by CV Restu Mitra is able to play a role in communicating with the community when cases occur.

Gibson et al. in Nawawi, (2003: 21-22) leadership is a attempts to use various types of non-coercive influence to motivate members of the organization in achieving certain goals. So leadership is basically an activity to influence and encourage someone or his subordinates to do the work for which they are responsible not forcing, but rather based on a sense of sincerity and full of responsibility responsible for carrying it out. James M. Black in Samsudin, (2006: 287) leadership is the ability to convince and motivate others to want to work together under his leadership as a team to achieve a specific purpose. This understanding is more about the role of a leader so that able to convince and encourage his subordinates in a group to lead The success of an organization depends on the leadership model which is used to move subordinates to want to work independently maximum. Therefore, leadership is needed in organization if it wants to be successful. In addition, with Good and appropriate leadership is able to motivate subordinates to carry out an activity to the maximum in achieve organizational goals. Based on the definition of leadership above, it can be interpreted that :

“Leadership is a process of influencing, convincing, encourage, and move other people or their subordinates to be able to do a job according to the consciousness that arises in him without any coercion in carrying it out, so that the desired results are achieved maximum”.

Accordingly etymologically, performance comes from the word work performance (performance). As stated by Mangkunegara (2005:67) that the term performance comes from the word job performance or actual performance (work performance or actual achievement that is achieved by a person) that is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

According to Rivai (2005:14), the word performance is a translation of the word performance which comes from the word to perform with several entries, namely: 1) Do, run, carry out (to do or carry out, execute); 2) Fulfill or carry out the obligations of an intention or nazar (to discharge of fulfil; as vow); 3) Carry out or perfect the responsibility (to execute or complete an understanding); 4) Doing something that people or machines expect (to do what is expected of a person machine).

A company performs a performance appraisal based on two main reasons (Rivai, 2004: 311), namely: Managers need tools that enable to help employees improve performance, planning work, developing skills and skills for career development and strengthening the quality of the relationship between managers concerned with his employees.

Basically someone in doing his job will feel comfortable and have high loyalty to the company if in his work he obtains appropriate job satisfaction with what you want. Job Satisfaction is a problem that very important to be considered in an organization, because 'This concerns employees' positive feelings about their work According to Siagian (2006), the factors that affect satisfaction Work will be known by looking at some of the things that can be done generate and encourage Job Satisfaction, namely: 1) Psychological factors are related factors with the employee's psyche which includes interest, peace in work, attitudes towards work, talents and skills; 2) Social factors, are factors related to social interaction both among employees with superiors and employees with different types of work

RESEARCH METHODOLOGY

Framework in this study, the framework of thinking as described above is used described in the following :

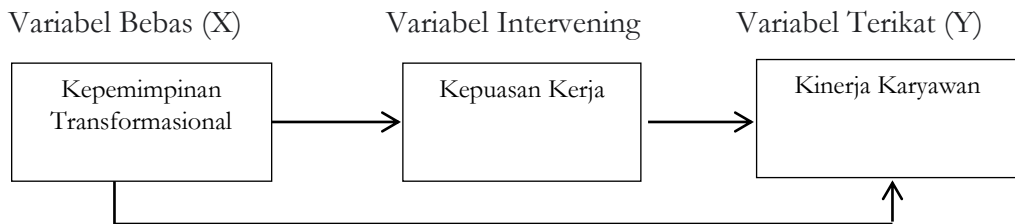


Figure 1. Research Conceptual Framework

Information:

1. The independent variable (independent variable) is the variable that will be affect the emergence of the dependent variable. The independent variable in this case is Transformational Leadership (X).
2. The intervening variable in this case is Job Satisfaction Employee (Z).
3. The dependent variable (dependent variable) is the variable that becomes due to the presence of independent variables. The dependent variable in this case is Performance Employee (Y).

RESULT AND DISCUSSION

Transformational Leadership has a significant effect on Employee Performance at CV Restu Mitra Manado. Based on the results of the analysis show that Leadership Transformational has an influence on employee performance, Bound variable (Y) Leadership Transformational Performance Employee Job satisfaction Independent variable (X) Intervening variable (Z) evidenced by the results of the t-test of $2.724 < t_{table} 2.009$ and the value of significance of 0.007 of the significance value < 0.05 then there is the significant influence of the Transformational Leadership variable on Employee Performance. From these results, it shows that there are similarities research conducted by Rani Mariam (2009), Setiawan (2008), and Muhammad Fauzan (2010) which shows that Leadership Transformational has an influence on employee performance.

Leadership is a process of influencing, convincing, encourage, and move other people or their subordinates to be able to do a job according to the consciousness that arises in him without any coercion in carrying it out, so that the desired results are achieved maximum. The leadership possessed by a leader is assertive, honest, democratic, flexible, rational and objective towards employees. Job Satisfaction has a significant effect on Performance Employees at CV Restu Mitra Manado.

Based on the results of the analysis show that job satisfaction has an influence on employee performance, as evidenced by the test results t_{count} is 2.665 $< t_{table}$ 2.009 and the significance value is 0.016 from the value of significance < 0.05 , then there is a significant influence on the Satisfaction variable Work on Employee Performance. From these results, it shows that there is Similarities of research conducted by Rani Mariam (2009), Setiawan (2008), and Muhammad Fauzan (2010) who showed that satisfaction Work has an influence on employee performance. Job Satisfaction at employees in organizational activities is able to improve the quality of resources human resources, and will ultimately affect the quality and quantity of output from employees. The higher the level of Satisfaction The work expected by employees will affect the increase Employee Performance, or vice versa, the lower the level of Job Satisfaction employees will reduce the level of Employee Performance There is an effect of Job Satisfaction as an intervening relationship Transformational Leadership on Employee Performance at CV Restu Mitra Manado.

Based on the results of Path Analysis, it shows that there is Effect of Job Satisfaction as Intervening Leadership Relationship Transformational on Employee Performance at CV. Restu Mitra Manado with a significance level of 0.05, then H3 is accepted. There is an effect of job satisfaction as an intervening relationship between

Transformational Leadership on Employee Performance at CV. Restu Mitra Manado in Manado. From these results, it shows that there are similarities research conducted by Rani Mariam (2009) which shows that Job Satisfaction as a Leadership Relationship Intervening Transformational on Employee Performance. Leadership style has a positive and significant effect on employee job satisfaction. Leadership style is important factors that affect work behavior such as Employee Performance. Style leadership directly affects job satisfaction through accuracy in creating jobs and work environments that are attractiveness, delegation of responsibilities and implementation of regulations by good. Therefore, a leader with the right leadership style will lead to employee satisfaction with their work

CONCLUSION

From the results of the analysis of the classical assumption of the influence of Leadership Transformational and Job Satisfaction on Employee Performance shows that the data are normally distributed, there is no multicollinearity, heteroscedasticity occurs and is free from autocorrelation.

From the results of the analysis of the classical assumption of the influence of Leadership Transformational to Job Satisfaction shows that the data Normal distribution, no multicollinearity, heteroscedasticity occurs and free from autocorrelation.

From the results of linear regression analysis the influence of Leadership Transformational and Job Satisfaction on Employee Performance shows the Transformational Leadership variable has results t-test of $2.724 > t$ -table of 2.009 and a significance value of 0.007 smaller than the significance value of 0.05, then there is a significant effect significant variable of Transformational Leadership on Performance Employee. From these results indicate that the first hypothesis that stated that Transformational Leadership has a significant effect on Employee Performance at CV. Restu Mitra Manado in Manado “proved” the truth”.

From the results of linear regression analysis the influence of Leadership Transformational to Job Satisfaction shows the variable Transformational Leadership obtained t-test results of $2.665 > t$ table 2.009 and a significance value of 0.016 is smaller than the value of significance of 0.05, then there is a significant effect of the variable Transformational Leadership on Job Satisfaction. From this result shows that the second hypothesis which states Job Satisfaction significant effect on Transformational Leadership at CV. Restu Mitra Manado is “proven to be true”.

The results of Path Analysis show that there are indirect effect through Job Satisfaction variable between Transformational Leadership variable on Performance variable employees is 0.152 and from the results of the total effect it is known that the total effect is greater than the direct effect ($0.419 > 0.267$) so these results indicate that the hypothesis third, which states Job Satisfaction as an intervening between Transformational Leadership Affects Performance Employees at CV. Restu Mitra Manado “proved the truth”, and also at the same time confirms that the Job Satisfaction variable is an intervening variable.■

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