

Research Article

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The Influence of Transformational Leadership, Job Satisfaction, Organizational Commitment on Employee Performance

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Received: October 15, 2023; Accepted: October 18, 2023; Online: October 25, 2023. | DOI: <https://doi.org/10.47353/ijema.v1i6.71>

Abstract: *High employee performance is one of the requirements for realizing the vision and mission of an organization. The vision and mission achievements are simply managing the potential of human resources (HR) in order to improve their performance. Thus, efforts to improve employee performance are the most difficult challenge for leaders. The aim of the following research is to examine the influence of job satisfaction, transformational leadership, and organizational commitment on employee performance. The following research method uses quantitative methods. The population in the following research are operators at 2 shoe manufacturing companies in Tangerang district. Total 140 respondents. So, the sample used in the following research began with an initial distribution of 30 pre-test respondents and 140 post-test respondents. The method used is distributing Google forms. The research results prove that the Transformational Leadership variable has a positive effect on Job Satisfaction. The Transformational Leadership variable has a positive effect on Organizational Commitment. The Transformational Leadership variable has a positive effect on employee performance. The Job Satisfaction variable has a positive effect on Employee Performance. The Organizational Commitment variable has a significant and positive effect on employee performance. This condition means that better organizational commitment can influence employee performance, so that employee performance will continue to improve and be better. Researchers suggest expanding the research area and looking for objects in other fields.*

Keywords: *Employee Performance, Transformational Leadership, Organizational Commitment, Job Satisfaction.*

Introduction

Ronaldy et al. (2019) said employee performance is one of the needs to realize the organization's vision and mission. The actual achievement of the vision and mission is to cultivate potential human resources with the aim that they can develop more performance results. Therefore, efforts to further develop employee performance is a very serious management challenge because progress in realizing goals and the survival of a business depends on the performance of HR employees within it (Ronaldy et al., 2019). Dessler (2019) argues that organizations are composed of a number of individuals with officially assigned jobs who work together to realize organizational goals.

However, the progress of an organization is not completely determined by HR performance or Employee Performance, especially the quality and amount of work completed by employees in completing their obligations based on the obligations assigned to them. As a result, HR management plays an important role in following and developing Employee Performance. Performance management is something that cannot be separated from a business. Every business always tries to further improve its Employee Performance, with the hope that the goals of a business can be realized.

One of the effects that can have an impact on Employee Performance is leadership and every organization must have leaders who have leadership characteristics (Makalew et al., 2021). Masturi et al. (2021) in their research said that the increasing development of Employee Performance will bring progress to the organization, thus efforts to further develop Employee Performance is a task for leaders to know the

leadership styles that can be implemented in a business. Leadership can be defined as an individual's ability to focus on how to direct his employees by adapting to the strengths he has (Casmun et al., 2021).

The contribution of this research is very important in expanding understanding of Transformational Leadership, how Transformational Leadership works so that Transformational Leadership can influence the value of employee performance results (Widjaja et al., 2019). Apart from leadership, another aspect that can have an impact on performance is job satisfaction. Rialmi et al, (2020) also argue that Job Satisfaction affects performance. Where the results of the research show that if a person's level of Job Satisfaction at work is high, then a person can continue to provide maximum work for organizational goals. Yanuar et al. (2021) stated that employee Job Satisfaction has also become the focus of research so that it can be used to increase the perceived Job Satisfaction and then further develop Employee Performance and reduce the desire to leave work. This is in line with (Siagian et al., 2023), there is a significant and positive impact between job satisfaction and employee performance. It can be said that if job satisfaction is high, employee performance can increase. And vice versa, if job satisfaction is small, employee performance will also decrease.

This research adapts previous researchers (Eliyana et al., 2019) with the title "job satisfaction and organizational commitment effect in the transformational leadership towards employee performance". The results prove that Transformational leadership has a significant and positive impact on Job satisfaction and Organizational commitment. However, transformational leadership cannot have a significant influence on work performance when intervened by organizational commitment and cannot have a direct influence on work performance.

There is a difference between the following research and previous research, namely by changing the hypothesis, where the previous hypothesis was said to be Organizational commitment and Work performance, the hypothesis was not accepted. This happened because the leadership at Pelabuhan Indonesia III Inc felt that their Organizational Commitment had no effect on Work Performance in the company (Eliyana et al., 2019). Adam et al. (2020) stated that Organizational Commitment has a positive effect on employee performance, because employees have a high level of involvement with the organization, and their performance is in line with the standards set by the organization. Kamanjaya et al. (2017) said that Organizational Commitment has a positive impact on employee performance.

In other words, when employees become more committed to the organization, employee performance will increase. Cahyani et al. (2020) proves that Organizational Commitment has a positive influence on Employee Performance. If employees' Organizational Commitment is high, it will increase their enthusiasm to do their work effectively and efficiently. However, in this research, the Work Performance variable was changed to Employee Performance so that Organizational Commitment plays an important role in further developing Employee Performance in an organization, if all employees have the will and confidence or are generous towards the organization and can still work in the organization with the same habits and values as the character of the organization, then can optimize Employee Performance. The aim of the following research is to test the influence of Job Satisfaction, Transformational Leadership, Organizational Commitment on Employee Performance.

Literatur Review

Transformational Leadership

According to Andriani et al. (2018) Transformational Leadership is the ability to influence other people to achieve significant organizational achievements. Leadership is a process that must be carried out

in human life as social creatures. As social creatures we cannot escape our dependence on other people. Living as a community requires a leader who can determine the desired goals and direction, and how that direction or goal can be achieved. The transformational leadership style can motivate followers by gaining respect and trust, thereby encouraging subordinates to work more effectively to realize business goals and be able to describe and fulfill the vision (Atan et al., 2019).

Employee Performance

According to Onsardi et al. (2019) Employee performance is the quality and quantity of individual or group movements obtained from growing experience and the desire to succeed. Performance is a predetermined standard that is used as proof that someone has made maximum effort and this work is a sign that someone has potential that can be created to carry out more important tasks, for example the quality of work, speed and accuracy of work. work, initiative in work, the ability to do a job by working together (Ramli et al., 2020). Wiyanto et al. (2021) Employee Performance is a level of performance that can be defined as the results of work in quantity and quality that have been realized by employees in carrying out their obligations based on the obligations imposed on them. Employee Performance is the amount of quality and size of work that employees can carry out as activities ordered by their leaders (Tanjung et al., 2022).

Job Satisfaction

Opinion from Robbins et al. (2019) Job Satisfaction is a good feeling towards a task which can be seen from a broad and clear individual assessment. Doing work requires interaction between the boss and his employees, compliance with established organizational rules and policies. In simple terms, Job Satisfaction can be interpreted as how much employees like their job and job dissatisfaction shows how much employees dislike their job (Rahestha et al., 2020). Then Thanan et al. (2021) say Job Satisfaction is a positive feeling brought by the belief that one's work upholds a greater purpose.

Organizational Commitment

According to Sutrisno et al. (2018) regarding Organizational commitment is formed based on beliefs, desires and willingness to realize a goal to remain present as part of a job in bad or good conditions. Organizational Commitment is a situation where workers side with an agency with the aim and desire to survive in the organization (Mardiyana et al., 2019). Then Cahyani et al. (2020) describe Organizational Commitment as an attitude that takes employees into account in the organization and a continuous group mechanism that expresses concern for the organization. Organizational Commitment is a transitional action in how far an individual's character understands and is involved in the business (Widiyati et al., 2020).

Hyphoteses Development

Relationship between Transformational Leadership and Job Satisfaction

Permana et al. (2019) by implementing a transformational leadership style in a business, employee job satisfaction can be more easily realized. Because leaders will always inspire, motivate and pay close attention to their employees' personal affairs, so that employees feel satisfied with the leader's attention and attitude. Based on research conducted (Eliyana et al, 2019), transformational leadership influences job satisfaction. Transformational leadership also has a significant impact on job satisfaction, and can impact performance (Torlak & Kuzey, 2019). Based on a number of studies, it can be concluded that:

H1: Transformational Leadership has a positive effect on Job Satisfaction**Relationship between Transformational Leadership and Organizational Commitment**

Chang & Hsiao (2011) Transformational leadership is a process that initiates a focus and willingness to act in the best interests of the organization that drives transformation and reform. Transformational leadership factors include: the influence of ideal attributes, the impact of ideal-behavior, intellectual stimulation, inspirational motivation, and personal considerations. Transformational leadership involves developing closer bonds between leaders and followers, based not only on agreements but also on commitment and belief. There is a positive relationship between Transformational leadership and Organizational commitment (Buil et al., 2019).

H2: Transformational Leadership has a positive effect on Organizational Commitment**Relationship between Transformational Leadership and Employee Performance**

Makalew et al. (2021) leadership is a standard of attitude that an individual uses when that individual tries to influence the attitudes of other people. It appears that the goal of balancing perspectives between people and being able to have an impact on a location is very important. Every business certainly has leaders with unique leadership characteristics. Effective leaders must be responsive to change and be able to analyze the weaknesses and strengths of human resources in order to optimize business performance and overcome problems appropriately (Gede et al., 2018). Training is a way to improve the abilities, skills and competencies of each employee in order to increase their work efficiency (Yanuar et al., 2020), so that leadership has a significant positive impact on employee performance.

H3: Transformational leadership has a positive impact on employee performance**Relationship between Job Satisfaction and Employee Performance**

Nabawi (2019) The better the job satisfaction, the better the employee performance. Job satisfaction has a positive impact on employee performance. If employee job satisfaction increases, their performance will increase. Employee performance will increase if employees get good job satisfaction. Job Satisfaction has a greater impact on Employee Performance because it affects the employee, wages, promotion opportunities, superiors and co-workers. Job Satisfaction affects absenteeism, productivity and employee turnover. Job Satisfaction impacts a business's performance, excellence and competitive advantage. It can be concluded that if Job Satisfaction occurs, Employee Performance will increase (Robbins et al, 2019). It can be concluded that as job satisfaction increases, employee performance also increases. However, if Job Satisfaction is low, Employee Performance will also decrease.

H4: Job Satisfaction has a positive effect on Employee Performance**Relationship between Organizational Commitment and Employee Performance**

Luthans (2005) Employees who have a strong commitment to their organization will try to participate in helping a business develop. So, a business must pay attention to employee engagement. A business can give rewards as a form of appreciation for employee commitment to a business, thereby motivating them to optimize their performance. Organizational Commitment plays a crucial role in optimizing Employee Performance in a business where if all employees have strong determination and will or have a noble attitude towards a business with a willingness to work in a particular business by anticipating the unique

values and culture of a business, then they can optimizing Employee Performance (Cahyani et al., 2020). From this description, the fifth hypothesis that can be formulated in the following research is:

H5: Organizational commitment has a positive impact on employee performance

Based on this framework, the research model includes:

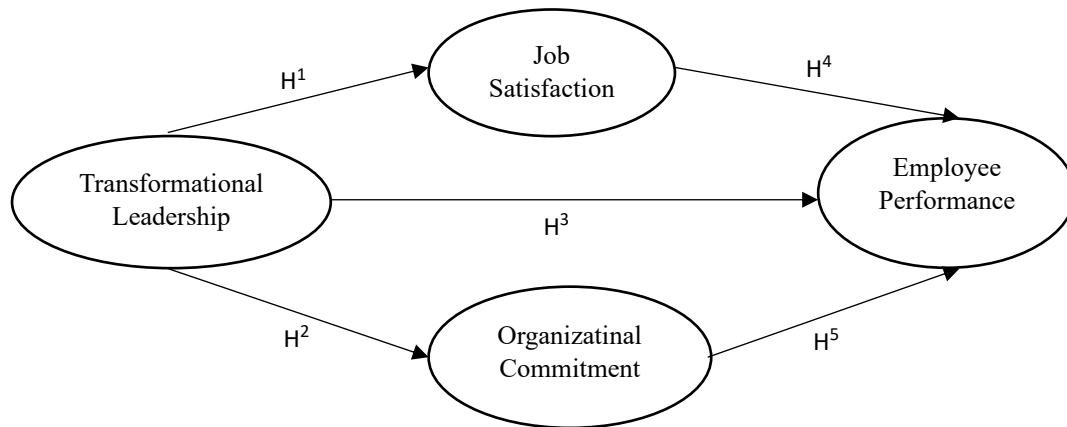


Figure 1. Research Model

Method

The population in the following study are operators in 2 shoe manufacturing companies. A total of 140 respondents consisting of 140 operators from 2 shoe manufacturing companies in total were respondents in this research. The research location is in Tangerang Regency. The following research sample uses a purposive sampling method with the requirements determined by the author, namely that shoe manufacturing business operators, especially those who are at least 21 years old, have permanent employee status and have a minimum work period of 1 year, are responsible for every decision.

The data collection technique used is by distributing questionnaires online via Google Form. Data collection was carried out once. The questionnaire uses a Likert scale measurement with a rating scale of 1 to 4. Where a score of 4 means SS (strongly agree), a score of 3 is S (agree), a score of 2 is TS (disagree), and a score of 1 is STS (strongly disagree). By determining the number of samples according to Hair et al. (2014) explained that the sample that can be used is 5 times the number of questions, so the sample size used in the following research is (28×5) 140 respondents. The type of research used is quantitative using a causal method, namely to find out the cause and effect between the independent variable (Transformational leadership) and the dependent (Employee performance) and the intervening variables (Job satisfaction and Organizational commitment) in 2 shoe manufacturing companies. The data collection technique began by administering an initial pre-test to 30 respondents.

Outer Model Testing

Table 1. Outer Model Results

| Variable | Indicator | Outer Loading | AVE | Cronbach's Alpha | Composite Reliability |
|-----------------------------|-----------|---------------|-------|------------------|-----------------------|
| Transformational Leadership | TL1 | 0.792 | 0.689 | 0.911 | 0.930 |
| | TL2 | 0.779 | | | |
| | TL3 | 0.798 | | | |
| | TL4 | 0.767 | | | |

| | | | | | |
|---------------------------|------|-------|-------|-------|-------|
| | TL5 | 0.721 | | | |
| | TL6 | 0.775 | | | |
| Job Satisfaction | JB1 | 0.724 | 0.618 | 0.890 | 0.917 |
| | JB2 | 0.712 | | | |
| | JB 3 | 0.735 | | | |
| | JB 4 | 0.779 | | | |
| | JB 5 | 0.799 | | | |
| | JB 6 | 0.797 | | | |
| | JB 7 | 0.710 | | | |
| Organizational Commitment | OC1 | 0.888 | 0.636 | 0.930 | 0.939 |
| | OC2 | 0.848 | | | |
| | OC3 | 0.811 | | | |
| | OC4 | 0.801 | | | |
| | OC5 | 0.735 | | | |
| | OC6 | 0.828 | | | |
| | OC7 | 0.828 | | | |
| | OC8 | 0.821 | | | |
| | OC9 | 0.749 | | | |
| Employee Performance | EP1 | 0.757 | 0.622 | 0.877 | 0.908 |
| | EP3 | 0.707 | | | |
| | EP4 | 0.803 | | | |
| | EP5 | 0.810 | | | |
| | EP6 | 0.825 | | | |
| | | | | | |

Source: Researcher-processed data findings, 2023

By checking the loading factor values of the Outer Loading and Average Variance Extracted (AVE) tables, the size of the convergent validity value can be measured. Hair et al.'s opinion. (2021), the factor loading value must be > 0.7 and the AVE value must be > 0.5 to measure convergent validity. The results of this research's measurements of 26 indicators had a loading factor value greater than 0.7, it was stated that 26 indicators were acceptable and the AVE value was > 0.5 , while 1 other indicator, namely EP 2, did not meet the minimum requirements so it was eliminated.

Discriminant validity shows that one latent variable is different from other variables (Hair et al., 2021). Fornell-Larckel Criteria, Cross Loading, and Heterotrait-Monotrait Ratio (HTMT) are three methodologies that might be able to explain discriminant validity tests. According to the Fornell-Larckel criteria, a latent construct must explain variations in its indicators better than variations in other latent components (Hair et al., 2021). In this research, all variables can be measured to explain variations in indicators well.

The Cross Loading value shows the relationship between an indicator, its construct, and other constructs. The correlation value of the indicator to the latent variable must be greater than the correlation value to other latent variables (Hair et al., 2021). Based on the calculation results, the cross-loading value of the overall measurement items TL, JB, OC, and EP is greater than other variables and is significantly correlated with the main variables they measure, thus indicating that these variables have good discriminant validity.

The Heterotrait-Monotrait Ratio (HTMT) compares the geometric root of the average correlation between measurement items with the average correlation of measurement variables between items. The Heterotrait Monotrait Ratio (HTMT) value for each research variable is 0.90 as stated by Henseler et al.

(2015), offers strong discriminant validity. In the research findings, all variable relationships show a standard value of <0.9.

In the Outer VIF Value table, the VIF value is <5 which indicates the indicator does not have collinearity problems (Hair et al., 2021). Based on calculations, all indicators have a VIF value of less than 5, which means there are no multicollinearity problems in any indicator.

The coefficient of determination value shows how well the exogenous variable is able to take into account the endogenous variable. The calculation results show that the variables TL, JB, and OP are able to explain the EP variable by 45.7%, while the remaining 54.3% is explained by other variables not covered in this research. JB can be explained by the TL variable of 33.2%, with additional variables not included in this study amounting to 66.8%. Then the OC variable can be explained by the TL variable of 31.0% while the remaining 69.0% is explained by the variable others not covered in this study.

Table 2. Hypothesis Test Results

| | Hypothesis | Original Sample (O) | T Statistics ((O/STDEV)) | P Values | Information |
|---------|------------|---------------------|--------------------------|----------|---------------------------------|
| TL → JB | H1 | 0.580 | 8.323 | 0.000 | The data support the hypothesis |
| TL → OC | H2 | 0.561 | 7.452 | 0.000 | The data support the hypothesis |
| TL → EP | H3 | 0.208 | 1.876 | 0.030 | The data support the hypothesis |
| JS → EP | H4 | 0.694 | 6.326 | 0.000 | The data support the hypothesis |
| OC → EP | H5 | -0.211 | 1.849 | 0.032 | The data support the hypothesis |

Source: Researcher-processed data findings, 2023

Results and Discussion

The first finding is that Transformational Leadership has an influence on Job Satisfaction. This means that the abilities possessed by a leader in the organization must support the strategies possessed by other examples of companies in providing guidance to their employees in completing their work properly and correctly. If this example has been carried out by a leader, you can be sure that employees will be very enthusiastic every day in doing their work. . Because a leader can also be called a teacher, not just a superior in the organization who can provide direction and goals. This finding is in line with previous research which states that Transformational Leadership has an influence on Job Satisfaction (Torlak & Kuzey, 2019).

The second finding proves that Transformational Leadership has an influence on Organizational Commitment. This means that a leader must be able to provide good and correct instructions to his employees in completing their work. So that employees feel proud of the organization and think that the organization is the best in their opinion. This finding is in line with previous research which stated that Transformational Leadership influences Organizational Commitment (Buil et al., 2019).

The third finding proves that Transformational Leadership influences Employee Performance. This means that a leader is always a leader for his employees who have worked together well and correctly at work. It will raise the enthusiasm of employees, so that they can work together well in order to complete their work effectively and efficiently, this is a good form of collaboration within the organization between a boss and his employees. This finding is in line with previous research which stated that Transformational Leadership influences Employee Performance (Gede et al., 2018).

Further findings prove that Job Saitsfaction has an influence on Employee Performance. This means that an employee is enthusiastic about doing their work every day. Then they will be enthusiastic about

doing and completing their work effectively and efficiently. This finding is in line with previous research which states that Job Satisfaction influences Employee Performance (Robbins et al., 2019).

The latest findings prove that Organizational Commitment has a positive and significant effect on Employee Performance. However, for the Original Sample and Sample Mean it is negative, because not all operators are willing to take almost all the work to stay in the company. Thus, it is not certain that they will stay in the company through training programs aimed at improving performance. that every increase in Organizational Commitment will reduce Employee Performance, so the hypothesis is not accepted (Hendrawan, 2011). Bagis et al. (2021) found in their research that Organizational Commitment has a negative effect on Employee Performance. The results of Sjahruddin's (2011) research show that Organizational Commitment does not have a positive and significant impact on Employee Performance. In line with previous research, it is stated that Organizational Commitment has no significant effect on Employee Performance (Novia et al., 2020).

Conclusion

Based on discussion, analysis and test results in the following research regarding the influence of Transformational Leadership, Job Satisfaction, Organizational Commitment on Employee Performance, researchers can conclude that the Transformational Leadership variable has a positive effect on Job Satisfaction. This means that the better Transformational Leadership is implemented, the Job Satisfaction will also increase. The Transformational Leadership variable has a positive impact on Organizational Commitment. This means that the better Transformational Leadership is implemented, the more Organizational Commitment will also increase. The Transformational Leadership variable has a positive effect on Employee Performance. This means that the better Transformational Leadership is implemented, the more Employee Performance will increase. The Job Satisfaction variable has a positive effect on Employee Performance. When Job Satisfaction conditions are implemented, Employee Performance will increase. The Organizational Commitment variable has a significant positive effect on Employee Performance. This condition indicates that better organizational commitment can influence employee performance, so that employee performance will continue to improve and be better.

Limitation

There are several limitations or limitations that can be corrected and developed in the following research. First, the following research has research subjects that only cover certain areas and objects, so it cannot necessarily describe the factors that can influence Transformational Leadership, Job Satisfaction, Organizational Commitment and Employee Performance on different objects. Second, the inconsistency of some respondents in answering questions, giving the impression of bias. Because not all respondents answered statements truthfully and thoroughly and maintained the sensitive nature of the statements conveyed, respondents could provide random answers through behavior carried out during the statement submission process.

Suggestion

The suggestions from researchers for 2 shoe companies in Tangerang district are getting better, namely by improving Transformational Leadership, namely the need for leaders to provide motivation, provide opportunities for employees to express ideas and further improve employee development, then for Job Satisfaction, namely providing salaries. employees according to their work, providing opportunities for

employees to learn new things, then Organizational Commitment, namely for employees to be proud of working at their workplace, accept their work and be proud of the work they do and then for companies for Employee Performance, namely the need to provide training programs and provide ideas or notions.

Managerial Implications

This research has several managerial strengths to improve employee performance. From the research above, it is known that Transformational Leadership has an impact on Job Satisfaction, Transformational Leadership has an impact on Organizational Commitment, Transformational Leadership has an impact on Employee Performance, Job Satisfaction has an impact on Employee Performance, Organizational Commitment has an impact on Employee Performance. Based on these results, it can be recommended that the company wants to improve employee performance. So companies must improve on transformational leadership, namely the need for leaders to provide motivation, provide opportunities for employees to express ideas and further improve employee development. Then for job satisfaction, namely providing employee salaries according to their work, providing opportunities for employees to learn new things. , Then on organizational commitment, namely for employees to be proud of working at their workplace, accept their work and be proud of the work they do and then for the company for employee performance, namely the need to provide training programs and provide ideas or concepts.

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