



**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES ON
EMPLOYEE’S JOB SATISFACTION IN PT TRI AGUNG ABADI MEDAN**

Oleh
Susanto

Institut Bisnis Informasi Teknologi dan Bisnis

Email: changsusanto2019@gmail.com

Abstrak

The successful leader is if the leader is able to become the creator and driving force for subordinates to create an atmosphere and culture that can encourage the growth and development of employee performance. Leaders have the ability to provide a positive influence for employees to carry out work in accordance with the directed in order to achieve the goals set. With the style of leadership is expected to increase employee’s job satisfaction to improve the quality of work performance provided and ultimately improve the competitiveness of company in the tight competition. The purposes of this research are to know there is influence of transformational leadership style towards job satisfaction at PT. Tri Agung Abadi Medan. Research methods which used are descriptive statistic analysis coefficient correlation and coefficient of determinant, simple linear regression analysis and Z testing, The result of this research is there is influence of transformational leadership style toward job satisfaction at PT Tri Agung Abadi Medan. It can be proven from Z test that Z count (4.93) > Z table (1.96). The coefficient correlation value in 0.8889 that mean there is strong positive relationship between transformational leadership style with job satisfaction in PT Tri Agung Abadi Medan. The coefficient determination value in 79.00% that mean 79.00% of job satisfaction in PT Tri Agung Abadi Medan can be explained by transformational leadership style variable.

Kata Kunci: Transformational Leadership Style, Job Satisfaction.

INTRODUCTION

Effective leadership is strongly influenced by the personality of the leader. Every leader needs to have personality aspects that can support his efforts in creating effective human relationships with members of the organization. The success or failure of an organization is determined by many things, one of which is the leadership that runs the organization. The successful leader is if the leader is able to become the creator and driving force for subordinates to create an atmosphere and culture that can encourage the growth and development of employee performance. Leaders have the ability to provide a positive influence for employees to carry out work in accordance with the directed in order to achieve the goals set. According to Dubrin (2010,p.2),

“Leadership style is ability inspire confidence and support among the people who are needed to achieve organizational goals”. Leadership style is defined as a behavior or way leaders are selected and used to influence thoughts, feelings, attitudes, and behaviors of the organization. Leadership style is the way a leader affects the behavior of subordinates, in order to work together and works productively to achieve organizational goals. Leaders need to consider measures to motivate employees to work well. If the low employee motivation at work, it will weaken the performance of the employees as if they have low ability. Motivation and power motivation is an important management function to do. Motivation also describes the relationship



between hope and purpose to things being done to encourage someone to do something with positive and negative motivation that you can use a leader that employees want to work harder and optimized to achieve corporate objectives.

According to Wicker (2011, p.3), “job satisfaction is a sense of inner fulfillment and pride achieved when performing a particular job”. Job satisfaction is basically about what makes someone happy in a job or out of a job. Factors that affect employee job satisfaction is significantly factors related to the job itself, with conditions work, with leadership, with colleagues, with supervision, with promotion and salary. According to Felfe & Schyns in Voon, et.al (2011, p. 26), “these leadership styles are found to correlate positively with employee perceptions of job, leader and organizational satisfaction”. According to Yousef in Ababneh (2011, p.71), “leadership behaviour was positively related to job satisfaction and therefore managers needed to adopt appropriate leadership behaviour in order to improve it”.

According to Yun (2009:p.172), there are five types of leadership that is aversive leadership, directive leadership, transactional leadership, transformational leadership and empowering leadership. Based on the observation in the company, leadership style implemented by company is transactional style. With transactional style, the company motivates and influences the employee with provide reward with the certain performance. It means that the employee is promised to provide reward if employee can do the assignment based on agreement that done before. In this style, the employee feels the working pressure and overload time working. With working and time pressure, employee feel there is competition between employee in the company and the employee doesn't have job satisfaction. In year 2011, there are ten employees that exit from the company. The reason of the ten employees quit from company is working pressure although the company will give reward

if the employee can do the assignment that determined before

LITERATURE REVIEW

According to Dubrin. (2010, p.112), leadership style is the relatively consistent pattern of behavior that characterizes a leader. According to Powell and Hussein (2012, p.225), a leader's style is often based on a combination of beliefs, value, and preferences, in addition to the leader's organization's culture and norms, which will encourage some styles and discourage others. Leadership is the process of setting the direction and ensuring that the members of the leader's organization or team give of their best to achieve the desired result. Defining leadership styles are like a lot of other things, where it's pretty common to hear people say there are as many different as there are people. Well, the truth is, leadership is the same way. Everyone is unique, and there is no universal set of standards for everyone. What it must do have is a gradient scale that identifies how people react to different leadership roles. People have different skills and tools, and depending on which is their specialty, that determines what type of leadership style they naturally fall into.

The situation in which leaders and their teams function will influence the approaches that leaders adopt. It all depends. The factors affecting the degree to which a style is appropriate are the type of organization, the nature of the task, the characteristics of the group, and importantly, the personality of the leader. An achievement-oriented approach may be appropriate when expectations of the results the team has to produce are high and team members can be encouraged to rise to the occasion. A task-oriented approach (autocratic, controlling, directive) may be required in emergency or crisis situations. It can work, but not always well, when the leader has power, formal backing and a relatively well-structured task. In these circumstances some but not all groups may be more ready to be directed and



told what to do, although a more democratic approach can work better. In less well structured or ambiguous situations, where results depend on the group working well together with a common sense of purpose, leaders who are concerned with maintaining good relationships (democratic, participative or supportive) are more likely to obtain good results. Good leaders are capable of flexing their style to meet the demands of the situation. Normally democratic or participative leaders may have to shift into more of a directive mode when faced with a crisis, but they make clear what they are doing and why. Poor leaders change their style arbitrarily, so that their team members are confused and do not know what to expect next.

According to Dubrin (2010, p.113), leadership style can be categorized to the participative leadership style, the autocratic leadership style, the Leadership Grid, and the entrepreneurial leadership style. Sharing decision making with group members and working with them side by side has become the generally accepted leadership approach in the modern organization. Participative leaders share decision making with group members. Participative leadership encompasses so many behaviors that it can be divided into three subtypes: consultative, consensus, and democratic. Consultative leaders confer with group members before making a decision. However, they retain the final authority to make decisions. Consensus leaders strive for consensus. They encourage group discussion about an issue and then make a decision that reflects general agreement and that group members will support. All workers who will be involved in the consequences of a decision have an opportunity to provide input. A decision is not considered final until it appears that all parties involved will at least support the decision.

Democratic leaders confer final authority on the group. They function as collectors of group opinion and take a vote before making a

decision. The participative style is based on management openness because the leader accepts suggestions for managing the operation from group members. Welcoming ideas from below is considered crucial because as technology evolves and organizations decentralize, front-line workers have more independence and responsibility. These workers are closer to the market, closer to seeing how the product is used, and closer to many human resource problems. Front-line knowledge can provide useful input to leaders for such purposes as developing marketing strategy and retaining employees. The participative style encompasses the teamwork approach. Predominant behaviors of participative leaders include coaching team members, negotiating their demands, and collaborating with others. Often the team member who has the most relevant knowledge for the task at hand slips into a leadership role. The participative style is well suited to managing competent people who are eager to assume responsibility. Such people want to get involved in making decisions and giving feedback to management. In contrast to participative leaders are autocratic leaders, who retain most of the authority. They make decisions confidently, assume that group members will comply, and are not overly concerned with group members' attitudes toward a decision. Autocratic leaders are considered task-oriented because they place heavy emphasis on getting tasks accomplished. Typical autocratic behaviors include telling people what to do, asserting themselves, and serving as a model for team members.

According to Brayfield and Rothe in Azalea (2009, p.496), stated job satisfaction as an individual's attitude towards their work. According to McNamara in Paracha (2012, p.58), job satisfaction as one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical



environment in which they work, degree of the fulfillment of their work, etc. Job satisfaction is a set of favourable or unfavourable feelings with which the employee's view their work: Job satisfaction is a feeling of relative pleasure or pain. It typically refers to the attitudes of a single employee. It typical refers to the attitudes of a single employee Job satisfaction can be viewed as the overall attitude or it can apply to the parts of individual's job. Job satisfaction like an attitude, is generally acquired over a period of time as an employ gains more and more information about the work place. Nevertheless, job satisfaction is dynamic for it can decline even more quickly than it developed.

At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions. Affective job satisfaction is usually defined as a unidimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job. As such, cognitive job satisfaction can be unidimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly

related, and have different antecedents and consequences.

According Ghorbanian (2012, p.1), one of the factors relating to job satisfaction is leadership style; according to research, some leadership styles are influential in increasing the job satisfaction of staff. According to Krishnan in Paracha, et.al. (2012, p.58), express transformational leadership as a key factor of high job satisfaction and thus increased employee performance. According to Kennedy and Anderson in Paracha, et.al. (2012, p.58), transformational leadership is effective in two ways, 1st it builds enthusiasm, secondly, instills sense of vision that lead to higher job satisfaction, due to this, employers performance takes a positive slope. Employees are the most important resource in organizations. Nevertheless, managers spend a minimal amount of time learning more about human behavior, communication, and how their attitudes and behavior impact employee performance. Management requires a keen understanding of human nature, the basic needs, wants and abilities of people. Managers at all levels cannot cause an employee to become motivated; they can however, through their actions and more participative attitudes help to create the environment for individuals to motivate themselves. Employees' job satisfaction was significantly correlated and was affected by leadership style of managers' especially employee-oriented dimension. It was also believed that managers need a more in-depth understanding of the relationships these variables have with one another.

RESEARCH METHODS

The purpose of this research is to know there is influence of transformational leadership style towards job satisfaction in PT Tri Agung Abadi Medan. The writer use descriptive that the method of research through data arranged, classified then analyzed with result it can obtain the description about problem faced and describe the study result with calculation.



Beside that, writer also uses correlation research design in order to know relationship between transformational leadership style toward job satisfaction. Data analyzed to give the conclusion is primary data that filed by number of respondent in research that is the employee of PT Tri Agung Abadi. The population is complete element of group and commonly is people, object and event where the writer interest to study or become research object. The population of this study is employees of PT Tri Agung Abadi Medan. Sample is part of number and characteristic owned by population. Sample is selected with sampling random sampling which is the writer give same chance for all part of population to be selected as the sample. According to Arikunto (2006), if the amounts of the subject less than 100, better take the entire subject but if the subject more than 100, just take 10-15%, 20-25% or more). For this research, writer sampling, for 40% of the population amount of 101 with population is 40 employees in PT Tri Agung Abadi Medan.

The variables analyzed are composed of independent variables and the dependent variable as follows:

- a. Independent Variable (X) The variables that affect the other variables in this study is consists of transformational leadership style that consist of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.
- b. Dependent Variable (Y), job satisfaction is as dependent variables that consist of pay, promotion, supervision, fringe benefits, recognition, operating procedure, coworkers, nature of the work, and communication

RESULTS AND ANALYSIS
TESTED RESULT OF DATA QUALITY

Validity test is used to know validity level of instrument (questionnaire) that is used in data collection. It can be obtain with correlate each

respondent answer with each variable total score. The result of validity test can be seen in table below:

Questions Number	Validity Value	Notes
Transformational Leadership Style Variable		
Question No. 1	0.830	Very High
Question No. 2	0.818	Very High
Question No. 3	0.945	Very High
Question No. 4	0.865	Very High
Job Satisfaction Variable		
Question No. 5	0.846	Very High
Question No. 6	0.834	Very High
Question No. 7	0.922	Very High
Question No. 8	0.880	Very High
Question No. 9	0.846	Very High
Question No. 10	0.834	Very High
Question No. 11	0.922	Very High
Question No. 12	0.921	Very High
Question No. 13	0.706	High

Source : Data processing 2024

From the validity test, each question has R11 value with high validity and very high validity. Thus, all questions can be stated as valid with result that all the questions can be used for research. Reliability testing is used to know whether there is consistency in measurement instrument in implementation and this measurement instrument has consistent result if it is used for many times in different period. From reliability test, it can be found reliability value of 0.955. It can be stated that questionnaire is in very high reliability and it is reliable in using for research.

TEST OF HYPOTHESIS

1. Coefficient Correlation Calculation
Coefficient Correlation Calculation With coefficient correlation calculation, it can be used for analyze the relationship or association measurement between



transformational leadership style with job satisfaction in PT Tri Agung Abadi Medan. The coefficient correlation has function to measure the strength of the relationship between independent variable and dependent variable.

From the calculation above, it can be seen that the coefficient correlation is in 0.8889. Coefficient correlation result can be stated as strong positive relationship with result there is strong positive relationship between transformational leadership style with job satisfaction in PT Tri Agung Abadi Medan.

2. Coefficient Determination Calculation

Determination coefficient testing is used to know influence of independent variable to dependent variable and to know how large the dependent variable can be explained of dependent variable. The calculation of coefficient determination can be seen below:

$$D = r^2 \times 100\%$$

$$D = (0.8889)^2 \times 100\%$$

$$D = 79.00\%$$

From calculation above, the coefficient determination value is in 79.0%. It means that there is high and strong influence of transformational leadership style toward job satisfaction in PT Tri Agung Abadi Medan. The coefficient determination value in 0.790 means that 79.00% of job satisfaction in PT Tri Agung Abadi Medan can be explained by transformation leadership style variable and the remaining in 21% of job satisfaction in PT Tri Agung Abadi Medan can be explained by other factor that isn't included in this research.

3. Simple Linear Regression Calculation

Simple linear regression is used to know linear relationship between transformational leadership style with job satisfaction and the linear influence of transformational leadership style to job satisfaction in PT Tri Agung Abadi Medan that can be presented in simple linear regression equation below:

The simple linear regression equation from calculation above is as follows: $Y = 2.404 +$

$2.050X$ Constant in 2.404 means if transformational leadership style variable is nil, then the job satisfaction will in 2.404. Regression coefficient in 2.050 means for each increasing in 1 unit of transformational leadership style, then job satisfaction will increase in 2.050.

4. Z-test Calculation

Z-test calculation is done to know whether there is influence of transformational leadership style towards to job satisfaction at PT Tri Agung Abadi Medan. Criteria of hypothesis conclusion are as follows:

$$1. Z_{\text{table}} \leq Z_{\text{count}} \leq Z_{\text{table}}$$

Null Hypothesis (H_0) is accepted and Alternative Hypothesis (H_a) is rejected

$$2. -Z_{\text{count}} \leq -Z_{\text{table}}$$

Hypothesis (H_0) is rejected and $Z_{\text{count}} \geq$

$$Z_{\text{table}}$$

Alternative Hypothesis (H_a) is accepted.

Null

Alternative

The Z count is in 4.93 higher than Z table in 1.96 that means there is influence of transformational leadership style toward job satisfaction in PT Tri Agung Abadi Medan.

Analysis

1. From descriptive statistic analysis, it can be seen that most of respondent's answer is moderate about transformational leadership style and job satisfaction in PT Tri Agung Abadi Medan.
2. From validity and reliability testing, it can be seen that all question is valid with high validity and very high validity with result all question can be used for this research. The questionnaire as measurement instrument is in high reliability with result it is reliable to be used in this research.
3. From the coefficient correlation calculation, it can be obtained the coefficient correlation value in 0.8889 that mean there is strong positive relationship between



- transformational leadership style with job satisfaction in PT Tri Agung Abadi Medan.
4. From the coefficient determination calculation, it can be obtained the coefficient determination value in 79.00% that mean 79.00% of job satisfaction in PT Tri Agung Abadi Medan can be explained by transformation leadership style variable.
 5. From simple linear regression calculation, it can be obtained linear regression equation $Y = 2.404 + 2.050X$, it means that the job satisfaction will increase in 2.050 if there is increasing in each of transformational leadership style.
 6. From Z test calculation, it can be found that Z count in 4.93 higher than Z table in 1.96 with result that Null Hypothesis (H0) is rejected and Alternative Hypothesis (Ha) is accepted that there is influence of transformational leadership style toward job satisfaction in PT Tri Agung Abadi Medan

CONCLUSIONS

Based on result and analysis in this research, the conclusion of this research is that there is influence transformational leadership style toward job satisfaction at PT Tri Agung Abadi Medan. It can be proved from Z test calculation that Z count > Z table. The transformational leadership style has strong positive relationship with job satisfaction in PT Tri Agung Abadi Medan. Transformational leadership should be able to understand the diverse need of individuals. The more work aspects match with the individual desires, the higher employee job satisfaction at PT Tri Agung Abadi Medan. Considering the importance of job satisfaction, especially in the challenging the employee, identifying factors that influence job satisfaction is crucial. Since the results of the study indicate in PT Tri Agung Abadi, the positive influential role of transformational leadership on creating higher job satisfaction among employee, the company should provide the groundwork for implementing a transformational leadership

style to enhance the job satisfaction of employee. Leaders with such leadership criteria and capabilities should be preferentially selected to direct and guide people in PT Tri Agung Abadi.

RECOMENDATION

The company should improve the leader's ability in motivates and inspires their employee to commit to the vision of the organization. The leadership strategy should define how leader should interact with subordinates regularly. If the employees lack direction, it will fail to meet productivity goals or have difficulty managing change, so the leader should take action to motivate and inspire your workforce and improve employee morale. Effective leaders create a compelling vision of the future so employees want to be part of the solution not the problem. The regular meeting, friendly communication and personal approach done by leader will increase the motivation and give inspiration to employee. The leader needs to formulate a vision which is shared in the company and articulate this vision using inspirational language.

The company should improve the leader ability in make stimulating innovation and creativity in their followers by questioning assumptions and approaching old situations in new ways. It can be done with task and job delegation to employee. Leader should give opportunity the employee in doing the certain job that make the more experience and develop their skill. Innovation and creativity can growth if employee can conduct the job with their own idea and working method.

The company should improve leader ability conduct paying special attention to each individual follower's need for achievement and growth by acting as a coach or mentor. The leader should emphasize on friendly, persuasion and discussion in give instruction to employee. The company's leader must demonstrate a desire to help the employee's problem in working and in their life. The leader



can gain their employee's trust by sharing their experience and knowledge with employees. One way to nurture the employees is for the employee to use his or her expertise and offer some alternatives or methods for solving a problem that the employee needs help.

REFERENCES

- [1] Amstrong, Michael. (2010). Human Resource Management Practice. London : Kogan Page.
- [2] Arikunto, Suharsimi. (2006). *Prosedur Penelitian : Suatu Pendekatan Praktik*. Jakarta : penerbit Rineka Cipta
- [3] Ababneh, Mukhles Al. (2011). The Influence of Managerial Leadership Style on Employee Job Satisfaction in Jordanian Resort Hotels. Retrieved on 22nd October 2012 from EuroCHRIE Annual Research Conference.
- [4] Atmojo, Marnis. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance. Retrieved on 22nd October 2012 from International Research Journal of Business Studies.
- [5] Beardwell, Julie and Tim Claydon. (2007). Human Resource Management, 5th Edition. Great Britain : Prentice Hall.
- [6] Bhatti, Nadeem, et.al. (2012). The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. Retrieved on 22nd October 2012 from International Business Research.
- [7] Collings, David G. and Geoffrey Wood. (2009). Human Resource Management. New York : Routledge Taylor & Francis Group.
- [8] Dubrin, Andrew J. (2010). Leadership : Research Findings, Practice and Skills, 6th Edition. Ohio : South-Western Cengage Learning.
- [9] Ghozali, Imam. (2009). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang : Badan Penerbit Undip.
- [10] Griffin, Ricky W. (2011). Management. Ohio : South Western Cengage Learning.
- [11] Ghorbanian, Azimeh, et.al. (2012). The Relationship Between Managers' Leadership Styles and Emergency Medical Technicians' Job Satisfaction. Retrieved on 05th November 2012, from Australasian Medical Journal
- [12] Mahapatro, Bibhuti Bhusan. (2007). Human Resource Management. New Delhi : New Age International Limited.
- [13] Marshall, Elaine Sorensen. (2011). Transformational Leadership in Nursing. New York : Springer Publishing Company.
- [14] Medina, Roberto. (2007). Personnel and Human Resource Management. Manila : Rex Book Store, Inc.
- [15] Montana, Patrick J. (2008). Management. Barron Educational Series.
- [16] Murugan, Sakthivel. (2007). Management Principles and Practices. New Delhi : New Age International.
- [17] Powell, Suzanne K. and Hussein A. Tahan. (2007). Core Curriculum for Case Management. USA : Lippincott Williams & Wilkins.
- [18] Rehman, Saad Ur, et.al. (2012). The Impact of Leadership Styles on Job Satisfaction at Work Place. Retrieved on 22nd October 2012 from Arabian Journal of Business and Management Review.
- [19] Sharma, J.K. (2010). Fundamentals of Business Statistics. New Delhi : Pearson Education Asia Ltd.
- [20] Torrington, Derek, et.al. (2008). Human Resource Management, 7th Edition. Edinburg : Prentice Hall.
- [21] Voon, M.L, et.al. (2011). The Influence of Leadership Styles on Employee's Job Satisfaction in Public Sector Organizations in Malaysia. Retrieved on 07th November 2012 from International Journal Business, Management and Social Sciences.
- [22] Yun, Seokhwa. (2007). Leadership and Teamwork : The Effects of Leadership and Job Satisfaction on Team Citizenship.



Retrieved on 22nd October 2012 from
International Journal of Leadership
Studies.



HALAMAN INI SENGAJA DIKOSONGKAN