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## **Impact Transformational Leadership and Work Motivation in Improving Employee Performance through Job Satisfaction**

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### ***Abstract:***

*This study aimed to study the effect of transformational leadership and work motivation on the performance of employee through job satisfaction at Bureaus in Regional Secretariat of South Sumatra Province, Indonesia. The population was employees with civil servant status at Bureaus in Regional Secretariat of South Sumatra Province and the total sample of 275 respondents used. Methods of testing and analysis were structural equation model (Structural Equation Modeling) using lisrel 8.70. The result of this study showed a positive and significant effect of transformational leadership and motivation, either partially or simultaneously on job satisfaction and determination coefficient of 52.16%. The most dominant variable influence on job satisfaction was transformational leadership. Furthermore, transformational leadership, motivation, and job satisfaction either partially or simultaneously had a positive and significant effect on employee performance with a determination coefficient of 87.18%. The most dominant variables that influence the performance of employees was job satisfaction.*

**Keywords:** *transformational leadership, work motivation, job satisfaction, employee performance*

### **1. Introduction**

Civil Servants as human resources must continue to be guided to act and behave well in the implementation main duties and functions of government agencies. The performance of Indonesian government was still wordy, unclear duties and functions of staff, too many meetings / seminars that staff attended, many staff chatting while working, even staff often do not come to work (Sedarmayanti, 2011). For that, we need reform by the government on the performance of employees for the smooth service and implementation of government duties.

Performance is an important thing to be achieved by each agency, including the Secretariat Bureaus in South Sumatera Province, since performance is a reflection of the ability of agencies to manage and allocate employees. Viewed from a behavioral approach, the achievement of employee job performance at Bureaus in South Sumatra Provincial Secretariat during the period 2012-2014 were still not optimal and had not reached a satisfactory work. In last three years, attendance rates continue to decline. In 2014 it only reached 75.7%. Then timeliness employee had not shown that the optimal achievement and continued to decline, in 2014 it only reached 75.3% (Government Bureau, South Sumatra, 2015).

Furthermore, achievement of employee performance at Bureaus in the Regional Secretariat of South Sumatra Province based on the level of efficiency approach to financial accountability, on average was in constrained state. From 7 performance programs to be achieved based on the duties and functions of the financial accountability on average did not achieve the target. There were even some programs likely to decline from the period 2012-2014 (Sum-Sel Finance Bureau, 2015). Optimum achievement of employee performance at Bureaus in the Regional Secretariat of South Sumatra Province requires attention to be studied further. Conducting research on employee performance at bureaus in the Regional Secretariat of South Sumatra Province was needed since it was one of the agencies that provide services to the public. One of the factors that could affect the performance of employees was the level of employee satisfaction. Luthans (2011) stated that the satisfaction felt by employees could affect the quality of performance. When employees satisfied with their work, they would try to do best to produce a good performance and whenever there are better (work conditions, pay and promotion, and work relationships) there is a higher job satisfaction (Fadlallah, 2015; Indermun and Bayat, 2013). Employee Job dissatisfaction could also be seen from the dimensions of satisfaction with salary. At Bureaus Regional Secretariat of South Sumatra province employee had high enough salary. The governor raised Employees Allowances Income from 50% to 100% starting from 2013 (www.beritasatu.com). However, the increase in salaries and benefits for employees had not been matched with optimum performance achievement in the execution of works (As'ad, 2010). High salary did not necessarily make an employee derive satisfaction out of their work. The next factor that allegedly could affect employee satisfaction and performance was leadership.

Leaders have always been the focus of an evaluation of the causes of success or failure of the organization. Leadership that is needed is leadership that can empower employees. One style of leadership that is most appropriate for a government agency is to adopt a transformational leadership style. Transformational leadership style can make subordinates earn the trust, loyalty and respect of their leader, so it will take effect on employee performance. Beside that transformational leadership style is considered to be effective in any situation or culture (Yukl, 2009:306). Some researchers such as Paracha, et.al. (2012), Yavirach (2012) Rohmad (2013), Idris et al (2014), and Ali et al (2013) showed transformational leadership style would further improve employee performance. otherwise, the results Mallajareng (2014), proving that transformational leadership significantly negative influence on employee performance. Other determining factors that influence satisfaction and employee performance is motivation. Kreitner & Kinicki (2010), Oraman (2011) and Ciobanu and Androniceanu (2015) states that motivation is a necessity that stimulated a goal-oriented person in achieving a sense of satisfaction. Hope is what creates the motivation for someone willing to carry out the activities of employees working with a good performance. Low employee motivation at Bureaus in Regional Secretariat of South Sumatra Province can be seen from the timeliness of working hours, which for the last three years (2013-2014) continued to decline (Sum-Sel Government Bureau, 2015).

Based on the above phenomenon, the problems of this research include: First, whether partially transformational leadership and motivation affect job satisfaction ?; Second, whether simultaneously transformational leadership and motivation affect job satisfaction ?; Third, whether partially transformational leadership, motivation and job satisfaction effect employee performance?; Fourth, whether Simultaneously transformational leadership, motivation and job satisfaction affect employee performance?. This study aimed to assess the effect of transformational leadership and work motivation on employee performance through job satisfaction. This research was expected to provide information to Agencies and Bureau Heads of the Regional Secretariat of South Sumatra Province order to improve the performance of employees through job satisfaction, the effectiveness of transformational leadership and motivation.

## 2. Hypothesis of Research

According to Bass et al (in Wirawan 2014: 141), Newstroom (2011), Rafferty & Griffin (2004), Humphreys (2002), Sarros dan Santora (2001), there are 4 transformational leadership dimension that related to employee satisfaction like idealized influence dimension, Inspirational motivation dimension, Intellectual stimulation dimension and individualized consideration dimension. Yavirach (2012), Paracha, et.al. (2012) and Anggraeni (2013) found that there was a positive and significant effect of transformational leadership on job satisfaction. Transformational leadership applied by leaders was kind of interpersonal approach to subordinates. It made them feel happy and satisfied with the way the leaders led and also motivated them in achieving organizational goals (Robbins dan Judge,2015). Based on the above explanation the hypothesis of this study was as follows:

- H1: Transformational leadership had a significant effect on job satisfaction.

Motivation is a desire in a person that causes the person willing to take a specific action. Expectancy Theory in Vroom and Wirawan (2014: 688-689) states that subordinates are satisfied if their needs are met. Expectancy Theory proves subordinates are motivated to do a lot more effort when he believes the effort will yield greater performance appraisal good. Bernardin and Russel (2013: 402) said job dissatisfaction arises when one's expectations were not met. If expectations reached, someone would feel satisfied. Based on this, it was suspected there was positive work motivation on employee satisfaction. In other words, the more employees were motivated, the more job satisfaction would be. This hypothesis was formulated as follows:

- H2: Work motivation had a significant effect on job satisfaction.

Transformational leadership is expected to provide motivation to work to subordinates in such a way that they want to work with sincerity in order to achieve organizational goals effectively and efficiently as well as conducive. Job satisfaction is an emotional state that is pleasant or unpleasant by which employees view their job. Job satisfaction reflects a person's feelings toward his work. If employees are satisfied with their jobs, of course, employees will provide high loyalty to the institution. Transformational leadership and work motivation are two very important things because they drive employees to maximize their satisfaction.

Based on the opinions and theories of transformational leadership and motivation stated by experts like; Paracha, et.al. (2012) Yavirach (2012), Anggraeni (2013), Expectancy Theory by Victor H Vroom, Kraitner & Kinicki (2010), and Newstroom (2011), a leader is able to motivate better work to subordinates so that they are willing to work sincerely in order to achieve organizational goals effectively, efficiently and conducive. Based on these explanations, the hypothesis was formulated as follows:

- H3: Simultaneously transformational leadership and work motivation had the effect on job satisfaction.

Bass et.al. (2003) explains that transformational leadership focuses on self-development of subordinates, encourages innovative thinking and acting of subordinates to solve problems and achieve goals and objectives of the organization. Transformational leaders are capable of uniting all his subordinates and change beliefs, attitudes, and personal goals of each subordinate to achieve the goal. Transformational leadership has a positive effect on performance. The presence of leadership with integrity and transformational quality will lead to good performance. Research results of Kindy, Shah & Jusoh (2016) and Paracha, et.al. (2012) stated that the transformational leadership style had a positive and significant impact on employee performance. The implementation of Transformational Leadership improved employee performance. Employees tended to be pleased to see the leadership firmly in taking decisions, impartially and do not harm any of the parties and the decision actually useful for employees and agencies. Employees worked well if they were directed and given instructions clearly. Direction and giving instructions as well as retrieval decision is the duty and responsibility of a leader. If there is effective leadership, an employee will work with better results. Based on these explanations, the hypothesis was formulated as follows:

- H4: Transformational leadership had the significant effect on employee performance.

Work motivation arises because of the urge to meet the needs. Motivation is made up of employee attitudes in dealing with situations in the workplace, official or government agency or company. Employees who have a high motivation to work likely to give a good

performance. The more needs are met, the greater the performance of employees in performing their duties and obligations in the organization is. Whether satisfaction can be increased or not depends on the motivation (rewards in line with expectations, needs, and desires of employees), Rival (2009: 856). Based on the theory of motivation, according to Vroom in Wirawan (2014: 688-689) about Expectancy Theory, motivation is determined by people's beliefs about effort and that those efforts will produce the expected output. In addition, Kraitner & Kinicki (2010), Newstrom (2011), Ivancevich, et.al, (2011), Hasibuan (2008: 95), Shahzadi et al (2014), Oraman (2011), Brahmasari and Suprayetno (2008), stated that motivation is a necessity that stimulated goal-oriented person in achieving a sense of satisfaction. Employees tend to have high morale and show good results when given a reward for what they are doing and feel comfort in working. When these needs are met employees will feel satisfied and work at full speed so that employee performance can be improved. Based on these explanations, hypothesis was formulated as follows:

- H5: Work motivation had significant effect on employee performance

Performance shows how much the success of a job has been reached. Organizational performance depends on the performance of employees if an organization has a good level of performance of employees will deliver maximum results for organizational goals that will consequently result in increased organizational performance. The existence of perceived employee job satisfaction is able to make a major contribution to employee performance. Indermun and Bayat (2013), Fadlallah (2015) and Tewal (2015) showed that the higher job satisfaction of employee, the better performance will be. Indermun and Bayat (2013) research results, that job satisfaction has an undeniable influence on employee performance. On the contrary, Crossman & Zaki (2003) revealed no significant relationship between job satisfaction and employee performance. Based on these explanations, formulated the following hypotheses:

- H6: Job satisfaction had significant effect on employee performance

Employee performance increased when employees were satisfied at work and motivated to do the job. Indermun and Bayat (2013) and Fadlallah (2015) showed that the higher job satisfaction employee showed, the better the performance. In addition, the performance of employees was determined by variable effective transformational leadership to be able to move employees to achieve organizational goals. Based on the Expectancy Theory, if needs like expectations, valence and instrumentality are met then it will create job satisfaction and performance will increase. Employees will tend to work better when they have high motivation. High motivation is supported by transformational leadership that is capable of directing employees to the work better as leaders capable of delivering clear work instructions so that the work can be completed as expected. The leadership is able to help solve problems and make the right decisions. Leaders are able to interact and in cooperation with employees so the work goes smoothly, but it also led capable of searching for and providing updated information in order to support the work of employees. Based on these explanations, hypothesis was formulated as follows:

- H7: Simultaneously transformational leadership, work motivation, had significant effect on employee performance

### 3. Method of Research

The population of this study was all employees with civil servant status at Bureaus in Regional Secretariat of South Sumatra Province comprising 617 people. The total samples were 275 respondents obtained using proportionate stratified random sampling method.

Variables used by the author in this study were as follows:

#### 1. Transformational Leadership Variable

Transformational leadership is the behavior of leaders who focus on the future, is able to bring a sense of pride and confidence of subordinates, inspired and motivated subordinates, stimulate subordinates' creativity and innovation, as well as support, principle and change oriented. Transformational leadership variable (X1) was operationally measured by dimensions by Bass et al (2003), namely: Effect of Ideal (X1.1), Motivation Inspiration (X1.2), Intellectual Stimulation (X1.3), Individual Consideration (X1.4).

#### 2. Work Motivation Variable

Work motivation is something that can stimulate or encourage someone both from inside and outside to perform certain activities in order to achieve a goal. work motivation Variable (X2) was operationally measured by expectancy theory (Expectancy Theory), of Victor H. Vroom in Wirawan (2014: 688-689), which consists of the dimensions of Hope, dimensions, and dimension Valence

Instrumentality.

#### 3. Job Satisfaction Variable

Job satisfaction is an emotional state or a positive or negative attitude perceived employee resulted from the perception of the work or experience. Dimensions of job satisfaction in this study referred to Luthans (2011: 141) like work, satisfaction with salary, satisfaction with supervision, satisfaction with coworkers, satisfaction with working conditions and satisfaction with a promotion.

#### 4. Employee Performance Variable

Employee performance is the result of work accomplished by someone both in quality and quantity in carrying out their duties in accordance with the responsibilities assigned to him through the available resources within a specific time period. Dimensions of employee performance using six (6) dimensions are adopted based on specific behaviors of Bernadine and Russell (2013: 213), the dimension of quality of work, dimension Quantity of Work, dimension Cost Effectiveness, dimension requirement for supervision, dimension Impact Interpersonal, and the dimension of timeliness.

The data used in this study were divided into two types:

1. The primary data obtained through questionnaires distributed to the Employee at Bureaus in Regional Secretariat of South Sumatra Province in regard to transformational leadership, work motivation, job satisfaction, and employee performance.

2. Secondary data, the data supporting this research such as literature, the results of previous research, documentation or file obtained from the relevant parties.

**4. Analysis and Discussion**

Job Satisfaction majority of respondents in the category of Medium, which is about 62.40%, and respondents were categorized as Low, which is about 22.33% of respondents, and there is 15.27% of respondents were categorized as High. Overall respondents in the category "Medium", this indicated that the job satisfaction of respondents based on the dimensions of satisfaction with the work, salary, promotion, leadership, coworkers, and working conditions in the workplace were not optimal.

The performance of the majority of respondents in the category of Medium, about 52%, 35% of respondents were categorized as High, and 13% of respondents were categorized as Low. Overall, respondents to Employee Performance variable has an average of 33.33%. These results indicated that employee performance at Bureaus in Regional Secretariat of South Sumatra Province was in "Medium" category. This indicated that the quality of work, quantity of work, cost effectiveness, the need for supervision, impact of interpersonal and timeliness were not really noticed by the respondents. Employee performance achieved "High" level indicated that leaders and stakeholders need to strive for better employee performance.

Results of testing the level of significance of the overall research variables shown in Figure 1 below.

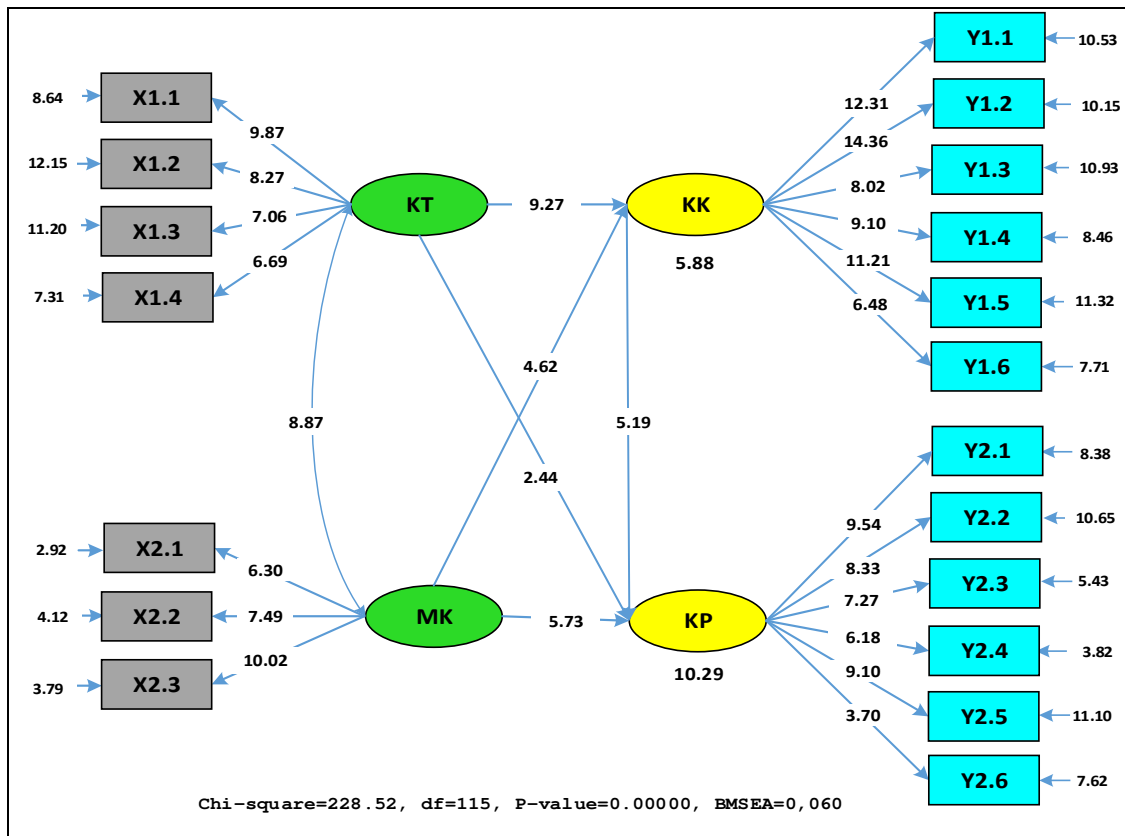


Figure 1: T-Value Full Model Research Structure  
Source: Research Data, 2015 diolah LISREL 8.70

Based on Figure 1, results of hypothesis 1 testing of Transformational Leadership partially showed a positive and significant effect on job satisfaction. The more effective Transformational Leadership applied, the higher the level of employee job satisfaction at Bureaus in Regional Secretariat South Sumatra Province. Transformational Leadership Variable was strongly influenced by most dominant dimension, dimension of Motivation Inspiration on leader able to inspire employees to always be enthusiastic and optimistic in achieving the goals of the institutional/agency and based on the results of descriptive statistics Motivation Inspiration dimension also got lowest feedback of the respondents (employee). This indicated employee might feel less satisfied against their leaders. Leaders still often took their own decisions without regarding employees, paid little attention to the needs of the work of his subordinates, were less able to convey creative ideas that made employees feel that transformational leadership need to be improved. The results supported some research as Paracha, et.al. (2012) Yavirach (2012) and Anggraeni (2013), in which transformational leadership had a positive effect on job satisfaction.

Results of hypothesis 2 testing work motivation variable partially showed a positive and significant effect on job satisfaction. Valence Dimension had the highest dominant value with the indicators of training opportunities, transfer office, funding for education programs and promotions. The higher employee motivation was the higher job satisfaction would be. Employee as an individual had a direct psychological boost when their desires fulfilled, especially the promotion and salary and benefits issues so that these employees

get job satisfaction. Work Motivation Variable was affected by the dimensions of valence, with of justice in the promotion. Based on descriptive statistics results, Valence dimensions also got lowest feedback from respondents (employees) with an average of 3.22 (categorized as "moderate"). The results of these statistics showed that work motivation of employees would improve if promotions were fair to all employees. there had to be transparency regarding the mutation positions, training / seminars opportunity to increase the competence of employees. Everything would increase employee motivation. Job Satisfaction variable was greatly influenced by the dimensions of satisfaction with the indicators promotion policy. There were inequality and complaints from several employees about the acquisition of one's position, the placement officer without concerning official matters and unclear promotion. These facts were from the results of descriptive statistics in which satisfaction dimension got the lowest response of respondents (employees) of only 3.20 (categorized as "medium"). So, in this case, the government agencies had to begin to be open in employee career development, the need for a change in terms of transfer and provision had to be appropriate for personnel list (DUK). The results of this study supported Expectancy Theory (Theory of Hope) of Wirawan Vroom (2014: 688-689), Oraman Research (2011), in which subordinates tended to be satisfied when their needs were met and work more optimal.

Results of hypothesis 3 testing on variables Transformational Leadership and Work Motivation simultaneously indicated the positive and significant effect on job satisfaction with coefficient terminated ( $R^2$ ) of 0.5216, or 52.16%, and F-value of  $F 5.88 > 2.60$  (critical values), while 0.4784 (47.84%) were other variables (Zeta /  $\zeta$ ) that influenced job satisfaction, but not examined in this study. Between the two variables, variables Transformational Leadership was the most dominant variable that affected job satisfaction variable with path coefficient (0:49 or 49%). The better the Transformational leadership will have an impact on the higher motivation and level of employee satisfaction. The underlying logic was the employees tend to feel job satisfaction if their needs were met. Employee satisfaction was also determined by the good application of transformational leadership that capable of directing the work of employees and leader who was able to provide inspiration and motivation. Employee satisfaction would be higher when the two variables were met so that effective transformational leadership supported by employee high motivation would increase employee satisfaction. The results of this study supported the research result of Yavirach (2012), Paracha, et.al. (2012) and Anggraeni (2013), Expectancy Theory (Theory of Hope) by Victor H Vroom, Kraitner & Kinicki (2010), Newstroom (2011), Ivancevich, et.al, (2011), Robbins & Coulter (2012: 430).

Results of hypothesis 4 testing on Transformational Leadership variable partially indicated the positive and significant effect on employee performance. In the Transformational Leadership variable, Motivation Inspiration dimension was the most dominant dimension with behavioral indicators of capable leaders to communicate high expectations in a clear and attractive way, raise morale, and inspire subordinates to always be enthusiastic and optimistic in achieving organizational goals. The better of Transformational Leadership was, the higher employee performance at Bureaus in Regional Secretariat of South Sumatra Province would be. So a leader must be able to motivate and inspire employees, especially in terms of discipline. The leader had to be able to give a good example and role model for employees like leaders come to work earlier than employees so that employees would felt embarrassed if they came too late. The leader had to support employees in completing the work. The right decision greatly affected the future of a company. The positive effect of Transformational leadership to employee performance was as follows: 1) the possibility of the leader had to be able to provide work instruction clearly so that no error occurred/done by employee 2), the leader had to able to inspire employees to carry out his orders so that the work completed in accordance with the operational standards procedures (SOP), 3) leaders had to be able to give a boost to employee morale according to the institutional/agency vision and mission, and 4) leadership had to be able to work together in order to achieve institutional/agency goals. The results of this study supported research result of Kindy, Shah & Jusoh (2016) and Paracha, et.al. (2012) in which transformational leadership style had a positive and significant impact on employee performance.

Results of hypothesis 5 testing of Work Motivation variable partially indicated a positive and significant effect on employee performance, meaning that the higher employee motivation, the higher the performance of employees at Bureaus in Regional Secretariat of South Sumatera Province. The underlying logic was that employees would be more motivated if they believed that their performance was recognized and appreciated. Employees tended to have high morale and show good results when given a reward for what they were doing. Motivated employee tended to show high morale, and to perform maximum work so that employee performance could be improved. The results of this study supported Oraman (2011) but were contrary to Bramasari research and Suprayitno (2004) which stated that the motivation did not have a positive and significant influence on employee performance.

Results of hypothesis 6 testing on Job Satisfaction variable partially indicated the positive and significant influence on employee performance. In Employee Performance variable, timeliness dimension is the most dominant dimension with the indicators of work activities ranging from attendance and completion of work in accordance with the expected time. There was the significant positive effect of job satisfaction on employee performance, meaning that the higher employee satisfaction, the higher the performance of employees at Bureaus in Regional Secretariat of South Sumatera Province. The underlying logic was the employee that satisfied in their work tended to work with enthusiasm and showed good performance, in contrary employees who do not feel satisfied in the work tended to work lazily, often absent and lack of spirit so that their work was less and impacted in low performance. Job Satisfaction variable was strongly influenced by satisfaction with the promotion variable of the promotion policy indicators, while in the employee performance variable was greatly influenced by the dimensions of the timeliness with labor activity indicators ranging from attendance and completion of work in accordance with the expected time. So, in this case, the government agency had to pay attention to the performance of employees with more stringent rules in dealing with high employee absenteeism rate, for example by cutting the benefits of employee performance. The results supported Indermun and Bayat (2013), Fadlallh (2015) and Tewal (2015), higher employee satisfaction was, the better employee performance would be.

The result of hypothesis 7 testing on Transformational Leadership, Work Motivation, and Job Satisfaction variables simultaneously indicated a positive and significant effect on employee performance with a coefficient terminated ( $R^2$ ) of 0.8718, or 87.18%. The value of  $F$  was  $10.29 > 3.00$  (value critical). Job Satisfaction variable was the most dominant variable that affected employee performance variable (0.68). This proved to be an intervening variable, job satisfaction could strengthen both exogenous variables (Transformational Leadership and Motivation Work variables). The higher the motivation, the application of transformational leadership, and employee satisfaction, the higher the performance of employees. The underlying logic was that employee tended to work better when they had a high motivation. High motivation was supported by transformational leadership that was capable of directing employees to work better as leaders capable of delivering clear work instructions so that the work can be completed as expected. The leadership was able to help solve problems and made the right decisions. Leaders were able to interact and in cooperation with employees so the work went smoothly, but it also led capable of searching for and providing updated information in order to support the work of employees. The fulfillment of these dimensions would create employee satisfaction. The satisfied Employees led to a desire to continue to work and provide services as optimal as possible so that it would increase their more productive performance. The results supported Indermun and Bayat (2013) and Fadlallah (2015), the higher employee job satisfaction, the better the performance.

## 5. Conclusions and Suggestions

1. Partially and simultaneously transformational leadership and work motivation had significant positive effect on employee satisfaction at Bureaus in Regional Secretariat of South Sumatra Province, with terminated coefficient of  $R^2 = 0.5216$  or 52.16%, and the rest 0.4784 or 47.84% influenced by other variables not examined in this study. The variables that contributed the most dominant influence that was transformational leadership.
2. Partially and simultaneously transformational leadership, work motivation, and job satisfaction had a significant positive effect on employee performance at Bureaus in Regional Secretariat of South Sumatra Province, with terminated coefficient of  $R^2 = 0.8718$  or 87.18%, while the rest of 0.1282 or 12.82% influenced by another variable that did not include in this research. The variables that contribute the most dominant influence was job satisfaction, compared with other exogenous variables, as well as job satisfaction as an intervening variable proved to strengthen the influence of transformational leadership and work motivation on employee performance at Bureaus in Regional Secretariat of South Sumatra Provincial.

## 6. Suggestion

1. For leaders at Bureaus in Regional Secretariat of South Sumatra Province, job satisfaction, and employee performance can be increased through the implementation of transformational leadership especially, to increase the dimensions of the most dominant namely Inspirational Motivation. A leader should be more frequently present in the meeting among staff. Leaders must communicate with employees more often to submit ideas / information that could be a source of inspiration for his staff in carrying out the work. The leader can motivate staffs by appreciating those who made good achievement and continuously maintain staff spirit, like come and go home on time.
2. For government agencies, especially at Bureaus in Regional Secretariat of South Sumatra Province, job satisfaction, and employee performance can be increased by motivating the employee, through the dominant dimension, Valensi dimension. Government agencies need to provide justice for promotion mutation work in accordance with their competence and work performance and placement position formations must be in accordance with ability / experience.
3. For leaders at Bureaus in Regional Secretariat of South Sumatra Province., improvement performance of employees can be done by increasing job satisfaction through the most dominant dimension, satisfaction with a promotion. Leaders at Bureaus in Regional Secretariat of South Sumatra Provincial should open a fair opportunity for all employees in terms of promotion and advancement, and arranged frequency of position placement corresponding to personal list.

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