

INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE SATISFACTION

(Survey on the Departement of warehouse transport at PT. Xiong mao garment indonesia)

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Abstract : Problems related to job satisfaction of employees in the warehouse department at PT. Xiong Mao Garment Indonesia includes 1) Tasks are not in accordance with responsibilities, 2) The work given is sometimes not in accordance with the skills possessed by employees 3) The work group does not support each other. each other 4) Sometimes the promotion of positions is not in accordance with the field under their control. The method used in this study is a quantitative method with a verification approach. The population used is the total number of Warehouse Angkut employees a total of 78 people. Using path analysis and SPSS ver.26. The results showed Transformational Leadership Style through the calculation of correlation coefficient analysis has a close and significant relationship with job satisfaction. Through the calculation of the coefficient of determination analysis, transformational leadership style, have a significant effect on employee job satisfaction.

Keywords: Transformational Leadership Style, Job Satisfaction

INTRODUCTION

The success of a company is closely related to the quality of employee performance. So organizations are required to always develop human resources and improve employee performance by creating job satisfaction for their employees. High job satisfaction will encourage the realization of company goals effectively, a low level of job satisfaction is a threat that brings destruction or setbacks for business organizations. According to Revai in Donni Junni (2018: 18), that job satisfaction is a collection of employee feelings towards the work obtained, whether happy or not happy as a result of employee interaction with the work environment, employee feelings towards work reflect attitudes and behavior at work. One of the problems of job satisfaction is income, welfare, career development, recruitment, training, employee job appraisal, work environment, work groups, and supervision.

As in PT. Xiong Mao Garment Indonesia is a garment factory located in Majalaya, Bandung Regency which has several divisions or departments in it, where each department has several employees who are following the main tasks and functions of each department, one of which is the transport warehouse department. employee-related issues..

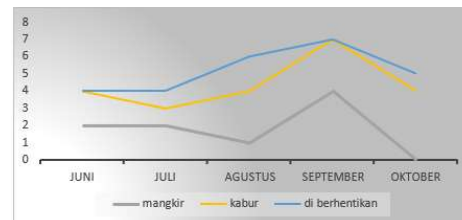


Figure 1. Employee turnover
Source: PT. Xiong Mao Garment Indonesia

From the picture above, it can be seen that many employees fled from August to

September 2021, that the number of employees experienced a fairly high turnover of around 5% per type of layoff. Then this can identify employees in the transportation department of the Dept. Xiong Mao Garment Indonesia has low satisfaction in the company, this can describe the lack of good management of human resources. Turnovers that are repeated and tend to be high will increase the cost of recruiting and training new employees, as well as low employee attendance data that will disrupt operational activities. For a while, this is thought to be related to employee job satisfaction which ultimately affects employee performance. This situation usually continues in the next month so companies are required to find solutions in dealing with this problem situation and understand what employees want to achieve job satisfaction. When employees assess their work can provide pleasure and meet expectations, employees will be more diligent and disciplined to achieve the expected performance of the company.

With the enthusiasm of employees will try to reduce the level of absenteeism, this is a benchmark and shows that the higher the absence of employees, the lower the job satisfaction. As stated in Donni June's book (2017: 22), the impact of employee dissatisfaction can be measured in attendance data. Job satisfaction is an important role in making employee decisions not to come to work, the lower job satisfaction with their work, the more often they are absent or late for work for no apparent reason. In contrast to employees who like their work, they tend to be eager to come to work and do their work.

Job satisfaction can be created if companies usually fulfill what employees want, according to Irham fami (2017: 230) job satisfaction is created if there is no difference between what is expected and what employees receive. Employees feel dissatisfied if what they receive is lower than expected.

According to Gibson and Donny in Wibowo (2017:420 Explaining someone who feels job satisfaction at work, of course,

will try their best with all their abilities to give the best performance to the company where he works as well as possible. Job satisfaction can affect employee performance as a whole, which ultimately brings prosperity together and supports the company's development in the future:

To further investigate the phenomenon of organizational culture, transformational leadership style, work motivation, and job satisfaction of employees in the warehouse department at PT. Xiong mao garment Indonesia, the authors conducted interviews using 28 respondents with a percentage of 30% of the total number of 78 employees.

Problems related to employee job satisfaction in the warehouse department at PT. Xiong mao garment Indonesia is as follows: 1. Tasks do not match responsibilities, 2. The work given is sometimes does not following the skills possessed by the employee, 3. Working groups are less supportive of each other, 4. Sometimes the promotion of positions is not following the field under control

One of the big tasks of a leader is to realize the company's vision and mission so that a leader is expected to be able to influence employees by conveying the company's vision and mission. Waworunto (2016:112) an organization will run well if the leader has skills in his field, and every leader has the skills according to his field. The role of the leadership style to provide good working conditions will lead to the achievement of organizational goals as well as possible, a leader can succeed if he can provide conducive working conditions for employees to work.

Transformational leadership style problems in the warehouse department at PT. Xiong mao garment Indonesia is as follows: 1. lack of coordination related to work problems, 2. how to motivate the leader/supervisor to the employees/subordinates. Leaders often put pressure on giving direction to employees when employees make a few mistakes, 3. less harmonious communication between superiors and members, 4. The division of tasks given by superiors is not fair

An employee in the warehouse department

stated that the leadership at the company, consciously or not, had made efforts that were classified as transformational leadership, such as the leader being a good example for employees, establishing challenging goals for employees, and employees having great respect towards superiors, this is one of the characteristics of a transformational leader described in the book Tun ganyang (2018: 29).

However, the results of observations made by the author found that. It can be seen from some employees who are not actively helping other employees when their work is finished. There is still a lack of initiative to help each other in completing the work. However, when the leaders took to the field, the employees showed different things. They look compact at work and get the job done. The role of leadership will be important and needed to harmonize various needs and also to create a conducive work situation. One of the factors of the situational approach that will increasingly influence the effectiveness of leadership in the coming decades is the relationship between leaders and followers. The essence of the relationship is the interaction between individuals with different motivations and power potentials, including skills, and beliefs, to achieve common goals. Interaction can be

categorized as transformational leadership according to Yulk in Wibowo (2016: 36).

Based on the background of the problem under study, it was found that the identification of the problem that will be the subject of thought and discussion is as follows: How much influence

transformational leadership style has on employee job satisfaction in the warehouse department at PT. Xiong mao garment Indonesia, and temporary hypotheses in this study, which are as follows: There is an Influence of Transformational Leadership Style on Employee Job Satisfaction at the Warehouse Transport Department at PT. Xiong Mao Garment Indonesia.

METHODS

The method used in this study is a quantitative method with a verification approach. The population used is the total number of Warehouse Angkut employees a total of 78 people. Using path analysis and SPSS ver.26

RESULTS AND DISCUSSION

Descriptive Analysis Results

Table 1. Recapitulation of responses to transformational leadership style variables

No	Indicator statement	Category Answer weight					Actual Score	Average	Category
		5	4	3	2	1			
1	Level of strategy in accordance with the vision and mission of the organization	3	15	34	26	0	229	2.94	Not good
2	The leader level provides guidance at work	1	6	34	34	3	202	2.59	Not good
3	The level of members can understand the leader in conveying the targets that have been planned	0	10	27	41	0	203	2.60	Not good

4	The leader level accepts ideas from members to add to the strategy to be worked on	0	11	50	17	0	228	2.92	Not good
5	The level of trust of members in the leader to make a more effective strategy	0	11	50	17	0	183	2.35	Not good
6	Leader level has intelligent ability in making decisions	4	22	36	16	0	248	3.18	Quite good
7	The level of attention of the leader in seeing the development of the work of members	6	30	24	18	0	258	3.31	Quite good
8	The level of leadership provides encouragement for a full sense of responsibility at work	2	26	35	15	0	249	3.19	Quite good
9	The leader's level of concern puts members in difficult situations	8	13	41	16	0	247	3.17	Quite good
10	The level of mutual assistance among co-workers	7	16	42	12	1	250	3.21	Quite good
11	Leader level corrects member mistakes	8	32	29	7	2	271	3.47	Quite good
12	The leader's level of concern for the wrong members	13	20	33	8	4	264	3.38	Quite good
13	The level of leadership performance as an example for employees	13	23	30	10	2	269	3.45	Quite good
14	The level of the leader's ability to be able to show a strong impression of character on employees	10	8	31	23	6	227	2.91	Not good
15	The level of leadership ability in attracting the attention of employees	14	18	35	8	3	266	3.41	Quite good

16	The level of leadership ability in attracting employee sympathy to work wholeheartedly	24	17	24	5	8	278	3.56	Quitegood
17	The level of the leader's ability to instilla sense of belonging to one another amongemployees and superiors	27	7	31	11	0	286	3.67	Quitegood
18	The level of the leader's ability to unitethoughts to members	26	20	20	11	1	293	3.76	Quitegood
19	The level of the leader's ability to encourage employeeesto be familiar with problem solving	25	16	17	10	10	270	3.46	Quitegood
20	The level of leadership ability in educating employees to find ways to solve problems with new styles	27	14	14	12	11	268	3.44	CukupBaik
21	The level of the leader's ability to increase employeeawareness of the company's goals	21	10	12	17	18	233	2.99	Not good
22	The level of the leader's ability to increase employeeawareness of the issues that are currently happening	12	10	14	20	22	204	2.62	Not good
23	The level of leadership ability in developing employee abilities in solving problems	8	12	20	10	28	196	2.51	Not good
24	The level of leadership ability in providing new perspectives in problem solving	6	9	12	21	30	174	2.23	Not good
Total							5796	3.10	Quite good

Verificative Analysis Results

Path analysis is used to determine the direct and indirect effects of a set of variables,

as independent variables (X), to other variables which are dependent variables (Y) as variables. Because the method used is path

analysis, it is necessary to do the calculation with the Product Moment Correlation Coefficient

Table 2. Pearson Correlation Coefficient

Correlations			
		Gaya kepemimpinan Transformasional	Kepuasan kerja
	Sig. (2-tailed)	.000	.000
	N	78	78
Gaya kepemimpinan transformasional	Pearson Correlation	1	.841**
	Sig. (2-tailed)		.000
	N	78	78
	Sig. (2-tailed)	.000	.000
	N	78	78
Kepuasan kerja	Pearson Correlation	.841**	1
	Sig. (2-tailed)	.000	
	N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

The table above explains the correlation analysis between research variables, the results of the correlation analysis are interpreted as follows: The correlation value obtained between The correlation value obtained between transformational leadership style (X) and job satisfaction (Y) is 0.841, the correlation value is included in the high correlation category with a correlation value of 0.70 - < 0.90.

This will later be used in the calculation of the coefficient of determination, to calculate the magnitude of the indirect effect of the independent variable on the dependent variable.

Based on calculations with SPSS ver 25, it can be seen that the results of the path coefficient calculations are as follows:

Table 3. Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	12.036	3.545			3.395	.001
	Gaya kepemimpinan transformasional	.436	.064	.498		6.851	.000

a. Dependent Variable: Y

In the table above in the Standardized Coefficients column, The transformational leadership style variable coefficient (X) on

employee job satisfaction (Y) is $\beta = 0.498$ or 49.8%.

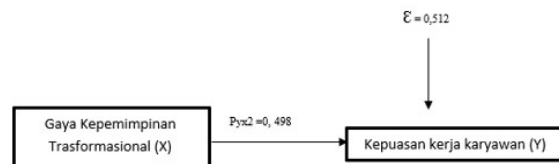


Figure 2. X1 to Y Empirical Causal Relationship Path Diagram

The results of the calculations used by the author in SPSS ver26, regarding the influence of transformational leadership style (X2) on job satisfaction (Y) can be seen that transformational leadership style has a high and significant influence on job satisfaction, it is shown in the test results. The correlation coefficient of 0.841 which shows a category of high correlation relationship because it has a coefficient value greater than (0.70 - < 0.90). This shows the job satisfaction of employees in the warehouse department at PT. Xiong Mao Garment Indonesia is influenced by several factors in the transformational leadership style, namely: the leader has a clear strategy, the leader cares, the leader has charisma, and intellectual stimulation. High and significant results from this study can mean that the higher the transformational leadership applied by the company's leaders, the higher the employee's job satisfaction.

The results of the research findings support the theory stated by Busro (2018:224) with the existence of transformational leadership that can inspire, have a clear vision, as well as good ways and energy to achieve a good goal, tend to provide employee job satisfaction. Employees are expected to be leaders who can provide job satisfaction for their employees. Because satisfaction is an important factor that affects employee life satisfaction because most of the employee's time is used for work. As one of the determinants of organizational performance, job satisfaction is a very complex factor because job satisfaction is

influenced by various factors including transformational leadership style. Anggraeni and Santosa (2015) in a journal entitled the effect of transformational leadership on employee job satisfaction. The active role of the leader and a leadership model that fits the company's needs are important. Employees expect to be led by a leader who has a vision with clear goals, understands how to realize goals, and can direct them. The role of leaders in the company is expected to create a feeling of belonging for employees, leaders who have character will be able to influence the work climate in the company. The results show that transformational leadership has a positive and significant effect on employee job satisfaction.

CONCLUSION

Transformational Leadership Style through the calculation of correlation coefficient analysis has a close and significant relationship with job satisfaction. The implications resulting from these calculations show that the transformational leadership style is at a high level. The transformational leadership style in the warehouse and transportation department at PT. Xiong mao garment Indonesia has contributed to employee job satisfaction.

This shows the ability of the leader to instill a sense of belonging to each other among members and can unite thoughts in carrying out the company's vision and mission well. However, there are still somethings that get low marks. These include that the leader's ability to develop the ability of members to solve problems is not good and the leader's ability does not provide new perspectives in solving work problems.

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