

Research Article

Influence of Transformational Leadership and Job Satisfaction to Organizational Performance through Organizational Commitments in Pt. Secure Parking

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Received: 21.01.2020

Accepted: 05.02.2020

Published: 17.02.2020

Journal homepage:<https://www.easpublisher.com/easjebm>**Quick Response Code**

Abstract: This study aims to determine the effect of transformational leadership and job satisfaction on organizational performance, the effect of transformational leadership on organizational performance, the effect of job satisfaction on organizational performance, the effect of organizational commitment on organizational performance and transformational leadership and job satisfaction on organizational performance through organizational commitment. The study was conducted on secure parking in Jakarta. Sampling using accidental samples involving 122 employees. Data analysis uses path analysis. Based on data analysis, it is known that transformational leadership and job satisfaction variables affect organizational performance, transformational leadership affects organizational performance, organizational commitment influences organizational performance, transformational leadership and job satisfaction affect organizational performance through organizational commitment.

Keywords: transformational leadership, job satisfaction, organizational commitment, organizational performance.

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INTRODUCTION

One of the leading vehicle parking management companies in Indonesia is secure parking. The company was founded in the city of Sydney, Australia by two brothers namely Grath Mathews and Bret Mathew. The company was founded in Australia in 1979 and then in Indonesia in 1992. The company manages parking facilities in various cities such as Jabodetabek, Bandung, Yogyakarta, and cities outside of Java. The company is supported by 10,000 employees spread across Indonesia.

Secure parking management is done by using good technology. The use has been through various studies both in software and hardware. The assessment indicators are seen from operations, business development, human resources, and finance to develop effective and efficient sustainable operations.

The company has gained legitimacy from the government through the ministry of labor and is the only parking manager recognized by the ministry. This has an impact on developing good organizational performance because managers are based on agreements with the ministry. However, it is necessary to be aware of setbacks in organizational performance

because it comes from services or other factors that have an impact on organizational performance. Therefore it is necessary to research the factors that influence the performance of the organization. One such factor is leadership.

Leadership is an individual who leads the activities of a group to a goal to be shared. The definition of leadership according to Tannenbaum, Weschler, and Masarik states that leadership is an interpersonal influence that is carried out in a particular situation, and is directed through the communication process, towards the achievement of one or several specific goals ". Leadership is the initial formation and maintenance of structures in hope and interaction. The notion of leadership, according to Katz and Kahn (2006), states that there is a gradual increase in influence on, and above mechanical compliance with, routine organizational direction.

Transformational leadership influences performance. This research was conducted by Jyoti and Bhau (2015). Other research also states that transformational leadership affects the performance of a company (Morales, Reche and Torres, 2008).

Leadership is a form of deliberate or conscious domination of a personal ability that is capable of mentoring or inviting others to do something based on acceptance by the group and having special expertise appropriate for a particular situation.

Another factor that can affect organizational performance is employee satisfaction. Satisfaction is a subjective condition that is the result of a conclusion based on a comparison of what employees receive from their work compared to what was expected, desired, and thought of as appropriate or entitled to it. While each employee subjectively determines how the job is satisfying. Job satisfaction refers to an individual's general attitude towards the work he does. Someone with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude towards the job. because in general when people talk about employee attitudes, more often they mean job satisfaction.

Gibson, Ivanovich, and Donnelly said that job satisfaction is an expression of one's feelings about well-being to do work that job satisfaction is one's attitude towards work. That attitude comes from their perception of work, that perception is a cognitive process (giving meaning) that is used by someone to interpret and understand the individual's perspective in seeing the same thing differently. Job satisfaction is also the result of employees' perceptions of how well their work is and provides what is considered important.

Organizational commitment also affects organizational performance. The better organizational commitment, the greater organizational performance. According to Robbins and Judge (2008: 100) organizational commitment is a condition in which an employee side with a particular organization and its goals and desires to maintain membership in the organization. Thus, high job involvement means taking sides on a particular job of an individual, while high organizational commitment means taking sides with the organization recruiting the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the psychological state of an individual that is associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree

to which it still wants to become a member of the organization.

LITERATURE REVIEW

Leadership

Understanding of leadership according to Hosking (1996) are those who consistently make effective contributions to the expected social order and are perceived to do so. Understanding of leadership according to Siagian (2000) states that leadership is a skill and ability of someone who has occupied the position of being a leader in a job in influencing the actions of others, especially to their subordinates to think and behave in such a way that through this positive behavior can make a real contribution in achieving organizational goals.

Understanding of leadership according to Young (2000) states that leadership is a form of deliberate or conscious domination by a personal ability that can encourage or invite others to do something based on acceptance by the group and has special expertise appropriate for a particular situation.

Transformational Leadership

According to Terry (Kartono 1998: 38) Leadership is the activity of influencing people so that they like trying to achieve group goals. According to Kartono (1998: 38) leadership is an activity influencing people to work together to achieve the goals they want. Leadership can occur anywhere, as long as someone shows his ability to influence the behavior of others towards the achievement of a certain goal. Young in Kartono (1998) defines that leadership is a form of dominance based on personal abilities that can encourage or invite others to do something, based on acceptance or acceptance by the group and have special expertise appropriate for specific situations. According to Bass (1998) in Swandari (2003) defines transformational leadership as a leader who has the power to influence subordinates in certain ways. According to O'Leary (2001), transformational leadership is a leadership style used by a manager if he wants a group to widen its boundaries and have performance beyond the status quo or achieve a completely new set of organizational goals. Transformational leadership in principle motivates subordinates to do better than what can be done, in other words, it can increase the subordinate's confidence or self-confidence that will affect performance improvement. Based on the above opinion it can be concluded that transformational leadership includes efforts to change subordinates to do more positive or better than what is usually done that affects performance improvement.

Job Satisfaction

Satisfaction is a subjective condition that is the result of a conclusion based on a comparison of what employees receive from their work compared to what

was expected, desired, and thought of as appropriate or entitled to it.

According to Tiffin (1988) in As'ad (1995: 104) job satisfaction is closely related to the attitudes of employees towards their work, work situations, cooperation between leaders and employees. Meanwhile, according to Blum (1986) in As'ad (1995: 104) argues that job satisfaction is a general attitude that is the result of some special attitudes toward work factors, adjustment and social relations of individuals outside of work.

Hasibuan (2006: 202) job satisfaction is a pleasant and loving emotional attitude to work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of the two. Rivai (2004: 475) satisfaction is an evaluation that depicts a person's feelings of pleasure or dissatisfaction at work. Meanwhile, according to Cherrington (2010) "job satisfaction refers to how much an employee likes his job"

Factors that affect job satisfaction can be two parts, namely intrinsic factors or factors originating from within the employee itself such as the expectations and needs of the individual and the second is extrinsic factors, extrinsic factors are factors originating from outside the employee between Other company policies, physical conditions of the work environment, interactions with other employees, payroll systems, and so on. Theoretically, the factors that can affect job satisfaction are numerous, such as leadership style, behavior, locus of control, the fulfillment of payroll expectations, and work effectiveness.

Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a condition in which employee sides with a particular organization and its goals and desires to maintain membership in the organization. Thus, high job involvement means taking sides on a particular job of an individual, while high organizational commitment means taking sides with the organization recruiting the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization.

It can be concluded that organizational commitment is the psychological state of an individual

that is associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it still wants to become a member of the organization. Organizational commitment is the attitude of employees who are interested in the goals, values, and objectives of the organization which is shown by the existence of individual acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and a willingness to work hard for the organization to make individuals feel at home and still want to stay in the organization for achievement of organizational goals and sustainability.

Organizational Performance

According to Richard *et al.*, (2009) in James (2012), organizational performance is something that is produced by the organization which includes the results (outcomes) namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product market performance) such as market share expansion and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder. In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate. The purpose of productivity is related to the development of the organization (Shrestha, 2005). Small organizations have a desire to continue to grow and become big. The developing organization is in the context of communicating the development itself.

Besides that, according to Kaplan and Norton (1992), organizational performance should be measured not only in terms of the concept of finance but also from non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand organizational performance measures results, levels of behavior and normative, education and the resulting concepts including management development (Richard, 2010).

RESEARCH METHODS

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. Relationships between variables can be described in the form of path analysis diagrams as follows:

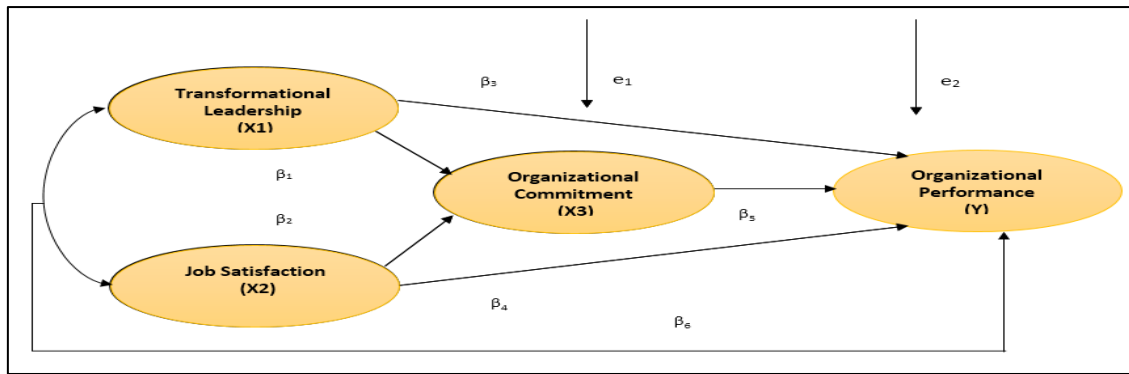


Figure 1: Overall Path Analysis

Population and Sample

The population is a generalization area that consists of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2011). The sample is pulling a portion of the population to represent the entire population (Surakhmad, 2010). The sample used in this study was Secure Parking employees in Jakarta.

The total number of employees is 120 people in the organizational field. All employees are included in the data analysis. Sampling using a random sampling method. This sampling is sampling in a unit of analysis by taking into account the same characteristics in the sample. The whole sample taken in this part of the organization uses saturated sampling.

RESEARCH RESULTS AND DISCUSSION

1. The Effect of Transformational Leadership and Job Satisfaction on Organizational Performance

Based on the results of the analysis note that the calculated f value of 106.694 and a significance of 0.00. This value is smaller than 0.05. This means that the transformational leadership variable and job satisfaction simultaneously influence organizational performance. The value of r squared is 64.2% which means that transformational leadership and work satisfaction variables affect organizational performance by 64.2% while the rest is influenced by other variables that are not included in the equation model.

2. The Effect of Transformational Leadership on Organizational Performance

The results of the analysis of the influence of transformational leadership on organizational performance note that the coefficient of transformational leadership is 0.581. T value of 7.812. The significance value is 0.00. This significant value is smaller than 0.05. This means that the transformational leadership variable influences organizational performance. The magnitude of the effect of transformational leadership on organizational

performance is known to the value of r squared of 0.337. This means that the influence of transformational leadership variables on performance by 33.7% and the rest is influenced by other variables not included in the equation model.

3. Effect of Job Satisfaction on Organizational Performance

The results of the analysis of the effect of job satisfaction on a note that the coefficient of job satisfaction is 0.631. T value of 8.912. The significance value is 0.00. This significant value is smaller than 0.05. This means that job satisfaction variables partially affect organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be known as an r-squared value of 0.398. This means that the effect of job satisfaction on organizational performance by 39.8% and the rest is influenced by other variables not included in the equation model.

4. Effect of Organizational Commitment on Organizational Performance

The results of the analysis of the influence of work organization commitment on performance note that the coefficient of organizational commitment is 0.874. T value of 19.707. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational commitment variables partially affect organizational performance. The magnitude of the effect of organizational commitment on organizational performance can be a known r-square value of 0.764. This means that the influence of organizational commitment variables on organizational performance by 76.4% and the rest is influenced by other variables not included in the equation model.

5. Effect of Transformational Leadership on Organizational Performance Through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

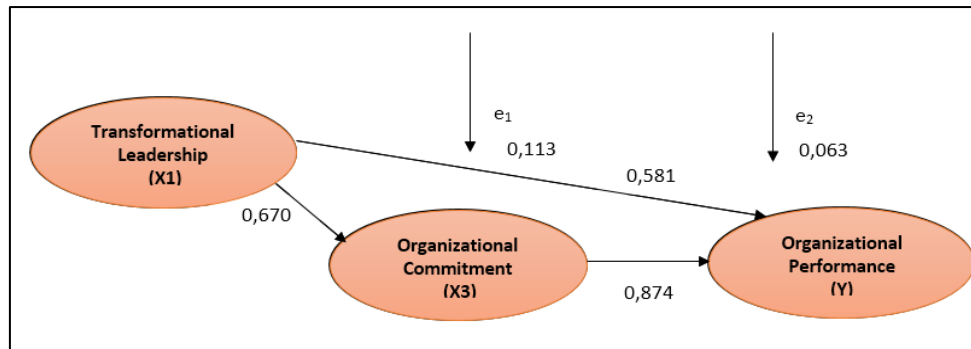


Figure 2: Path analysis of the effect of X1 on Y through X3

Based on the picture above it can be seen that the influence of transformational leadership on organizational performance is 0.581. The influence of transformational leadership on organizational performance through job satisfaction is $0.670 \times 0.874 = 0.586$. In this case, the indirect effect is greater than the direct effect so it can be said that the work organization's commitment variable is intervening.

6. Effect of Job Satisfaction on Organizational Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

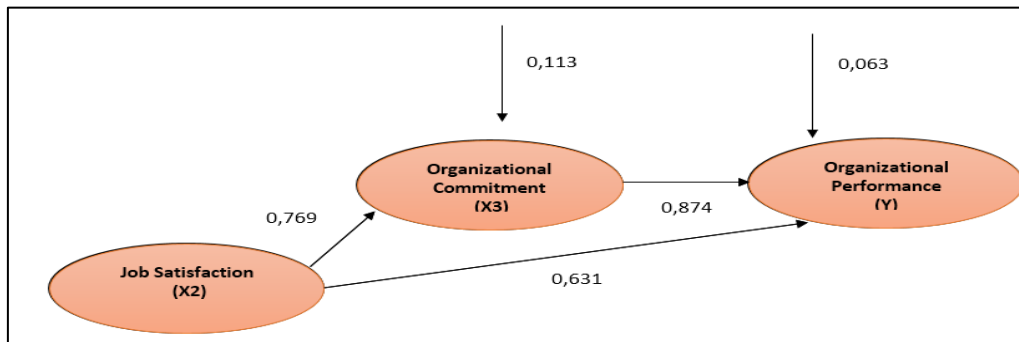


Figure 3. Path analysis of the effect of X2 on Y through X3

Based on the picture above it can be seen that the direct effect of job satisfaction on organizational performance is 0.631. While the effect of job satisfaction on organizational performance through organizational commitment is $0.769 \times 0.874 = 0.672$. In this case, the direct effect is smaller than the indirect effect so it can be said that the work organization's commitment variable is intervening.

CONCLUSION

Transformational leadership variables and job satisfaction simultaneously affect organizational performance. The calculated f value is 106.694 and the significance is 0.00. This value is smaller than 0.05. The value of r squared is 64.2% which means that transformational leadership and work satisfaction variables affect organizational performance by 64.2% while the rest is influenced by other variables that are not included in the equation model.

Transformational leadership variables partially affect organizational performance. T value of 7.812. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.337. This

means that the influence of transformational leadership variables on performance by 33.7% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variables partially affect organizational performance. T value of 8.912. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.398. This means that the effect of job satisfaction on organizational performance by 39.8% and the rest is influenced by other variables not included in the equation model.

Variable organizational commitment partially affects organizational performance. T value of 19.707. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.764. This means that the influence of organizational commitment variables on organizational performance by 76.4% and the rest is influenced by other variables not included in the equation model.

The influence of transformational leadership on organizational performance is 0.581. The influence of transformational leadership on performance through job satisfaction is $0.670 \times 0.874 = 0.586$. In this case, the indirect effect is greater than the direct effect so it can be said that the work organization's commitment variable is intervening.

The direct effect of job satisfaction on organizational performance is 0.631. While the effect of job satisfaction on organizational performance through organizational commitment is $0.769 \times 0.874 = 0.672$. In this case, the direct effect is smaller than the indirect effect so it can be said that the work organization's commitment variable is intervening.

RECOMMENDATIONS

Transformational leadership as a leader who has the power to influence subordinates in certain ways. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders. This leadership needs to be well implemented so that organizational performance can be achieved well. This is enhanced by emphasizing the idea of organizational development and providing good motivation.

Job satisfaction also needs to be applied. Job satisfaction is an emotional attitude that is fun and loves work. This needs to be considered by looking at the salaries provided, promotions, and supervision improvements.

The company also needs to increase employee organizational commitment. Organizational commitment is a condition where an employee side with a particular organization and its goals and desires to maintain membership in the organization. This commitment is developed by paying attention to effective, sustainable and normative commitments.

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