

## **Effect of Transformational Leadership and Organizational Commitment to Organizational Performance through Job Satisfaction PT. Anadi Sarana Tata Husada**

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**Abstract:** This study aimed to determine the effect of transformational leadership and organizational commitment to organizational performance simultaneously, determine the effect of transformational leadership on organizational performance partially determine the effect of organizational commitment on organizational performance partially determine the effect of job satisfaction on organizational performance partially determine the effect of leadership transformational on performance through job satisfaction and determine the effect of organizational commitment on organizational performance through variable job satisfaction. The study was conducted on the organization of PT. Anadi Sarana Tata Husada by taking the saturated sample of 94 employees in all parts of the organization. Analysis of data using path analysis. Based on the results showed that the variables of transformational leadership, organizational commitment and employee satisfaction on the performance of the organization.

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

### **INTRODUCTION**

The organizational performance needed for any organization that wants to thrive in the future. The performance must be considered in some cases as based on the level of efficiency of the company, the level of effectiveness of the organization, the level of customer satisfaction and the level of absorption of the financial company or organization.

In other words, the performance can be measured by productivity, quality, and consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development [1]. Performance can also be measured based on the activity on use within the program is run, products and services produced. Ruky [2] suggests that the assessment of organizational performance is an activity comparing the actual results obtained with the plan.

Factors that affect the performance of the organization include transformational leadership and employee satisfaction levels. Leadership is the most important thing that leads the organization together with employees to achieve organizational goals. The higher the applied leadership in the organization, organizational performance is also getting bigger. This is shown in research that has been done Day and Lord [3] states that the impact of leadership on organizational performance. This research was conducted on a number of employees working at the company. Another study conducted by Popa [4] which states that the leadership impact on organizational performance.

Other factors that affect the performance of the organization is the commitment of the organization. According to Robbins and Judge [5] organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while the high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin [6] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see

himself as a true member of the organization. Kreitner and Kinicki [7] state that organizational commitment reflects the degree to which a person recognizes an organization and tied to goals. organizational commitment the attitude of the employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization to achieve the goals and survival of the organization. The commitment of the positive influence means a higher commitment to the performance of the organization is also getting bigger [8]. This research was conducted on a number of employees of Coca-Cola Company in the country of Nigeria.

Other factors that affect the performance of the organization is job satisfaction. Koesmono [9] suggested that job satisfaction is an assessment, a feeling or attitude of a person or employee to work and relate to the working environment and so on. So it can be said that job satisfaction is the fulfillment of some desires and needs through activities or work. Satisfaction affects the performance of the organization. The satisfaction of the positive influence means a higher commitment to the performance of the organization is also getting bigger [10].

## **LITERATURE REVIEW**

### **Leadership**

The importance of leadership is visible from many experts give their views in defining leadership [11]: Definition of leadership by Terry are affecting those activities that are directed to achieve organizational goals.

Jacobs and Jacques [12] found a process to make sense of a collective effort and resulted in a willingness to undertake to achieve desired business goals.

Hemhiel and Coons [13] in Mujiono [14] that the definition of leadership is the behavior of an individual who leads the activities of a group to a goal to be achieved together.

According to Kartono [15] Leadership is influencing the activity of the people that they love trying to achieve group goals. According to O'Leary [16], transformational leadership is the leadership styles used by someone the manager if he wants to widen the boundaries of a group and have surpassed the performance status quo or achieve a series of objectives of the organization are entirely new. Transformational leadership is principally motivated subordinates to do better than what can be done, in other words, to increase the trust or confidence of subordinates that will affect the performance improvement. While Tracy and Hinkin [17] interpret the transformational leadership as follows:

From some of the transformational leadership is the leadership style that seeks to transform the values espoused by subordinates to support the vision and goals of the organization. Through the transformation of these values, the expected good relations between members of the organization can be constructed so that it appears a climate of mutual trust among the members of the organization.

A transformational leader is said to be stylish if it can change the situation, change what he usually does, talk about lofty goals, and has reference values of liberty, justice, and equality. Transformational leaders who will make the subordinate see that the goal would be achieved much more than his personal interests.

### **Organizational Commitment**

According to Robbins and Judge [5] organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin [6] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki [7] that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge [7] states that there are three separate dimensions of organizational commitment are:

- Affective commitment to the organization is an emotional feeling and belief in its values. For example, an employee Petco may have an active commitment to his company because of with animals.
- Ongoing commitment is perceived as the economic value of surviving in an organization when compared to leaving the organization. An employee may be committed to an employer because he paid them high and that the resignation of the company will destroy his family.
- Normative commitment is an obligation to stay in an organization for reasons of moral and ethical. For example, an employee who has pioneered a new initiative may survive with an employer because she was leaving someone in a difficult situation when he left.

### **Job Satisfaction**

Job satisfaction according to Martoyo [18], essentially a psychological one aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills, and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee/employee subjectively determine how the work was satisfactory.

By As'ad [19] job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to As'ad [19] suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work.

Of limits on job satisfaction, we can conclude simply that job satisfaction is one's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction in their work environment.

Factors that influence job satisfaction can basically into two parts: intrinsic factor or factors that would come from within the employees themselves as the expectations and needs of individuals and the second are factors extrinsic, extrinsic factors: factors derived outside employees include corporate policies, the physical condition of the working environment, interaction with other employees, the payroll system, and so on. Theoretically, factors that can affect job satisfaction very numerous, such as leadership styles, behavior, a locus of control fulfillment of expectations, payroll, and effectiveness.

### **Organizational Performance**

According to Keban [20] performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunagara [21] that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban [20], the achievement of results (performance) can be judged by the actors, namely:

- Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
- Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
- Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
- Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

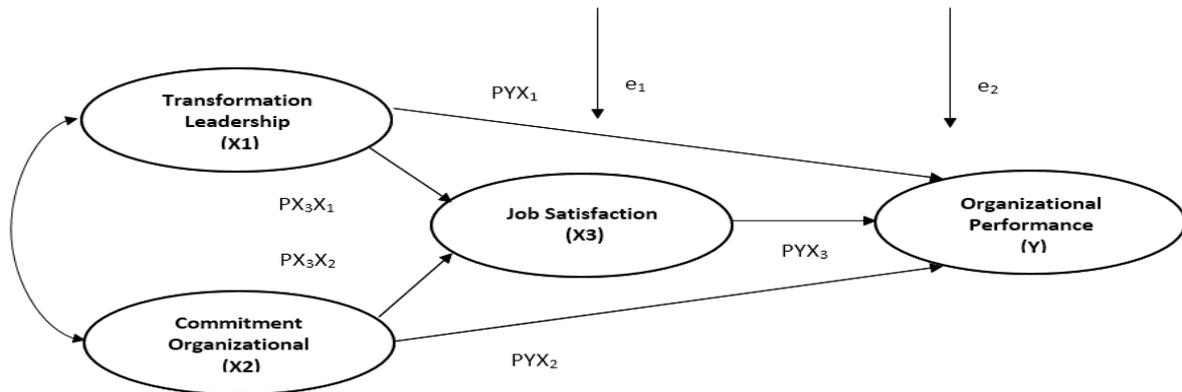
Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization [22].

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization.

## **RESEARCH METHODS**

### **Research Design**

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.



**Fig-1: Overall Path Analysis**

That phenomenon can be designed through the following mathematical functions:

- **Model 1 (one)**

Simultaneously influence between X1 (transformational leadership) and X2 (organizational commitment) to variable Y (organizational performance) can be formulated with:

$$Y = f(X_1), (X_2)$$

Assuming probability predictor variables are the same  $(P \neq 0,000) / < 0,05$

- **Model 2 (two)**

The influence of the independent variables X1 (transformational leadership) to Y (organizational performance) can be formulated with:

$$Y = f(X_1)$$

Assuming probability is not the same predictor variables  $(P \neq 0,000) / < 0,05$ ,

- **Model 3 (three)**

Partial effect between X2 (organizational commitment) to Y (organizational performance) can be formulated with:

$$Y = f(X_2)$$

Assuming probability is not the same predictor variables.

- **Model 4 (four)**

Partial effect between X3 (job satisfaction) to Y (organizational performance) can be formulated with:

$$Y = f(X_3)$$

Assuming probability is not the same predictor variables  $(P \neq 0,000) / < 0,05$

- **Model 5 (five)**

Partial effect between X1 (transformational leadership) to Y (organizational performance) through job satisfaction variables (X3) can be formulated with:

$$X_3 = f(X_1)$$

$$Y = f(X_3)$$

Assuming probability is not the same predictor variables  $(P \neq 0,000) / < 0,05$

- **Model 6 (six)**

Partial effect of X2 (organizational commitment) to Y (organizational performance) through job satisfaction variables (X3) can be formulated with:

$$X_3 = f(X_2)$$

$$Y = f(X_3)$$

Assuming probability is not the same predictor variables ( $P \neq 0,000$ ) /  $< 0,05$ ,

**Object of Research**

The study was conducted in PT. Anadi Sarana Tata Husada.

**Population and Sample**

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions [23]. Samples were towing the majority of the population to represent the entire population [24]. The sample used in this study was employees of PT. Anadi Sarana Tata Husada.

The total number of employees as many as 94 people. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use of saturated sampling.

**RESULTS AND DISCUSSION**

The effect of transformational leadership and organizational commitment to performance organization Linear analysis model can be based on calculations using SPSS program as follows.

**Table-1: Results of the analysis of the first equation**

| Model                              |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|------------------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
|                                    |            | B                           | Std. Error | beta                      |       |      |
| 1                                  | (Constant) | 17,536                      | 2,207      |                           | 7,944 | ,000 |
|                                    | LEADERSHIP | ,676                        | ,097       | ,464                      | 6,935 | ,000 |
|                                    | COMMITMENT | ,549                        | ,066       | ,555                      | 8,303 | ,000 |
| a. Dependent Variable: PERFORMANCE |            |                             |            |                           |       |      |

Based on the tables above, the simultaneous structural equations can be described as follows

$$Y = 0,464X_1 + 0,555X_2$$

F count can be obtained from the following table

**Table-2: Calculate the F value equations simultaneously**

| Model   |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|---|------------|----------------|----|-------------|--------|-------------------|
| 1   | Regression | 1730,961       | 2  | 865,481     | 69,191 | ,000 <sup>b</sup> |
|   | Residual   | 1138,273       | 91 | 12,508      |        |                   |
|   | Total      | 2869,234       | 93 |             |        |                   |
| a. Dependent Variable: PERFORMANCE                |            |                |    |             |        |                   |
| b. Predictors: (Constant), COMMITMENT, LEADERSHIP |            |                |    |             |        |                   |

Based in the table above is known that the calculated F value of 69.191 and significance of 0.00. This value is smaller than 0.05. this means that the variables of transformational leadership and organizational commitment influence organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

**Table-3: Values r squared regression model first**

| Model   | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| 1   | ,777 <sup>a</sup> | ,603     | ,595              | 3,53673                    | 1,278         |
| a. Predictors: (Constant), COMMITMENT, LEADERSHIP |                   |          |                   |                            |               |
| b. Dependent Variable: PERFORMANCE                |                   |          |                   |                            |               |

Based on the above table it is known that the value of r squared of 60.3% means that the variables of transformational leadership and organizational commitment affect the organizational performance of 60.3% while the rest influenced by other variables that are not incorporated into the model equations.

**Analysis of the influence of transformational leadership on organizational performance partially**

The analysis results on the performance of transformational leadership can be partially seen in the following table.

**Table-4: Results of the analysis of the second regression equation**

| Model                              |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|------------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
|                                    |            | B                           | Std. Error | beta                      |        |      |
| 1                                  | (Constant) | 26,978                      | 2,494      |                           | 10,815 | ,000 |
|                                    | LEADERSHIP | ,802                        | ,127       | ,550                      | 6,320  | ,000 |
| a. Dependent Variable: PERFORMANCE |            |                             |            |                           |        |      |

The structural equation of the above data can be seen as follows  
 $Y = 0,550X1$

Based on the chart above analysis it is known that the coefficient of transformational leadership at 0,550. T value of 6.320. The significant value of 0.00. The significance value smaller than 0.05. This means that transformational leadership variables affect the performance of the organization as partial. The magnitude of the effect of transformational leadership on organizational performance can be seen in the following table.

**Table-5: Values r squared second equation**

| Model                                 | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|---------------------------------------|-------------------|----------|-------------------|----------------------------|
| 1                                     | ,550 <sup>a</sup> | ,303     | ,295              | 4,66328                    |
| a. Predictors: (Constant), LEADERSHIP |                   |          |                   |                            |

Based on the above table it can be seen r squared value of 0.303. This means that the effect of variable transformational leadership on organizational performance by 30.3% and the rest influenced by other variables not included in the model equations.

**Analysis of the influence of organizational commitment on organizational performance partially**

The results of the analysis of the effect of organizational commitment on organizational performance can be partially seen in the following table.

**Table-6: Results of the analysis of the third regression equation**

| Model                              |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|------------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
|                                    |            | B                           | Std. Error | beta                      |        |      |
| 1                                  | (Constant) | 29,022                      | 1,794      |                           | 16,174 | ,000 |
|                                    | COMMITMENT | ,620                        | ,080       | ,627                      | 7,728  | ,000 |
| a. Dependent Variable: PERFORMANCE |            |                             |            |                           |        |      |

The structural equation of the above data can be seen as follows  
 $Y = 0,627X2$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.627. T value of 7.728. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

**Table-7: The third equation r squared**

| Model                                 | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|---------------------------------------|-------------------|----------|-------------------|----------------------------|
| 1                                     | ,627 <sup>a</sup> | ,394     | ,387              | 4,34880                    |
| a. Predictors: (Constant), COMMITMENT |                   |          |                   |                            |

Based on the above table it can be seen r squared value of 0.394. This means that the effect of variable organizational commitment to organizational performance amounted to 39.4% and the rest influenced by other variables not included in the model equations.

**Analysis of the influence of job satisfaction on organizational performance partially**

The results of the analysis of the effect of job satisfaction on performance can be partially seen in the following table.

**Table-8: Results of the fourth regression equation analysis**

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|
|       |              | B                           | Std. Error | beta                      |        |      |
| 1     | (Constant)   | 10,071                      | 2,007      |                           | 5,018  | ,000 |
|       | SATISFACTION | ,778                        | ,048       | ,862                      | 16,306 | ,000 |

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows  
 $Y = 0,862X3$

Based on the chart above analysis it is known that job satisfaction coefficient of 0.862. T value of 16.306. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially. The magnitude of the effect of job satisfaction on organizational performance can be seen in the following table.

**Table-9: Values r squared fourth equation**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,862 <sup>a</sup> | ,743     | ,740              | 2,83150                    |

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r squared value of 0.743. This means the effect of job satisfaction variables on organizational performance by 74.3% and the rest influenced by other variables not included in the model equations.

**Analysis of the influence of transformational leadership on organizational performance through variable job satisfaction**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of line with the structure of this sub-image.



**Fig-2: Analysis of the influence lines X1 to Y via X3**

The coefficient of the influence of transformational leadership on organizational commitment can be seen in the following table

**Table-10: The effect of transformational leadership on job satisfaction**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | beta                      |       |      |
| 1     | (Constant) | 20,495                      | 2,433      |                           | 8,425 | ,000 |
|       | LEADERSHIP | 1,096                       | ,124       | ,678                      | 8,849 | ,000 |

a. Dependent Variable: SATISFACTION

Based on the picture above can be seen that the influence of transformational leadership on organizational performance is 0,550. The influence of transformational leadership on organizational performance through job

satisfaction is  $0.678 \times 0.862 = 0.5844$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

**Analysis of the influence of organizational commitment on organizational performance through variable job satisfaction**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of a line with the structure of this sub-image.



**Fig-3: Analysis of the influence lines X2 to Y via X3**

The coefficient of organizational commitment on organizational performance can be seen in the following table.

**Table-11: The coefficient of the influence of organizational commitment on job satisfaction**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|--------------|-----------------------------|------------|---------------------------|--------|------|
|              | B                           | Std. Error | beta                      |        |      |
| 1 (Constant) | 23,724                      | 1,675      |                           | 14,164 | ,000 |
| COMMITMENT   | ,827                        | ,075       | ,755                      | 11,033 | ,000 |

Dependent Variable: SATISFACTION

Based on the picture above it can be seen that the direct effect of organizational commitment on organizational performance is 0.627. While the Influence of organizational commitment on organizational performance through organizational commitment is  $0.755 \times 0.862 = 0.6508$ . In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

Variable transformational leadership and organizational commitment influence organizational performance simultaneously. Calculated F value of 69.191 and significance of 0.00. This value is less than 0.05. R squared value of 60.3% means that the variables of transformational leadership and organizational commitment affect the organizational performance of 60.3% while the rest influenced by other variables that are not incorporated into the model equations.

Transformational leadership variables affect the performance of an organization partially. T value of 6.320. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.303. This means that the effect of transformational leadership variables on the performance of 30.3% and the rest influenced by other variables not included in the model equations.

7.728. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.394. This means that the effect of variable organizational commitment to organizational performance amounted to 39.4% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of an organization partially. T value of 16.306. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.743. This means the effect of job satisfaction variables on organizational performance by 74.3% and the rest influenced by other variables not included in the model equations.

The influence of transformational leadership on organizational performance is 0,550. The influence of transformational leadership on performance through job satisfaction is  $0.678 \times 0.862 = 0.5844$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect of organizational commitment on organizational performance is 0.627. While the influence of organizational commitment on organizational performance through organizational commitment is  $0.755 \times 0.862 = 0.6508$ . In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

## RECOMMENDATIONS

Organizational performance needs to be improved to enhance the implementation of transformational leadership, organizational commitment, and employee satisfaction. Transformational leadership as a leader who has the power to influence subordinates in certain ways. This leadership involves changes to a subordinate to do more positive or better than what is normally done which affects the performance improvement. Transformational leadership is done by 1) Stimulate the spirit of our colleagues and followers to view their work from some new perspective. 2) Reduce the vision and mission of the team and organization. 3) Develop and his colleagues at the level of ability and potential are higher. 4) Motivating and his colleagues to look at their own interests,

Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness and personality enhancement training activities.

Job satisfaction refers to an individual's general attitude towards the work he does. A person with a high level of job satisfaction showed a positive attitude towards the work; someone who is not satisfied with his work showed a negative attitude at work it. Because in general, when people talk about the attitude of the employees, with by presenting work who are mentally challenged, improving on reasonable terms, improve work environment that supports employees and support of supportive colleagues.

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