

The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance

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Abstract—The objective of this study is to analyze the influence of transformational leadership and organizational commitment on job satisfaction and employee performance. The respondents of this study are the employees of shipping companies in Jakarta, Indonesia that has been working for at least 5 years which amounted to 105 people. The data analysis technique used in this study is Structural Equation Model (SEM). The results show that: 1) transformational leadership has a positive significant influence on organizational commitment, 2) transformational leadership has a positive significant influence on employees' performance, 3) transformational leadership has no positive significant influence on job satisfaction, 4) organizational commitment has a positive significant influence on job satisfaction and employees' performance, and 5) job satisfaction has a positive significant influence on employees' performance.

Index Terms—Transformational Leadership, Organizational Commitment, Job Satisfaction, and Employee Performance.

I. INTRODUCTION

The amount of Indonesian citizen and the growth of shipping industry in each province have been growing rapidly. The demand for sea transportation is rising from time to time, not only for its quality but the quantity also. Therefore, one of the factors that support the fulfillment of demands is the provision of adequate human resources in Indonesian shipping companies. The progress or deterioration of a company without the support of high quality human resources would not run optimally. One of the supports that hold an important role is the dimension of human resources. According to [1] the importance of human resources existence in an organization is not solely related to its strategic role in deciding the dynamic of the organization, it is also meant to be an asset for the organization.

Therefore, a qualified leader which has the ability to utilize company's resources optimally and to aim employee's activities to achieve company's objectives is needed. The triumph or insolvency of an organization is partly decided by the quality of the leadership. One of the methods that can be used to negate this issue is by applying transformational leadership model. Transformational

leadership is defined as leaders that transforms the value, needs, aspirations, followers' priorities and also motivates their followers to exceed expectations [2]. Several studies regarding transformational leadership often found that the implementation of transformational leadership can be used in several different organizations, situations, level, analysis and cross-culture [3]-[6] developed a leadership theory based on the main construct which consists of: transactional leadership and transformational leadership. Transactional leadership and transformational leadership is developed based on Maslow's opinion on basic human needs. A lower level employee's needs such as physical needs, safety and affiliation can be fulfilled by practicing transactional leadership. On the other hand, to fulfill a higher level of employee's needs like dignity and self-actualization is only possible by practicing transformational leadership. Transformational leadership is an ability that possessed by leaders to influence their subordinates to raise awareness on the importance of work results, prioritizing group significance, and to raise the needs of their subordinates to a higher degree to achieve better quality of life [6]. The transformational leadership style could bring significant changes that brings effect to employee's performance. For that matter, [7] developed a concept of transformational leadership which based on the concept by [8], but Bass did not use transforming leadership and use transformational leadership instead. Therefore, the leadership orientation which stated by Bass is not centered on leadership process.

But just like other developing countries, job has become more and more complex and demands intellectual from time to time. For the sake of sea transportation business' progress, shipping company in Indonesia needs a good understanding of motivation, behavior, and performance that urges continuous example to deliver organization performance. One of the key elements to sustain effective performance is leadership quality. [9] noted that there are still large numbers of managers in shipping companies that are still largely practicing authoritative style of leadership that holds the responsibility to raise the social status, involvement, motivation and private loyalty of employees to their manager.

One of the ways to support transformational leadership implementation is to build organizational commitment. Organizational commitment is the loyalty of employee to their organization and is a continuous process, in which the employees are also participating in declaring their attention on the existence and the success of the organization [10]. Organizational commitment consists of three components which are: (1) the unity and objective of company's values,

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(2) the willingness to stay together in the organization and (3) the readiness to work hard in the name of organization. Several researches related to organizational commitment will widely imply on job satisfaction, absence, disloyalty, employee turnover and the willingness to get achievements and organization success [11].

Job satisfaction issue has attracted several researchers' attention. Job satisfaction is the difference between things that have been expected and things that have been accepted in relation to available alternatives in a decided situation. Job satisfaction is applied on organization and individual level. A low job satisfaction in an organization is a combination of the declining of task implementation, the progressing rate of absence and the declining level of organization's morality. On the other hand, on individual level, low job satisfaction are usually related to high level of desire to quit the job, the rising level of job stress, and the emerging of physical and psychological issues.

Performance is defined as the result from a person's effort which achieved by the presence of effort, ability and task perception [12]. Effort is the result of motivation, satisfaction, and organisational commitment that shows the amount of energy (physical and mental) used by an individual in initiating a task. While effort is an individual's characteristic in doing a task. An effort is usually not directly influenced on short-term period. Task perception are pointers or clues in which individuals believe that they can materialize their efforts into their jobs. According to [13] employee performance are notes of achievements which resulted from a certain task in a certain period of time. In addition, a manager's performance can be seen from output, product quality, productivity, cost management, safety and health, employees' relationship and development [11].

Several former researches which related to transformational leadership is generally tried to compare the outcome of transformational leadership and transactional such as performance and how effective is an organization. According to [14], a research on leadership usually stresses more on transformational leadership. A research in this field has been well-conducted in finding the right concept on the effective style of leadership and also contextual terms that should be created so the process can be done effectively [4], [15].

There is a connection between transformational leadership with behavior and job, such as job satisfaction and organizational commitment [15]. The findings on empirical studies and meta analysis show that there is an involvement between employees with transformational leadership such as: satisfaction, efficiency, motivation and commitment on their organization and behavior [16]-[18].

References [16] conducted a study on the influence of transformational leadership training on basic-unit performance. Performance is measured with the level of private loan selling and the level of credit card selling. They found that basic unit with a manager who attended transformational leadership training shows a higher performance than those who did not. Based on that issue, it can be concluded that this research aims to analyze the influence of transformational leadership and organizational

commitment on job satisfaction and employee performance. This research also tries to fill the gap that has not been conducted on previous researches.

II. LITERATURE STUDY AND HYPOTHESES

A. *Transformational Leadership, Organizational Commitment and Performance*

The idea of transformational leadership model is developed by James MacGregor Burns which had applied this model on political context and continuously shaped and introduced into organizational context by [19]. It is believed that transformational leadership can be directed to superior performance in an organization that faces renewal and transformation demands. Transformational leadership tries to create conducive climates for the development of innovation and creativity. The difference of opinion is often seen as common phenomenon. The leaders urge their subordinates to create new ideas and creative solutions for the problems they have. For that matter, subordinates are highly involved and made efficient in problem and solution formulating processes. Individual attention that has been done by a transformational leader is a one of the reason that the leaders have the ability to build trust and respect to motivate their subordinates to exceed expectation [20].

Organizational commitment is a way to identify and involving oneself in an organization and wish to be a permanent member of an organization [13]; according to [21] there are three components in organizational commitment which consists of: (a) affective, that whose employees' willingness to involve their selves and to identify their selves with the organization because there is a common ground in organization values, (b) continuance, commitment that arises from the anxiety on losing benefits of an organization, (c) normative, commitment that emerges from the employees that feel the needs to stay in the organization. These three commitments has been tested by [22] which shows many possibility. Transformational leadership is probably showing a strong positive relationship with affective because it gives a strong feeling and adequate support to motivate subordinates staying in the organization, while contingent reward is probably positively related to continuance commitment because there is an anxiety of losing benefits when leaving the organization [23].

References [24] and [25] found that transformational leadership has a strong influence on subordinates' organizational commitment. The research that has been conducted by [26] on 90 middle high schools in Singapore showed that transformational leadership factors has an influence on organizational commitment.

H1a. Transformational leadership has a positive significant influence on organizational commitment.

H1b. Transformational leadership has a positive significant influence on employees' performance.

B. *Transformational Leadership and Job Satisfaction*

Transformational leadership has forward vision to initiate innovations and influence to achieve success by giving inspiration and activating subordinate to perform better than

expected. According to [7] transformational leadership can raise subordinates' performance by (1) the raise of subordinates' awareness on how importance expected results are, (2) asking individuals to prioritize others over one self, and (3) transform subordinates' level of needs or widen subordinates' needs. Employees' satisfaction shows attitude and behavior of subordinates on their leader. A satisfied person will do positive things and contributes to the manager to achieve organization's objectives while an unsatisfied person will develop a negative attitude and will not be willing to help the manager to achieve organization's objectives. Transformational leadership will be more reliable in rising employees' satisfaction because with the three dimensions influence it will help to develop pride, attention, respect and the feeling to create ideas as a facility for self actualization which leads to the rising level of subordinates' satisfaction [25].

Several researches have also showed a significant influence between leadership style and job satisfaction. Studies that have been conducted by [22], [23], [27] stated that transformational leadership has a significant influence on subordinates' level and satisfaction. In addition, a study conducted by [25] tested transformational leadership on subordinates' satisfaction. The result showed that there is a positive additional influence of transformational on subordinates' satisfaction. While [28] ensure that the organization will be willing and accepting transformational leadership if adaptation is its main objective

H2. Transformational leadership has a positive influence on job satisfaction.

C. Organizational Commitment, Job Satisfaction and Employees' Performance

Employees' commitment on organization gives a higher level of possibility for employee to participate in achieving company's objectives process. If a company can achieve an objective, it goes without saying that the employees will be satisfied on such results. Several other researches such as [3] using nurse staff as a sample hired by major hospital in Singapore found a positive relationship between transformational leadership and organization commitment. Reference [29] found a relationship between organizational commitment with job satisfaction, moderated by job experience and gender. While several other researches have tested the relationship between organizational commitments with employees performance such as [30]-[32] stated that organizational commitment and employees performance has a positive relationship.

H3a. Organizational commitment has a positive influence on job satisfaction

H3b. Organizational commitment has a positive influence on employees' performance

D. Job Satisfaction and Employees' Performance

References [33] stated that job satisfaction is an affective or emotional response on one's job aspect. By that definition, job satisfaction is involving a person's positive feeling on his/her job. The same thing is stated by [34] that job satisfaction is a positive or negative attitude of an individual on his/her job. An employee satisfaction shows the attitude and behavior a subordinate on his/her leader. A

satisfied person will do a positive thing by helping their leader in achieving organization's objective.

According to [35] from several conducted researches, it can be identified that there are twenty kinds of different performance information objectives that can be classified in four categories: (1) evaluation which stresses on individual comparison, (2) a development that stresses on transformations inside an individual by initiating oneself in a period of time, (3) system maintenance, (4) the documentation of human resources decisions. This information can be used as background for the manager to decide policies and other programs related to employees performance. Reference [36] reported that transformational leadership has a positive influence on employees' satisfaction and performance.

H4. Job satisfaction has a positive influence on employees' performance.

III. RESEARCH METHODOLOGY

The method used in this research in survey method by giving questionnaire to respondents and by conducting interviews. The object of this research is permanent employee in shipping company in Jakarta, Indonesia. Primary data is used in this study which was obtained specifically by direct interaction with issues at hand. Other data is obtained by questionnaire and interviews. This study also used secondary data from many literatures, journals, previous researches, magazine, and other documents and archives that may be needed for this research.

Population in this study is all of the permanent employees in five different shipping companies in Jakarta, Indonesia. Maximum Likelihood Estimation that is used in Structural Equation Model (SEM) requires at least five observations for each indicator [37] which therefore means that if there are 21 indicators, it can be formulated that the amount of samples are $5 \times 21 = 105$ people. The amount of sample of this study is 105 people. The technique used to obtain sample is by random sampling with the criteria such as: permanent employees that has been working for at least 5 years in shipping companies in Jakarta, Indonesia. Questionnaire is given away by asking written questions and interviews on respondents. The measuring scale in this research is 7 points scale. The questionnaires were given away to 110 respondents and only 105 are accepted. The amount of the samples used in this study is in accordance with [37] that a research using SEM technique requires a number of 100-200 for samples.

IV. RESULTS AND DISCUSSION

A. Results

Characteristics of respondents in this research shows that there are: 25 people (24%) with the age ranging from 20-30, 45 people (43%) with the age ranging from 31-40, 29 people (28%) with the age ranging from 41-50 and 6 people (5%) with the age above 50. In addition, education level of respondents are ranging from magister degree 2 people (1%), bachelor degree 4 people (3.8%), diploma degree 19

people (18%) and high school 84 people (8.8%).

TABLE I: LOADING FACTOR BY USING CONFIRMATORY FACTOR ANALYSIS.

Construct	Indicator	Component/ Factor			
		1	2	3	4
Transformational Leadership	X1	0.778			
	X2	0.691			
	X3	0.836			
	X4	0.757			
	X5	0.622			
	X6	0.772			
Organizational Commitment	X7		0.656		
	X8		0.588		
	X9		0.886		
	X10		0.865		
	X11		0.650		
	X12		0.711		
Job Satisfaction	X13			0.698	
	X14			0.801	
	X15			0.913	
	X16			0.785	
Employees' Performance	X17				0.796
	X18				0.794
	X19				0.766
	X20				0.657
	X21				0.736

On another note, the result of this research also shows that: (1) transformational leadership variable has high index of 75.86 which means that the respondents are longing for meaningful transformation for the company, (2) organizational commitment variable has high index of 82.12. This shows that employees has already shown their commitment to their organizations to support the implementation of transformational leadership. Moreover, job satisfaction variable has high index of 79.39 which

means respondents' view on job satisfaction shows that there are high hopes for job satisfaction if transformational leadership is implemented. Performance variable has a high index of 78.91 which means respondents' view on performance shows a high level of performance. Table I shows the developed measurement model in this research by deciding each valid estimated indicator with measuring every dimension from the tested concept. The result for every indicator in this model is significant and it can be concluded that loading factor for all are accepted and therefore can be used in this research.

The test result by processing data using AMOS 4.10 can be seen in Fig. 1.

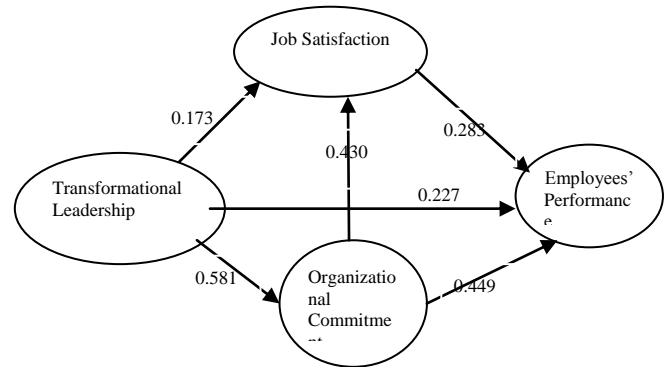


Fig. 1. Structural Equation Modelling

Based on Table II above it shows all of the hypotheses are accepted except for hypotheses 2.

TABLE II: PATH COEFFICIENTS (STANDARDIZED REGRESSION) BETWEEN VARIABLES

Path Coefficients Between Variables	CR	P	Notes
Transformational Leadership ---> Organizational Commitment (H1a)	0.581	0,000	Significant
Transformational Leadership ---> Employees' Performance (H1b)	0.227	0,004	significant
Transformational Leadership ---> Job Satisfaction (H2)	0.173	0,624	Non-Significant
Organizational Commitment ---> Job Satisfaction (H3a)	0.430	0,000	Significant
Organizational Commitment -----> Employees' Performance (H3b)	0.449	0,000	Significant
Job Satisfaction ---> Employees' Performance (H4)	0.283	0,003	Significant

B. Discussion

From the result showed on **H1a and H1b** that transformational leadership has a positive influence on organizational commitment and employees' performance. This result is supported by several previous researches. [25] stated that to grow organisational commitment on the member of the organization to change, the implementation of transformational leadership model is deemed necessary especially with behaviors that articulate vision, providing the right model, cultivating demand-objectives of the group, and individual support. It is also explained that transformational leadership has a positive significant influence on employees' commitment within the organization. Moreover, [35] is advising organization to be giving more attention on contextual aspect and external environment of the organization.

The implementation of transformational leadership is well-fitted for transformational type of leader. According to [7] transformational leadership is fitting to be implemented in non-daily situation. While [28] ensure that the

organization will be willing and accepting transformational leadership if adaptation is its main objective. This shows that the precision of transformational leadership style's implementation will result into a successful attempt in making changes, in which changes to be better through its employees' performance. The result of this also is also in line with research conducted by [38] that transformational leadership will be stressing more on incentives and can be used to raise employees' performance and focusing on finishing tasks. The result finds that transformational leadership has no influence on employees' satisfaction. This finding is in line with previous research such as [19] which stated that unsatisfied employees on status quo is a pre-requirements on the necessity in using transformational leadership.

H3a and H3b tests result show that organizational commitment has a significant influence on job satisfaction and employees' performance. The result of this study is supported by previous researches such as [3] which stated that organizational commitment can create job satisfaction and has an influence on performance. Moreover, a research

by [28] stated that organizational commitment is a consequence from job satisfaction, which means employees with high organizational commitment will influence job satisfaction.

H4 test shows that satisfaction has a positive influence on employees' performance. This finding is supported by previous researches such as [39] which stated that job satisfaction has a positive influence on individual performance. The same finding from [40] which stated that job satisfaction can contribute certain characteristics on individual performance. Reference [41] has also found that satisfaction can help and maximize company's profitability in long-term period. From several opinions regarding the right leadership style to be used today, it goes without saying transformational leadership is the right choice. While transactional leadership may be work in non-changing environment, transformational leadership will be well-fitted in a changing environment of an organization.

Transformational leadership has a forward vision to do innovations and the ability to reach certain achievements by giving inspiration and activating one's subordinated to exceed expectations. According to [38] there are 4 dimensions on transformational leadership which are: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. From these dimensions, a transformational leader has behavior integrity that should be giving an example about attitude, achievements, behavior and high commitment to their subordinates. The ability to motivate and to inspire by giving clear direction, objectives, challenges and pointers in solving problems can make subordinates become more excited. Leaders should create a creative and innovative atmosphere, pushing their subordinates to create ideas and contribute to their organization by solving strategic issues at hand. For that matter, leaders should also think about individual needs and priorities to obtain achievements, to have better career and better life, employees job satisfaction, internal and external, which leads to the notion that leaders should consider training, mentorship and award that will be giving satisfaction and performance upgrade on their subordinates.

According to [7] transformational leader has chances to raise their subordinates' performance by: (1) the importance of subordinates' consciousness on how important is the result, (2) asking each individual to prioritize the group from one self instead, (3) change the hierarchy of subordinates' needs or widen subordinates' needs. By then, transformational leader will obtain bigger subordinates' commitment and pushing employees to prioritize their group above individual, role as a teacher, trainer or mentor can also activate the needs of dignity and self-actualization from subordinates.

Transformational leadership is using a tight bond between leaders and their subordinates, based on trust and commitment, not contract, so It can help to see how important it is to prioritize the group above individual issues through the growth of self-esteem, self-control and dignity. To be more effective, transformational leadership should also be supported by several conditions such as: (1) there are uncertain conditions in society, (2) a big social gap, (3) the existence of communication network to spread leaders'

messages (4) there are no practice in organization that will be limiting creativity, (5) an action on politic and religion field should be treated differently from business field [16].

In a changing condition, it is more fitting to implement a customized and correct behavior on every step of transformation process when using transformational leadership. If there is any old policy being used, it is manager's job to create innovations to achieve organization's objective even though this intervention will only be effective if the subordinates has active needs that change will be beneficial and satisfactory. Aside from that, managers' success in initiation change depends on the ability to create a system that is not too rigid and overdone. This type of situation will make employees to be more flexible and following in case changes are about to occur within the organization.

A better working environment will make subordinates to be motivated to work harder with high performance. According to [36] employees' satisfaction, employees' performance and other criteria are influenced by leaders' behavior pattern. Leaders are using a set of technique to strengthen the relationship between effort and performance in on their subordinates' mind [42]. Because with transformational leadership that can cause subordinates to do a job more than expectation, because there is an influence from their leader [43].

There are several implications surfaced from the implementation of transformational leadership in an organization [44] such as: (1) implication on the company who has used transformational leadership from the leader and implemented it to the subordinates will personally affect them to do their best for the consumers, supplier and other community in the near future. Every existing components should do their best to utilize the resources and develop their employees, (2) implication of selection, promotion, and transfer. Transformational leadership can also influence leaders' ability to carry their organizations to higher level of success in the near future, (3) implication on development, training that has been conducted first time can bring major different for the next career. Unfortunately, in this research it is found that transformational leadership has no influence on satisfaction. By that logic, in order to raise employees' satisfaction, it is necessary to initiate transformational leadership that always be doing vision transformation, innovation and creativity, and aside o that effort, leaders should know the needs of their subordinates, because by fulfilling subordinates' needs, the bond and commitment will be built between leaders and subordinates within the organization.

V. CONCLUSION

From previous explanations, it can be concluded that transformational leadership can be used to raise organizational commitment and employees' performance. Transformational leadership cannot raise job satisfaction. Organizational commitment can raise job satisfaction and employees' performance. On the other hand, job satisfaction can raise employees' performance. It can be recommended that transformational leadership is a model that can be implemented in an organization based on the willingness to

move forward or the feeling of unsatisfied with present condition. In addition, transformational leadership model can be sustained by using flexibility approach, with objective to integrate the will of employees and other stakeholders into transformational leadership model. To build employees' job satisfaction, transformational leadership model should pay more attention on internal and external reward for employees. Aside from that, leaders can give an example and always creating new ideas involving their employees in decision making. So it can be hoped that it will raise employees' satisfaction which will imply to their performance. Moreover, the management of organizational commitment should also consider willingness and the same objectives aspects. This will build consistent level of employees' emotional and commitment in agreement that made beforehand. It is also important to influence attitude and other's feeling, be it individual or group in helping to direct and mobilize people and ideas into influencing and directing people through heed, trust, respect and agreement in order to achieve company's objective. With good commitment and trust within the organization, it will influence employees' performance.

To raise employees' performance it can be obtained by giving a consideration and intellectual stimulation for individual and also charisma which will be able to make changes to better direction, for example by doing training, counseling, sustaining the frequency of interaction in order to achieve self-actualization.

This research also has its limitations, for example, the sample used in this research was only permanent employee so it can be considered not quite proportional to represent transformational leadership model on shipping company in general. For future research, the development on research instruments on transformational leadership, commitment organizational, satisfaction can be customized for different objects. In detailed, researchers are aware that the research instrument is still very limited and its customization is not reflective enough in real life. Methodologically, this research only relies on primary data so it's highly advised for future researches to combine this data with more reliable secondary data.

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