
The Influence of Transformational Leadership on Employee Job Satisfaction in Foreign Capital Companies in the Bekasi Manufacturing Sector

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INFO ARTIKEL	ABSTRAK
Received: October 2022 Accepted: October 2022 Published: November 2022	The progress of each company is greatly influenced by the leadership role of a company. Therefore, it is very important to determine whether transformational leadership has an impact on the level of employee satisfaction in foreign capital companies in the manufacturing sector in Bekasi. The concepts of descriptive and verification research are used in this research. As a transformational leader, superiors understand various new strategies that are useful for achieving the company's big goals and always try to help and support employee success, according to the research results of respondents to the transformational leadership variable. So, the conclusion is that transformational leadership only affects the level of job satisfaction.
Kata Kunci: Transformational Leadership, Job Satisfaction, Employees, Foreign Capital Companies in the Manufacturing Sector	

INTRODUCTION

Ever-growing globalization, resulting in rapid changes, is now having a major impact on business. As a result, organizations must be better able to adapt to these changes. Business leaders must have the ability to handle new regulations, international market rules, and competitive complexities to anticipate such situations. To achieve this, companies need strong leaders who can be relied on to face adversity, benefit from change, and can bring their followers toward the same goals. The transformational leadership model is used by leaders below them to focus on behaviors that help transformation between individuals and organizations. Transformational leaders are attractive leaders who are strategically responsible and important for achieving organizational goals (Sukrajap, 2019; Siahaan et al., 2022).

According to Wahyuniardi & Nababan (2018), a transformational leader must be able to help his employees achieve the best work results. This leadership style is starting to be considered when facing change in an organization. Because the transformational leadership style is related to encouraging other people to progress and achieve results that exceed expectations (Nirmalasari, 2014). Transformational leaders can inspire others to see the future optimistically, project extraordinary goals, and communicate these goals to be achieved (Djuraidi & Laily, 2020; Purba et al., 2019).

Utilizing transformational leadership is expected to increase understanding of the organization's goals, vision and mission. Additionally, they demonstrate increased hard work, trust in leadership, cohesion, and greater commitment to the organization's mission (Aqmarina et al., 2016). New leadership is a term used to describe transformational leadership (Widyatmika & Riana, 2020; Hanifah & Purba, 2023). Breakthrough leaders: Leaders like this are called "breakthrough" because they have the ability to bring about major changes to individuals and organizations (Rosnani, 2012). Leaders like this know how important it is to make big and fundamental changes in their lives and work to achieve their goals. They have broad thinking, which allows them to undertake radical paradigm shifts.

According to many researchers and management practitioners, the transformational leadership model is the most suitable idea to describe the characteristics of a leader (Anggraeni & Santosa, 2013; Amal et al., 2022). Transformational leaders can help their employees by giving them good examples and encouraging them to be creative, innovative, and able to solve problems in new ways. They also care about the problems their employees face and continually encourage them to improve their performance, so they can be happier at work.

Employee job satisfaction is important for an organization, and therefore, employees will try their best to help the company. Job satisfaction is an attitude towards work that is based on what a person feels in their work and is based on job elements (intrinsic and extrinsic). Therefore, it is expected that employees will feel satisfied with their jobs if their work environment is pleasant.

Studies on transformational leadership have found that acting like a transformational leader can increase employee motivation and happiness in their workplace. On the other hand, job satisfaction is closely related to an employee's attitude towards his or her job, the work situation, and the level of cooperation between the employee and his or her leadership. In contrast, job satisfaction is a positive feeling or feeling of pleasure that results from an employee's assessment of factors or experiences related to his or her work (Priyatmo, 2018; Wantu et al., 2021).

The job satisfaction factor is very complex because many factors influence it. One of them is leadership style (Tondok & Andarika, 2004). Because transformational leadership is still an element that influences employee satisfaction levels, transformational leadership is considered the most appropriate leadership model for this situation. Transformational leader behavior influences employee job satisfaction because transformational leadership is the process of building commitment to organizational goals and giving employees confidence that they can achieve them. This is the basis of this research, which aims to determine whether transformational leadership has an impact on employee job satisfaction in foreign capital companies in the Bekasi manufacturing industry.

METHOD

This research uses descriptive and verification research concepts. The purpose of descriptive research is to explain the variable features of job satisfaction and the application of compensation. Verification research collects field data to test hypotheses. In this research, we will study how the application of compensation

impacts employee job satisfaction in a multinational company operating in the manufacturing industry in Bekasi.

Research Sample

All midline managers who work in foreign manufacturing companies are included in the research sample, according to Arikunto (in Riduwan, 2011). Because the population is heterogeneous, a proportional stratified random sampling method was chosen. Isaac and Michael created the following empirical formula to calculate the number of samples for a certain population (in Sukardi, 2011):

$$S = \frac{\chi^2 \cdot N \cdot P \cdot Q}{d^2 (N - 1) + \chi^2 \cdot P \cdot Q}$$

Information :

S = sample size sought

N = Number of population

P = Population proportion as the basic assumption for making the table. This price is taken P=0.5

D = degree of precision reflected by the tolerable error in the fluctuation of the sample proportion (P), d is generally taken to be 0.1

X² = The desired (un)confident relative degrees of freedom have a chi-square table value of 2.706 and a confidence level of α = 0.1.

Based on the formula and assumptions above, the sample was obtained with the following calculations :

$$S = \frac{2,706 \times 1483 \times 0,5 \cdot (1-0,5)}{0,1 \times 0,1 \cdot (1483-1) + 2,706 \cdot 0,5 \cdot (1-0,5)}$$

$$S = 64,74 \approx 65$$

Isaac and Michael's formula (in Riduwan, 2011) is used to increase the stratified proportional random sample population :

$$n_i = \frac{N_i}{N} \cdot S$$

Where :

n_i = number of samples by stratum

N_i = total population by stratum

S = number of samples

N = total population

To conduct this research, samples were taken from the population as a whole. The respondent of this research is a middle level manager in a manufacturing company located in Bekasi.

RESULT AND DISCUSSION

Transformational leadership in Foreign Capital Companies (PMA) in the Manufacturing sector in the city of Bekasi

The results of data processing from the 18 question items asked to measure the transformational leadership variable are as follows: the variables of charisma, ideal influence, leadership inspiration, intellectual stimulation, and individual consideration. The results measure the extent to which superiors as transformative leaders are able to remain calm in dealing with crisis situations. It can be seen that of all the managers sampled in this study, almost all of them stated that they agree to strongly agree that superiors are able to act calmly in dealing with crisis situations, but there are still 18.25% who stated neutral to strongly disagree that superiors as transformative leaders are able to act calmly. calm in the face of crisis situations.

The results measure whether the boss is a transformative leader in conveying ideas and work programs that are easy to understand. Based on this, it can be seen that of all the managers sampled in this study, almost all of them stated that they agree to strongly agree that superiors are transformative leaders in conveying ideas, work programs are easy to understand, but there are still 20.50% who stated that they are neutral to strongly disagree that superiors in conveying ideas, work programs are easy to understand.

The results show that almost all managers surveyed in this study agree to strongly agree that superiors as transformative leaders are structured in delivering company programs. However, 18.75% of managers surveyed stated they were neutral or strongly disagreed that superiors were structured in delivering company programs. The results determine whether the boss, as a transformative leader, does not use a more systematic approach in implementing the company's plans. Of all the managers involved in this research, almost all of them disagreed even strongly disagreed that superiors as transformative leaders were less systematic in delivering company programs. However, 17.50% of the managers involved in the research stated that they were neutral or strongly agreed that superiors were less systematic in delivering company programs.

The results show that almost all managers sampled in this study disagree—to the point of strongly disagreeing—those superior as transformative leaders are less effective and focused in providing direction to achieve the vision. However, only 15.75% of managers stated they were neutral or agreed

The results show that almost all managers involved in this research disagreed—to the point of strongly disagreeing—those superiors as transformative leaders appear neutral in leading the company. However, 18.00% of the managers involved stated they were neutral or agreed that their superiors as transformative leaders appeared neutral in leading the company. The results show that almost all managers involved in this research agree to the point of strongly agreeing that superiors as transformative leaders in carrying out their work emphasize the importance of company values. However, there were 21.75% of managers who stated they were neutral or strongly disagreed that their superiors as transformative leaders in carrying out their work emphasized the importance of company values.

The results determine whether superiors as transformative leaders ignore spiritual principles in the workplace. Of all the managers surveyed in this study, almost all said they disagreed to strongly disagreed that transformative leaders ignore spiritual values in their workplace. However, 16.75% of managers surveyed neutrally or strongly agreed that transformative leaders ignore spiritual values in their workplace.

The results show that, of all the managers sampled in this study, almost all of them disagreed to the point of strongly disagreeing those superiors set work standards that were mediocre for their subordinates. However, 22.00% of the managers sampled stated that they were neutral or strongly agreed that superiors set work standards that were acceptable for their subordinates.

The results show that the majority of managers involved in this study agree to strongly agree that superiors challenge their subordinates in their work. However, 17.25% of the managers stated they disagreed or were neutral. Furthermore, the results measure the extent to which superiors as transformative leaders create a healthy work environment for their subordinates. It can be seen that almost all managers involved in this research agree to the point of strongly agreeing—those superiors can create a healthy work environment for their subordinates. However, 16.25% of the managers involved in this research stated that they did not agree at all or strongly disagree.

Furthermore, the results show the extent to which a boss is motivated to do new things with his staff. In this research, almost all managers agreed—to the point of strongly agreeing—those superiors motivate their subordinates to constantly make new breakthroughs; however, 20.50% of the managers stated they were neutral or disagreed. Next, measure the extent to which superiors as transformative leaders are able to listen to their subordinates when they express their opinions seriously. It can be seen that of all the managers sampled in this study, almost all of them stated that they agree to strongly agree that when subordinates express opinions, superiors listen seriously, but only 13.75% of managers stated that they are neutral to strongly disagree that when subordinates

Furthermore, the results measure the extent to which superiors as transformative leaders allow subordinates to overcome their own challenges without guidance. It can be seen that almost all managers involved in this research stated that they disagree to strongly disagree that superiors let subordinates overcome their own challenges without guidance, but there are still 17.00% of managers who stated neutral to strongly agree that superiors let subordinates overcome their own challenges. without guidance.

Leadership Variable Analysis

The range of data values for the leadership variable, which consists of eighteen question items for four hundred managers, was obtained based on the results of questionnaire data collection. The maximum value range ($R_{max} = 36000$) and minimum value range ($R_{min} = 7200$) are obtained from multiplying the number of managers by eighteen question items and then multiplying by the maximum and minimum alternative answer numbers. According to the research results, the

leadership variable received a score of 29103, which is a score that meets the high criteria. The range of values resulting from this research is based on the difference between the minimum score and the maximum score from the calculation manager's answers, which produces a total score value = 29103. This value is described in the following continuum.

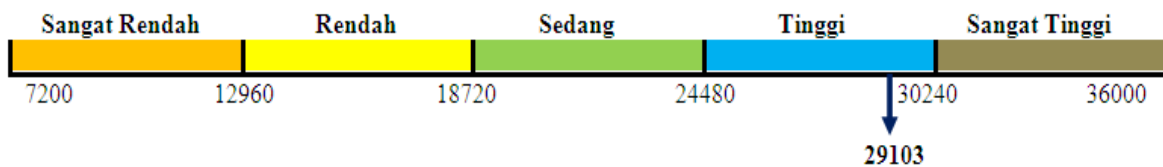


Figure 1. The difference between the minimum score and the maximum score of the manager's answers

Based on the discussion of each item, the transformational leadership evaluation received a score of 29103. This is also indicated by the 18 question items used to measure the transformational leadership variable, which has 5 dimensions: charisma, ideal influence, leadership inspiration, intellectual stimulation, and individual consideration. The results focused on agree and strongly agree answers. This shows that most managers think that superiors have implemented caring transformational leadership and always tried to support and support the manager's success.

The results of this research are in line with what Burns said that occurs when leaders and followers mutually enhance and develop their morality and encouragement towards each other. Transformational leaders can influence or influence their followers by making them believe, awe, and resent, according to Bass (1990). Simply put, transformational leadership can be defined and understood as leadership that has the ability to bring change to every team member.

In line with Bass (1990), this research emphasizes several ways a transformational leader can change followers. Examples of transformational leadership include raising awareness of the importance of work and its value, prioritizing team development or achieving organizational goals rather than simply pursuing individual interests, and prioritizing truth. To achieve successful transformational leadership, four steps must be taken: increasing power with sufficiently high moral and ethical standards and maintaining a sense of trust between followers and leaders.

The coefficient of variance (CV) for transformational leadership consists of five dimensions, namely aura, ideal influence, leadership inspiration, intellectual stimulation, and individual consideration. The first dimension, namely aura, shows the leader's ability to convey his vision and make his subordinates calm in a crisis situation, has an average value of 4.060 with a standard deviation of 0.737.

The indicator of a leader's ability to instill ideals, values and beliefs in his subordinates—which is described in the ideal influence dimension—has an average value of 4.023 with a standard deviation of 0.746, which produces a coefficient of variance (CV) of 0.185, indicating that this dimension is basically has good results with high average values and little deviation. This shows that managers have influence on

their employees. The coefficient of variance (CV) of 0.177 indicates that the manager is a leadership inspiration because the average value is 4.038 with a standard deviation of 0.714, which indicates that the manager is a leadership inspiration because the average value is high and there are few deviations. With a smaller CV, the data can be considered the same.

One indicator in the intellectual stimulation dimension, the leader's ability to increase the ability of subordinates to solve problems in a creative and innovative way, has an average value of 4.031 with a standard deviation of 0.667, which produces a coefficient of variance (CV) of 0.165. This shows that, due to the high mean value and small standard deviation, the indicator basically performs well on the intellectual stimulation dimension.

For the individual consideration dimension, one indicator, which shows a leader's ability to provide attention to each staff member according to their abilities and needs, has a mean value of 4.045 with a standard deviation of 0.695, resulting in a coefficient of variance (CV) of 0.172. This shows that the stimulus dimensions of individual consideration have basically met the requirements for this indicator, because the high average value and low standard deviation indicate that there is little difference.

Partial influence of transformational leadership variables (X₃) on job satisfaction (Y)

To test the influence of the transformational leadership variable (X₃) on job satisfaction (Y), the statistical hypothesis is as follows:

H₀: $(\rho_{X_3Y})^2 = 0$ Job satisfaction is not significantly influenced by transformational leadership.

H₁: $(\rho_{X_3Y})^2 \neq 0$ Transformational leadership influences job satisfaction.

Test criteria: Reject H₀, if t count is greater than t table or $t_o > t_{table}$, with degrees of freedom = $400 - 3 - 1$

The calculated t value of 7.633 with a significance level α of 5% was obtained with a path coefficient $X_2 = 0.329$. Because the calculated t value = 7.633 is greater than the t table value = 1.80, H₀ is rejected, or transformational leadership has an impact on satisfaction (Y) of 0.329. The conclusion is that job satisfaction is influenced to a small extent by transformational leadership.

Discussion

The Influence of Transformational Leadership on Job Satisfaction

Based on the results of descriptive analysis, the transformational leadership assessment received a score of 29.103, which shows very good results. The results were agreed and strongly agree based on the dimensions used to measure transformational leadership, namely charisma, ideal influence, leadership inspiration, intellectual stimulation, and individual consideration. This shows that most managers think that superiors have implemented transformational leadership, which always tries to support and support the manager's success.

As a transformational leader, superiors understand various new strategies that are useful for achieving significant company goals (Amin et al., 2021). The results of this research are in line with what Burns said that occurs when leaders and followers

mutually enhance and develop their morality and encouragement towards each other. Transformational leaders can influence or influence their followers by making them believe, awe, and resent, according to Bass (1990).

According to Bass (1990), this research emphasizes several ways a transformational leader can change his followers. One way they can do this is by raising awareness of the importance of work and its value. prioritizing the needs of the highest level of needs and prioritizing team growth or achieving organizational goals. So, for transformational leadership to occur, four things must be done.

In addition to demonstrating a high level of morals and ethics, leaders also have the ability to mobilize individuals and groups towards achieving their goals, not for personal gain. Transformational leadership communicates the goals that followers want to achieve and provides meaning and challenges for followers with the aim of increasing the spirit of hope, spreading vision, and committing to goals (Ritawati, 2013; Purba et al., 2018).

Testing the transformational leadership hypothesis on job satisfaction found with a path value of 0.329 that transformational leadership had a positive and significant effect on job satisfaction. Thus, it can be concluded that the better managers perceive transformational leadership, the higher their job satisfaction. Therefore, there is a direct and indirect influence of transformational leadership of 22.47%. Thus, it can be concluded that transformational leadership influences employee satisfaction. These results are in line with research by Mattayang (2019), which found that transformational leadership is one of the factors that causes employee satisfaction. Thus, if transformational leadership is applied to increase employee satisfaction, it will be better.

CONCLUSION

The results of research on transformational leadership variables show that superiors have implemented transformational leadership with total focus and always try to help and support employee success. Transformational bosses also understand various new strategies that are useful for achieving company goals. So transformational leadership has a significant effect on job satisfaction.

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