

INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT TO EMPLOYEE PERFORMANCE THROUGH WORK SATISFACTION AS AN INTERVENING VARIABLE

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Abstract: *Employee performance is important in achieving organizational goals. The presence of transformational leadership styles and a supportive environment will increase employee job satisfaction, and will improve employee performance. Therefore this study aims to involve the majority of transformational leadership and work environment on employee performance through variable job satisfaction. The number of respondents in the study were 200 permanent employees. Analysis of the data used is Structural Equation Modeling (SEM) with the Confirmatory Factor Analysis (CFA) method. The results show that companies must focus on increasing employee job satisfaction and transformational leadership to improve employee performance. Although previous research says that the work environment directly on employee performance. However, this study shows how the work environment has a significant effect on employee job satisfaction. Furthermore, this study unexpectedly found no direct effect between work environment on employee performance. Therefore this unexpected finding opens new avenues for future research, thus representing an important contribution from this research.*

Key words: *employee performance, job satisfaction, transformational leadership, work environment.*

INTRODUCTION

In modern era, organizations face several challenges due to the dynamic nature of environment (Raziq and Maulabakhsh, 2015). One of those challenges is that every organization is required to have human resources with a good quality and high competitiveness, so that it can become a great energy for organizations to compete with competitors in the midst of increasingly dynamic changes. However, to achieve the best results from these human resources, a company or organization requires a great effort. As said by Khan, Nawaz, Aleem and Hamed (2012); "if an organization is able to manage human resources to do the best for the organization, the company will be able to compete and be the best, on the other hand, if the company or organization is unable to manage the human resources in a good way, it can cause many organizational losses.

Furthermore, Prabha (2016) also explained that the indicators of success in managing human resources in the company can be seen based on the level of employee performance. Employee performance in the process of

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implementing a job from what are the things that need to be done, to the way they did it, and until the results obtained from the process (Haryono, 2016; Riyanto, Setyo and Sutrisno et al. 2017). Pawirosumarto, Sarjana and Gunawan (2017) explained that performance has a relationship with the work results of a person in a company or organization that concerned with the quality, quantity and punctuality of an employee when doing his/her job. Therefore; Choudhary, Naqshbandi, Philip and Kumar (2017) emphasized on the importance of employee performance for a company in the goal of competitive advantage.

Research conducted by Adigun, Oyekunle and Onifade (2017) said that employee job satisfaction has a significant effect on employee performance. However, the results of the research showed different things; that job satisfaction did not significantly influence the performance of employees (Putri and Shah, 2018; Maswani, Syah and Anindita 2019). Employees who have job satisfaction will produce happiness for themselves, so that their performance is getting better (Bakan, Buyukbese, Ersahan dan Sezer, 2014; Masydzulhak, Ali dan Anggraeni, 2016). According to Raziq and Maulabakhsh (2015), job satisfaction is an emotional orientation that employees have towards the roles displayed in the workplace. Furthermore, Barasa, Gunawan and Sumali (2018) classified aspects of job satisfaction, which are: the work itself, wages and promotion, working conditions, colleagues and superiors, conformity between work and personalities.

The increase of employee job satisfaction can be caused by a good work environment within the organization (Chaudhry, Jariko, Mushtaque, Mahesar and Ghani, 2017). In accordance to this, Farh, Seo and Tesluk (2012) argued that the higher employee job satisfaction will make the closeness to the environment, both employees' physical sensations and emotional states in doing their work, to be better. Pawirosumarto *et al.* (2017) stated that the work environment is the same as the physical environment which will affect the performance, safety and quality of employees.

The other dimensions that affect job satisfaction such as the ability of supervisors (supervision) or can also be called leadership, has a very strong influence on the course of the organization and its survival (Ester, 2016). As what have been said by Yang and Islam (2013), transformational leadership is an efficient and ideal way to lead the workforce. The research result of Setyaningsih and Rojuaniah (2018) stated that transformational leadership has a significant effect on job satisfaction and employee performance. Yukl (2012) added aspects of transformational leadership into four parts; which are charisma, inspiration, intellectual stimulation and individual consideration.

Some previous researches conducted by Adigun et al. (2017), Barasa et al. (2018), Khan et al. (2012) and Octaviannand (2017), Setyaningsih and Rojuaniah (2018) have examined the variables of job satisfaction and employee performance using different research objects with the research to be conducted. Previous researches conducted by Matsuki and Nakamura (2019), Amalia, Rojuaniah and Nurlinda (2015), Maulabakhsh (2015), Choudhry et al. (2017), Lanka (2016), and Pawirosumarto et al. (2017) have also examined the effect of work environment on employee job satisfaction using different respondents in this research. Research conducted by Samson, Waiganjo and Koima (2015) and Chaudhry et al. (2017) examined the relationship between work environment variables on performance using respondents who were different from the research to be conducted. Furthermore, research by Atmojo (2012), Belias and Koustelios (2014), Menon (2014), Chaudhry et al. (2017), Yang (2013), Suryanto, Syah, Negoro and Pusaka (2019), examined the relationship between transformational leadership variables on employee job satisfaction and using respondents or objects that were different from the research to be conducted. In addition, previous researches used research settings in companies, banks, retail and schools by causally testing one variable with another variable. However, there is no previous research that combines the variables of employee performance, job satisfaction, work environment and transformational leadership as in the research to be conducted.

Therefore, based on research that has been done, this research aims to examine the effect of transformational leadership and work environment on employee performance through job satisfaction as an intervening variable. This research used the object of research in companies with respondents, namely all employees who work in a company in Tangerang, Indonesia.

LITERATURE REVIEW

Transformational Leadership

Transformational leaders provide support to subordinates through their charisma (an ideal influence), communicate interesting and inspiring visions (inspirational motivation), encourage creativity and innovation in organizations or companies (intellectual stimulation), and respond to employees' needs and problems (Babic, Savovic and Domanovic, 2014). Mutahar, Rasli and Ghazal (2015) argued that transformational leadership is a direct and contemporary approach that helps one to lead people and bring changes in organizations. Furthermore, Eliophotou-menon and Ioannou (2016) added, transformational leadership is a process through which individuals

commit to organizational well-being and create relationships to increase employee motivation by taking into account employee needs and be sensitive to differences in an organization or company. Menon (2014) stated that transformational leadership occurs when leaders interact with employees by increasing the level of creativity and mutual motivation in organizations. Therefore, the leadership of the employee goes beyond self-interest to achieve the higher goals, missions and collective vision of the organization or company (Belias and Koustelios, 2014). Besides, Belias and Koustelios (2014) also said that the dimensions of transformational leadership consist of idealistic influences, individualized considerations, intellectual stimulation, and inspirational motivations. Based on the opinions of the experts above, it can be concluded that transformational leadership is a leadership style that inspires and motivates employees to encourage employees to be innovative in completing the task of their responsibilities to achieve organizational or company goals.

Work Environment

Work environment is defined as an environment where people work, which includes physical arrangements, work profiles, culture and market conditions (Nanzushi, 2015). According to Pawirosumarto et al. (2017) work environment is a physical environment where it affects the performance, safety and quality of employees. Samson et al. (2015) stated that work environment is a concept that is operationalized by analyzing the extent to which employees perceive the immediate environment as fulfillment of the intrinsic, extrinsic and social needs; as well as the reasons for employees to stay with the organization or company. Chaudhry et al. (2017) argued that work environment is a place where certain work must be done. As what have been said by Nitisemito et al. (1992), the dimensions of work environment consist of work atmosphere, relationship with co-workers, and work facilities. Based on the opinion of some experts above, it can be concluded that work environment is everything that exists around employees, which can affect the performance of employees in carrying out their work so that maximum work results can be obtained, where in the work environment there are work facilities which support employees in completing tasks that become their responsibilities to improve their performance in the organization or company.

Job Satisfaction

Job satisfaction generally describes how an individual's content with his/her work or his/her feelings about the work done is manifested in the form of positive attitudes and negative perceptions of employees related to the work environment (Ayamolowo, Iriyone and Oladoyin, 2013). Barasa et al. (2018) said, job satisfaction is a person's affective or emotional response to various aspects of work. A high level of job satisfaction will show a positive attitude towards the work, while those who are dissatisfied with their work will show a negative attitude towards it (Sembiring and Ferine, 2018). As what have been said by Pio and Tampi (2018), job satisfaction is related to employee attitudes towards their work. Job satisfaction is basically an individual thing which is owned by each individual, in accordance to the value system that he/she has (Sawitri, Suswati and Huda, 2016). Berliana, Siregar and Gustian (2018) defined job satisfaction as the relationship between individuals and their environment. Raziq and Maulabakhsh (2015) said that job satisfaction as a psychological, physiological, and environmental device which is integrated with conditions that encourage employees to recognize that they are satisfied or happy with their work. The dimensions of job satisfaction include work itself, wages and promotions, working conditions, co-workers, supervisors, and compatibility between personality and work (Barasa et al. 2018; Berliana et al. 2018; Lee, Yang and Li, 2017). Based on the opinions of some experts above, it can be concluded that job satisfaction is a person's affective or emotional response to his/her work and its environment. Job satisfaction appears if individuals love the work and the environment, and on the other hand, dissatisfaction will arise in employees if they do not like the work and the environment.

Performance

Iqbal dan Asrar (2018) added; employee performance is an action related to an employee's expected tasks and how the action is performed. Furthermore, Osman, Shariff and Lajin (2016) argued that employee performance is about how employees achieve the goals set by the organization and connect their interpersonal behavior with organizational norms. This is in accordance to the opinion of Altindag and Kosedagi (2015), which said that employee performance is a concept which illustrates how a person can use his/her own potential or knowledge, skills and abilities to be able to achieve his/her own goals or expectations. Furthermore, Samson et al. (2015) said that performance is a combined result of efforts, abilities and perceptions of employee tasks. As what have been said by Barasa et al. (2018), employee performance is the result of work which can be achieved by a person or group of people in an organization, in accordance to their respective authorities and responsibilities in an effort to achieve

organizational goals based on law, morals and ethics. Russel and Bernandin (1995) also said that the dimensions of employee performance include: work quality, labor quantity, time efficiency, work effectiveness, supervisory needs and self-influence. Based on the opinion of some experts above, it can be concluded that employee's performance is the achievement of the employee's work on a job for a certain period, in accordance to the responsibilities and work standards provided by the organization, so that the organization's goals are achieved.

HYPOTHESIS DEVELOPMENT

Relationship of Transformational Leadership to Job Satisfaction

Transformational leadership is considered capable of understanding various individual needs, inspiring employees to work harder, and giving employees ideas about shared visions. Some experts interpreted transformational leadership as the best type of leadership because it has a direct and contemporary approach which helps one to lead others and bring changes in organization (Pawirosumarto et al. 2017; Atmojo, 2012; Menon, 2014; Belias and Koustelios, 2014). This shows the better the quality of transformational leadership, the higher employee job satisfaction will become. Based on the literature above, the hypothesis which can be proposed is: H₂: Good transformational leadership will increase employee job satisfaction.

Relationship of Transformational Leadership to Employee Performance

Transformational leadership plays an important role in building employees' commitment to the organization, to be able to improve their performance (Indrayanto, Burgess and Dayaram, 2014). Empirical evidence also shows that leadership style has a positive and significant effect on employee performance (Pawirosumarto et al. 2017; Sinaga, Asmawi and Madhakomala et al. 2018, Saudi, 2018). As what have been said by Octaviannand (2017), leadership which can provide a good working atmosphere will make employees able to work optimally to achieve organizational goals. Transformational leadership consistently inspires and motivates employees in raising employee morale to achieve the best performance, so that positive attitudes and good transformational leadership behaviors are very helpful in changing employee behavior and performance. Moreover, transformational leadership can continuously build small group confidence in completing tasks, in an effort to achieve group goals to improve employee performance. Based on the literature above, the hypothesis that can be proposed is:

H₁: Good transformational leadership will improve employee performance.

Relationship between Job Satisfaction and Employee Performance

Job satisfaction in an organization is a basic principle for the organization, which is manifested in the form of employee attitudes towards his/her work. As what have been said by Barasa et al. (2018), job satisfaction is a person's affective or emotional response to various aspects of work. Empirical evidence shows that job satisfaction significantly influences employee performance (Adigun et al. 2017; Octaviannand, 2017). This shows that the higher employee job satisfaction, the higher the employee performance (Masydzulhak et al. 2016). Moreover, Bakan et al. (2014) also said that job satisfaction has a positive impact on employee performance, in which job satisfaction leads to several benefits for employees such as reducing moral pressure, creating new thoughts and innovations, having good relationships with colleagues and positive thoughts, which will have an impact on increasing employee performance. Based on the literature above, the hypothesis which can be proposed is:

H₃: A high job satisfaction will improve employee performance.

Relationship of Work Environment to Job Satisfaction

The work environment is everything that exists around the employee, both the physical environment and psychosocial environment. Job satisfaction is influenced by the work environment and if employees are dissatisfied with the work environment, it will be a trigger for stress in the workplace, so employees tend to work very slowly (Choo and Bowley, 2013; Lankeshwara, 2016; Pawirosumarto et al. 2017; Raziq and Maulabakhsh, 2015). It can be concluded that if the employee's work environment is good, the job satisfaction will also increase. Based on the literature above, the hypothesis which can be proposed is:

H₄: A conducive work environment will increase employee job satisfaction.

Relationship of Work Environment to Employee Performance

The work environment includes work facilities which support employees in completing their tasks. A good work environment will cause positive feelings for employees, which can improve their performance and overcome

obstacles to the effectiveness of their work (Samson, 2015; Lankeshwara, 2016). As what have been said by Pawirosumarto et al. (2017), work environment provides security which allows employees to work effectively. Therefore, when employees enjoy the work environment, they will enjoy their time at work and will spend their work time effectively and optimally, so that their performance will also improve. Based on the literature above, the hypothesis which can be proposed is:

H₅: A conducive work environment will improve employee performance.

Based on the description above, the research model can be described as follow:

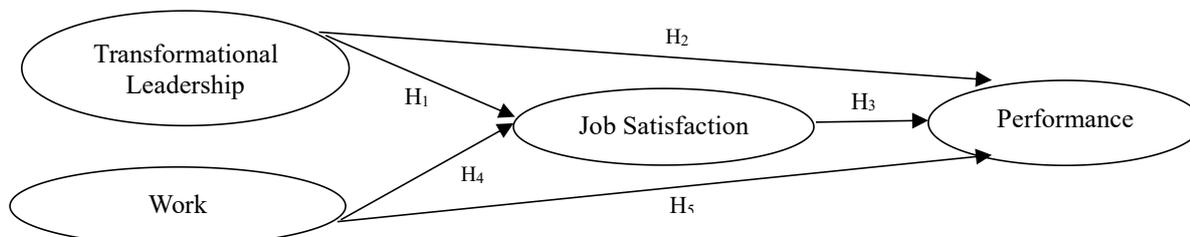


Figure 1

Penelitian

Research Model

RESEARH METHOD

The research population was conducted on all permanent employees who work in a Tangerang company. This research was conducted in December 2018 until August 2019 in Tangerang. In accordance to the analysis tool that will be used, namely the structural equation model (*SEM*) and the number of samples that will be used; as many as 200 respondents, can be said that the sample meets the representative minimum requirements of > 100 (Hair, Black, Babin and Anderson, 2014). This research is a causal research between independent variables, namely motivation, perception of organizational support, organizational commitment to the dependent variable which is turnover intention. To find out the significant level and the relationship between variables, structural equation model (*SEM*) analysis method is used.

Measurement

In this research, the work environment measurement variable adopted from Nitisemito (1992) which has six statements, the measurement of transformational leadership variable adopted from Belias and Koustelios (2014) which has eight statements, and the measurement of job satisfaction adopted from Barasa et al. (2018), Berliana et al. (2018), Lee, Yang and Li (2017) with eight statements. Also, the measurement performance variables adopted from Russell and Bernandin (1995) with eight statements. In this research, the data obtained using a questionnaire. Meanwhile, the measurement scale was obtained with the Likert scale method. On the Likert scale, the method used was using five alternative answers, namely: the score of five means strongly agree (SA), score of four means agree (A), score of three means neutral (N), score of two means do not agree (DNA) and score of one means strongly disagrees (SD) (Sugiyono, 2012).

This research used confirmatory factor analysis (CFA) to test the validity of looking at the value of the Kaiser-Msyer-Olkin measure of sampling (KMO), and measures of sampling adequacy (MSA). Furthermore, the validity test used in this research is the construct validity to find out whether the analyzed items are in accordance with the construct or hypothesis concept (John and Creswell, 2016). If the KMO value is below 0.500, then factor analysis cannot be used or accepted; whereas the acceptable KMO value is the minimum value of 0.5 to 0.9 (Malhotra, 2010) Reliability test with Cronbach alpha value > 0.5 which means reliable (Azwar, 2012). After that, the confirmatory factor analysis test results show that not all indicators of transformational leadership, work environment, job satisfaction and performance are declared valid; which means the value of KMO and MSA < 0.500 and component matrix is more than 1). Also, the reliability test on all indicators of transformational leadership, work environment, job satisfaction and performance shows a Cronbach alpha value > 0.5 which means reliable (Malhotra, 2010).

RESULT

Job Satisfaction Mediation Analysis

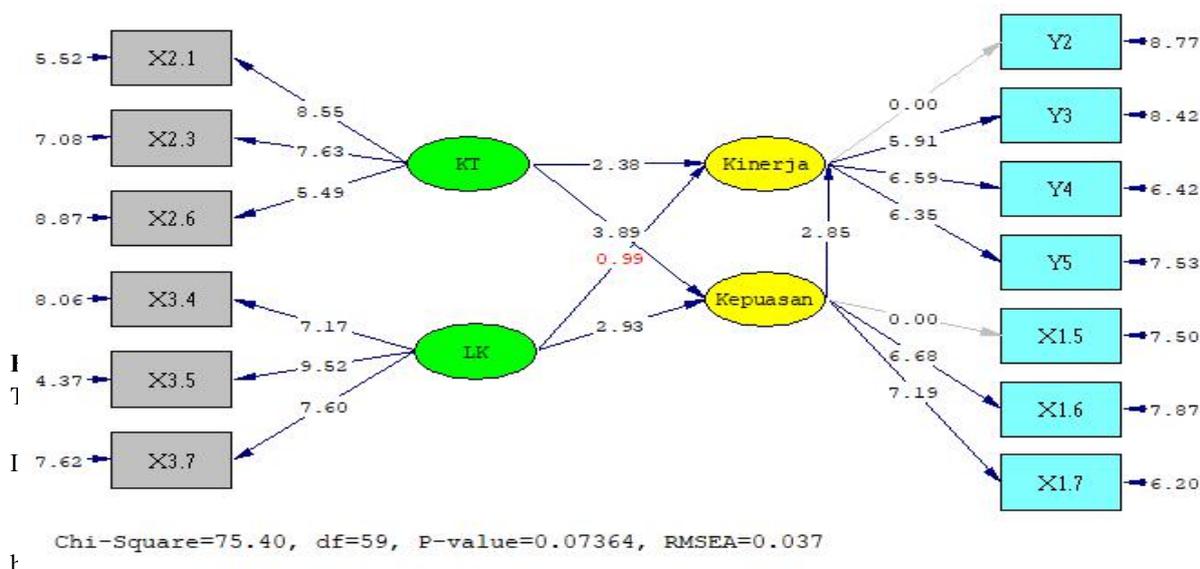
Analysis of mediating or intervening variables can be done through two approaches, which are difference coefficient and multiplication. The first approach is carried out by examination through analysis, both with and

without mediating variables; while the second method is carried out using procedures (Hair et al. 2014). The first analysis is that transformational leadership has a direct effect on job satisfaction, with a value of $t = 3.89 (> 1.96)$. Transformational leadership has a direct effect on employee performance, with a value of $t = 2.38 (> 1.96)$ and on job satisfaction directly affects employee performance, with a value of $t = 2.85 (> 1.96)$. It can be concluded that job satisfaction mediates the relationship between transformational leadership and employee performance. Transformational leadership has a direct effect on performance, and it also has an indirect effect on performance through job satisfaction. This is usually called a partial mediation analysis, because it can affect both directly and indirectly

The second analysis, concludes that work environment has a direct effect on job satisfaction, with a value of $t = 2.93 (> 1.96)$. Job satisfaction has a direct effect on performance, with a value of $t = 2.85 (> 1.96)$; while work environment has no direct effect on performance, with a value of $t = 0.99 (< 1.96)$. It can be concluded that job satisfaction among employees mediates the relationship between work environment and employee performance. This is usually called complete mediation analysis.

Conformity Analysis of All Models

From the analysis of the suitability test, all tests showed good compatibility including Chi-square, RMSEA, ECVI, AIC and CAIC, Fit Index, and Goodness of Fit. Furthermore, this research produces the T-Value path diagram as follows:



Table

Research Model Hypothesis Testing

Hypothesis	Hypothesis statement	T-Value Score	Information
H ₁	Good transformational leadership will increase employee job satisfaction.	3,89	Data supports the hypothesis.
H ₂	Good transformational leadership will increase work performance.	2,38	Data are not supporting the hypothesis.
H ₃	High job satisfaction will improve employee performance.	2,85	Data supports the hypothesis.
H ₄	A conducive work environment will increase employee job satisfaction.	2,93	Data supports the hypothesis.
H ₅	A conducive work environment will increase employee performance.	0,99	Data are not supporting the hypothesis

Source: SEM Lisrel data processing results

DISCUSSION

The purpose of this research is to determine how much influence that job satisfaction, work environment and transformational leadership have on employee performance. The research findings show that transformational leadership style affects employee job satisfaction. Therefore, it can be said that the first hypothesis is accepted. Moreover, the results of subsequent researches revealed that transformational leadership is a strong predictor of job satisfaction. Transformational leadership is a type of leadership that supports subordinates through their charisma (an idealized influence), communicates an interesting and inspiring vision (inspirational motivation), encourages creativity and innovation in organizations or companies (intellectual stimulation), and responds to the needs and problems of employees so that with good communication between leaders and subordinates, employee satisfaction will increase (Savovic et al. 2014). In the context of this research, employees who work in the company will be involved in highly technical work, with many people work in the field. Therefore, maintaining good communication between leaders and employees is important, because it will produce greater satisfaction. Furthermore, the results of the research also showed that leadership can be an important component in maintaining employee satisfaction with the company. This finding seems consistent with the theory that; employees who are satisfied with the way their leaders communicate with them will not complain, able to maintain their organization when asked to, willing to help and respect their colleagues as well as showing positive behavior.

On the other hand, the research findings show that transformational leadership is not just having an indirect effect (through employee satisfaction) on employee performance, but it also has a direct effect on employee performance. The results of this research are in accordance to the previous research, which said that transformational leadership significantly influences employee performance (Atmojo, 2012; Menon. 2014; Belias and Koustelios, 2014). An important explanation which might come as a result from this research is that; companies can see the important role of employee satisfaction and leadership as the strongest predictor in determining employee performance. This can be useful in the process of developing and empowering both the leader (leadership training program) and employees, with various training programs of good communication both towards the leader and colleagues.

The findings of subsequent researches indicate that job satisfaction influences employee performance. This finding supports the results of previous researches, which said that job satisfaction significantly influences employee performance (Adigun et al. 2017; Octaviannand, 2017). Previous researches also said that job satisfaction has a positive impact on employee performance (Bakan et al. 2014). Furthermore, Masydzulhak et al. (2016) said that job satisfaction is an important component in improving employee performance. Based on this, the important lesson that can be taken for human resource practitioners are; finding strategies which can improve employee job satisfaction, so that employee performance can improve significantly.

Also, the test results in this research indicate that the work environment influences job satisfaction. This is in accordance to the previous research, which stated that there is a significant positive influence on work environment to employee satisfaction (Choo and Bowley, 2013; Lankeshwara, 2016; Raziq and Maulabakhsh, 2015). Based on this, it can be concluded that if the employee's work environment is good, the job satisfaction will also increase so that it will have a positive impact on employee performance.

However, the results of subsequent testing contradicted the expectations of researchers; these findings revealed that work environment did not have a positive influence on employee performance, although previous researches reported a significant relationship between work environment and employee performance (Lankeshwara, 2016; Pawirosumarto et al. 2017). This research identified the absence of a relationship as hypothesized. This might be due to several factors. Firstly, the average employee who filled out the questionnaire were employees with a work period of more than 5 years, making it difficult to differentiate the characteristics of the work environment. Secondly, the response of employees' perceptions about the perceived environment also varies for each employee, so they feel that the work environment does not affect their performance. The result of this research support the result of research conducted by Samson et al. (2015) of Bank employees in Nakuru, Kenya, that stated; the work environment did not have a significant effect on employee performance. In his research, he explained that adequate lighting and ventilation facilities, as well as the availability of work space, are not a significant factor in employee performance, and employees understand their roles and responsibilities in carrying out various activities to fulfill various obligations towards the best expected performance. In this research, most of the respondents' data stated that employees have a long working period (1-4 years) and the work environment is considered to be good, so that employees feel satisfied. Therefore, employees feel that the work environment does not need to be improved because they are already satisfied with their work.

Based on the description above, it can be said that this finding has a number of significant implications for the company. Furthermore, the findings of this research confirm that employee satisfaction has a significant effect on employee performance. The result also explained that the intended satisfaction could be created by prioritizing training on transformational leadership to the leaders of the production department. Therefore, HRD practitioners must revise how they rearrange the training programs that have been prepared previously to match the findings generated from this research. Moreover, the effective implementation of the system changes will have a direct impact on employee performance and satisfaction, so that company targets can be improved.

CONCLUSION

This research highlights the significant impact of job satisfaction, work environment, and transformational leadership on employee performance in the company. The result showed that transformational leadership can increase employee job satisfaction and can significantly improve employee performance in the company. Therefore, activities in the company can focus on employee job satisfaction by optimizing facilities and infrastructure, as well as building pleasant colleague relationships. Furthermore, leaders who have idealistic charisma and intellectual stimulation are also important preconditions in increasing employee job satisfaction.

This research contributes to our understanding of the causal relationship between employee performance, work environment and transformational leadership that is mediated by job satisfaction. Although previous researches said that transformational leadership directly affects employee performance, this research showed that transformational leadership indirectly influences employee performance, but is mediated by employee job satisfaction to improve employee performance. Furthermore, the work environment also has no direct effect on employee performance. However, employee satisfaction can significantly improve employee performance in the company. The result of this research clearly showed that there is a strong bond between transformational leadership, job satisfaction, and employee performance.

Previous researches on the relationship of employee performance, job satisfaction, work environment and transformational leadership often reported results that directly stated the relationship, therefore this research created new path for opening future researches which are related to improving employee performance. Moreover, although in previous researches it is said that work environment affects employee performance, this research found that it does not affect employee performance. The result of this research indicates a new contribution from previous researches on the theory.

This research certainly has limitation, which is due to the different contexts in this research, it is not possible to generalize research finding to other work settings because of differences in work environment and job characteristics. Also, this research did not control the culture (individualism and collectivism) that exist in the company, since the main focus in this research was the hypothesis. Therefore, further research can validate this research model in various occupational industries, and it is better to measure employee performance that also involves objective instruments (total production), so that the results obtained can objectively explain employee performance. Future researches can also include other variables to predict employee performance and employee satisfaction; such as motivation, work involvement and happiness. Based on the result of this research, researchers provide suggestions for companies to conduct career coaching, which include training to become leaders who are able to communicate well with employees.

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