

## **The Influence of Transformational Leadership on Employee Job Satisfaction at PT. Prima Raya Dinamika**

Zefanya Geraldi

Padjadjaran University, Jawa Barat, Indonesia

Email : [zefanyageraldi@gmail.com](mailto:zefanyageraldi@gmail.com)

(Accepted: December 2023; Revised: December 2023; Published: January 2024)

### **ABSTRACT**

*Employee loyalty is something that is difficult for companies to have. Feelings of dissatisfaction with their work make an employee disloyal towards their work. Transformational leadership is one factor that can increase employee job satisfaction. PT. Prima Raya Dinamika is a company that operates in the field of production machine spare parts and steel structures. Leader of PT. Prima Raya Dinamika increases employee job satisfaction by implementing transformational leadership. This research aims to analyze the influence of transformational leadership on employee job satisfaction at PT. Prima Raya Dynamics. The method used in this research is quantitative with a descriptive approach. This research applies a simple linear regression analysis test and coefficient of determination. The population in this research is all employees of PT. Prima Raya Dinamika has 11 employees, so sampling is not necessary. The results of this research show that transformational leadership has a positive effect on employee job satisfaction, based on the results of the coefficient of determination showing that job satisfaction is influenced by transformational leadership by 69.5%. So, the better the transformational leadership applied by PT leaders. Prima Raya Dinamika will increase employee job satisfaction. Suggestions submitted by the author to PT. Prima Raya Dinamika is by creating a forum that can accommodate employee aspirations regarding business development ideas and implementing reward and punishment methods to motivate employees to comply with company regulations.*

**Keywords:** *Transformational Leadership, Job Satisfaction, Employee Loyalty*

## INTRODUCTION

Human resources are the key to achieving the company's vision and mission. The success or failure of a company to achieve its vision and mission depends on the achievement of workers in completing their responsibilities. Given the importance of human resources, it is necessary to have leaders who are able to lead their subordinates to achieve company goals. However, based on the "Global Leadership Study" research conducted by Dale Carnegie in 2016, there is data showing that 85% of respondents from a total of 3,300 respondents spread across 14 countries stated that praise and appreciation from superiors is important, but only 36% of superiors give praise and appreciation to their employees. In the same research, 83% of respondents out of a total of 205 respondents working in Indonesia expressed dissatisfaction with their jobs. Respondents who feel dissatisfied with their jobs are strongly influenced by the behavior of their superiors.

The condition of the Covid-19 pandemic in Indonesia, which has occurred since early 2020, has also had an impact on a employees. Based on research "The Great Resignation Reality Check" conducted by Robert Walters in 2021 involving more than 2,600 workers in Indonesia, Vietnam, Singapore, Thailand, Malaysia, and the Philippines, there is data showing that 77% of workers in Indonesia wish to resign from their jobs during the covid-19 pandemic (Katadata.co.id, 2022). According to Hasibuan (2014) job satisfaction is the key to discipline, driving capital, and employee achievement due to the emotional attitude of someone who loves their job and job satisfaction has 5 dimensions, namely liking his job, loving his job, work morale, discipline, and work performance. The gap between what is expected and what is felt is an

indicator of satisfaction, the smaller the gap, the more satisfied.

The role of leaders in human resource management intersects with what is felt and what is produced by the led party, this is due to the existence of a mutually needy relationship between leaders and subordinates. It can be interpreted that leadership is related to employee job satisfaction. According to Bass in Insan (2019) transformational leadership is a process in which a leader encourages change towards common interests including organizational interests by building subordinates' awareness of the importance of work values and has 4 dimensions, namely idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation. Purnomo (2010) stated that transformational leadership affects employee job satisfaction, because transformational leadership is able to motivate employees. In short, transformational leadership has several dimensions that affect employee job satisfaction.

PT Prima Raya Dinamika is a company engaged in the field of production machinery spare parts and steel structure which was formed on August 8, 2005. Has a vision to become a competitive and quality trading company and a mission to develop a business based on construction and maintenance. The company is located in North Jakarta, led by Teddy Londongan and has 11 employees.

The importance of job satisfaction has also been realized by PT Prima Raya Dinamika. The job satisfaction felt by the employees of PT Prima Raya Dinamika can be seen from their good performance and loyalty to the company. This can happen because Mr. Teddy as the owner of PT Prima Raya Dinamika applies a transformational leadership style, including: providing motivation to each employee, taking a personal approach to

employees, and considering the ability of subordinates to be placed in a position.

On the other hand, Mr. Tedy also emphasized that his transformational leadership style was not perfect and there were still several notes regarding the performance of PT Prima Raya Dinamika employees, namely: the timeliness of employees completing their tasks which were considered still not on time, there were several unproductive employee activities, and the lack of employee initiative to carry out tasks outside of their main duties.

Based on the background above, it can be seen that there is a phenomenon related to the leadership style that affects employee job satisfaction at PT Prima Raya Dinamika, this situation describes the theory that will be tested at PT Prima Raya Dinamika. Based on this description, the authors are interested in conducting research with the title "The Influence of Transformational Leadership on Employee Job Satisfaction at PT Prima Raya Dinamika".

**METHODS**

This research has an independent variable, namely transformational leadership and the dependent variable, namely job satisfaction. This research method uses quantitative methods. The research object in this study are all employees of PT Prima Raya Dinamika in 2022. The total number of employees of PT Prima Raya Dinamika in 2022 is 11 employees who are hereinafter referred to as the research population.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Limitation	Information
Transformational Leadership	0.986	0.6	Reliable
Job Satisfaction	0.959	0.6	Reliable

Transformational leadership (0.986) and job satisfaction (0.959) have values above the standard (0.6), so it can be concluded that the data is reliable.

Determination of the sample in this study using nonprobability sampling technique, namely the population becomes the sample. The application of validity and reliability tests in this study is used to ensure the data to be analyzed. In addition, classical assumption tests, including normality and linearity tests. Simple linear regression analysis is used to systematically estimate what is most likely to happen in the future based on current and past data. Equipped with a correlation coefficient (Pearson) and coefficient of determination to interpret how strong the relationship between transformational leadership variables and job satisfaction. Hypothesis testing in this study is used to determine whether there is an influence between transformational leadership variables on employee job satisfaction or no effect.

**RESEARCH RESULT**

**1. Results Test Instrument**

- a. Transformational leadership and job satisfaction with 30 statement items can be seen that the validity coefficient value ranges from 0.645 - 0.989. All items have a value of  $r_{count} > r_{table}$  (0.602). Thus, it can be said that all items to measure transformational leadership and job satisfaction are valid.
- b. The reliability test analysis is presented in the table below:

**2. Classical Assumption Test Results**

**a. Normality test**

The following are the results of the data normality test analysis:

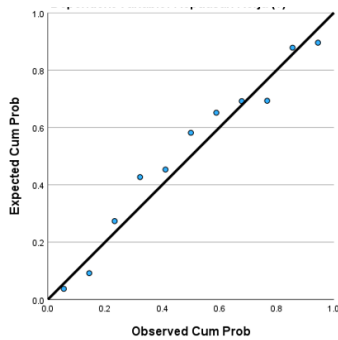


Figure 1. Probability Plots Normality Results

Based on the graph, it can be seen that the points spread around the diagonal line, and

Table 2. Kolmogorov Data Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		11	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.44905466	
Most Extreme Differences	Absolute	.150	
	Positive	.116	
	Negative	-.150	
Test Statistic		.150	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.698	
	99% Confidence Interval	Lower Bound	.686
		Upper Bound	.710

Kolmogorov's significance value of 0.200 is greater than 0.05, meaning that the data is normally distributed. So the data normality test has been fulfilled for the linear regression test.

the distribution follows the direction of the diagonal line. Then the regression analysis model is suitable for predicting job satisfaction based on the input of transformational leadership variables. The data can be said to meet the requirements for regression analysis. The following are the results of the data normality test using the Kolmogorov-Smirnov test:

**b. Linearity test**

The linearity test is conducted to test whether the two variables have a linear relationship or not, the results of which can be seen in the following table:

Table 3. Linearity test.  
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction Transformational Leadership	Between Groups	(Combined)	371.158	8	46.395	2.096	.363
		Linearity	296.473	1	296.473	13.392	.067
		Deviation from Linearity	74.685	7	10.669	.482	.804
	Within Groups		44.275	2	22.138		
	Total		415.433	10			

The significant level of two variables is said to have a linear relationship if the deviation from linearity has a Sig value. > 0,05. Based on the

calculation results in the table above, it is known that the deviation from linearity / Sig. (0.804) > (0.05), meaning that between Transformational

Leadership and Job Satisfaction there is a linear relationship.

**3. Quantitative Analysis**

This analysis is used to determine how much influence the independent variable has on the dependent variable. The form of

analysis is described as follows:

**a. Correlation Coefficient**

The following are the results of the correlation coefficient analysis of the transformational leadership and job satisfaction variables using SPSS 25.0:

Table 4. Correlation Coefficient Analysis Results

		Transformational Leadership (X)	Job Satisfaction (Y)
Transformational Leadership	Pearson Correlation	1	.845**
	Sig. (2-tailed)		.001
	N	11	11
Job Satisfaction	Pearson Correlation	.845**	1
	Sig. (2-tailed)	.001	
	N	11	11

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation results, it is known that the magnitude of the correlation coefficient between Transformational Leadership (X) and Job Satisfaction (Y) is 0.845 with a very strong correlation level because it is between 0.80 - 1.00. Based on this, it can be said that there is a strong relationship between

transformational leadership and job satisfaction.

**b. Simple Linear Regression**

In this study, simple linear regression was applied to build a mathematical model of the effect of transformational leadership on employee job satisfaction. The results of simple linear regression analysis are presented in the table below:

Table 5. Simple Linear Regression Analysis Results

		Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	31.320	7.842		3.994	.003
	Kepemimpinan Transformasional (X)	.487	.103	.845	4.736	.001

a. Dependent Variable: Kepuasan Kerja (Y)

The simple linear regression equation above has a variable X (Transformational Leadership) regression coefficient value of 0.487 with a positive sign. This means that

the direction of the influence of transformational leadership on job satisfaction is directly proportional or unidirectional, meaning that if Transformational Leadership is

high it will cause high job satisfaction and vice versa. If the company wants to increase employee job satisfaction, the transformational leadership variable can be increased because it has a positive influence.

**c. Coefficient of Determination**

The coefficient of determination serves to determine how much influence the independent variable has on the dependent variable, the following are the results of the analysis:

Table 6. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 <sup>a</sup>	.714	.682	3.63562

Based on the calculation results, it is known that the coefficient of determination (0.8452 x 100%) is 71.4%. This means that job satisfaction is 71.4% determined by transformational leadership. Thus, the calculation results show that the effect of transformational leadership on job satisfaction is 71.4%. Furthermore, the residual factor value is as follows:

$$e = \sqrt{1 - R^2} = \sqrt{1 - 0,714} = \sqrt{286} = 0,535$$

It can be seen that the value of the residual factor or other factors outside the research model is 0.535.

**4. Hypothesis testing**

This hypothesis testing was carried out using the t test of the significance of the regression coefficient. In this study, statistically, the decision to accept or reject the hypothesis can be

written as follows:

H0 : β = 0; There is no effect of transformational leadership on employee job satisfaction.

H1 : β ≠ 0; There is an effect of transformational leadership on employee job satisfaction.

The criteria for making decisions on hypothesis testing are carried out with t count with t table where (α) = 0.05 and (df) = n-2. These results are obtained by testing as follows:

- a. If t count > t table, -t count < -t table or p value < 0.05 then H0 is rejected, meaning there is a significant effect (two-tailed).
- b. If -t table < t table or p value < 0.05 then H0 is rejected, meaning there is a significant effect (two-tailed).

The test results are presented in the table below:

Table 7. Hypothesis Test Results (t test)

Model	t	Sig.
1	(Constant)	3.9 94 .03
	Transformational Leadership (X)	4.7 36 .01

a. Dependent Variable: Job Satisfaction (Y)

Based on the results of the analysis, it is known that the tcount value is 4.736 while the critical value of the ttable value with an independent degree of n - 2 = 11 - 2 = 9 at α (0.05) is 2.262. Thus the tcount (4.736) > ttable (2.262.) or Sig. (0.001) < 0.05 so that H0 is rejected. This means that there is an effect of transformational leadership on employee job satisfaction.



## **DISCUSSION OF RESEARCH RESULTS**

### **1. Transformational leadership**

The transformational leadership variable (X) as measured by 4 dimensions, namely idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation obtained results stating that transformational leadership at PT Prima Raya Dinamika is included in the very good category with each dimension included in the very good category. The dimensions that have the highest value are idealized influence and individual consideration. The dimensions of idealized influence and individual consideration obtain the highest percentage indicating that the leader of PT Prima Raya Dinamika is able to influence his followers by creating strong emotions and paying attention to his members individually. The dimension on the transformational leadership variable (X) that has the lowest percentage of 85.9% is inspirational motivation. Employee involvement in unifying the company's vision has an obstacle where the vision of PT Prima Raya Dinamika is already at a realistic stage so that vision changes are not needed in the short term.

### **2. Job satisfaction**

The job satisfaction variable (Y) as measured by 5 dimensions, namely liking his job, loving his job, work morale, discipline, and work performance. It can be concluded that the

dimensions of job satisfaction are included in the very good category with each dimension included in the very good category. The dimension of job satisfaction that has the highest value is loving his job, this can be seen from employees who make maximum efforts at work and are willing to work overtime to complete their responsibilities. The dimension in the job satisfaction variable (Y) that has the lowest percentage of 84.8% is discipline. The low percentage in the discipline dimension can be described as follows: employees always comply with company regulations, but experience various obstacles or things that hinder employees in the aspect of punctuality.

### **3. Influence of transformational leadership on job satisfaction**

Based on statistical analysis, there is a positive influence between transformational leadership on employee job satisfaction of PT Prima Raya Dinamika, which means that the better the application of transformational leadership, the more job satisfaction felt by employees will increase. This can be proven by transformational leadership which contributes directly to employee workload, plays an active role in improving employee quality, and transforms good values to employees to produce performance that exceeds expectations. Thus to increase job satisfaction, companies can apply transformational leadership. The results of this study are also in line with the results of research

conducted by Titik Rosnani (2012) entitled "The Effect of Transactional Leadership and Transformational Leadership on Job Satisfaction and Performance of Lecturers at Tanjungpura University Pontianak" where the results of the study showed a positive and significant relationship between transformational leadership on job satisfaction.

### CONCLUSION

Transformational leadership affects employee job satisfaction, because transformational leadership is able to motivate employees. Where the leader of PT Prima Raya Dinamika has successfully implemented all dimensions of transformational leadership with very good scores and one of the dimensions is inspirational motivation. One indicator of job satisfaction is loving his job. Loving his job means a worker who is willing and wholeheartedly giving his best for his job and always thinking about his job wherever he is where in this study the indicator of loving his job is the indicator that has the highest value. Based on the recapitulation of job satisfaction variable scores, employees of PT Prima Raya Dinamika have felt very good job satisfaction. So it can be concluded that transformational leadership affects and job satisfaction of employees of PT Prima Raya Dinamika and to maintain or increase job satisfaction, it can maintain or improve the quality of transformational leadership.

### REFERENCES

- Abdullah, M. (2015). *Metode Penelitian Kuantitatif*. Aswaja Pressindo Yogyakarta.
- Akdon, R. (2007). *Rumus dan Data dalam Aplikasi Statistika*. Bandung: Alfabeta.
- Akmal, M., & Danupranata, G. (2015). Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Karyawan. *Jurnal Manajemen Bisnis*, 6(1), 286-306. Alfabeta.
- Arikunto, S. (2010). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Arikunto, S. (2013). *Prosedur penelitian suatu pendekatan praktik*.
- Dewi Wijayanti, I. A., & Supartha, I. W. G. (2019). *Pengaruh Kepemimpinan Transformasional terhadap Kreativitas Karyawan Dimediasi Efikasi Diri Kreatif pada PT. Aura Bali Craft* (Doctoral dissertation, Udayana University).
- Dewi, K. S. (2013). Pengaruh gaya kepemimpinan transformasional terhadap kepuasan kerja karyawan dan komitmen organisasi pada PT. KPM. *Jurnal manajemen, strategi bisnis, dan kewirausahaan*, 7(2), 116-125.
- Ghozali, I. (2011). *Aplikasi Multivariate Lanjutan Dengan Program SPSS*. Badan Penerbit



- Universitas Diponegoro.  
Semarang.
- Hasibuan, M. S. P. (2014). Manajemen sumber daya manusia (edisi revisi). Jakarta: Bumi aksara.
- Herdiyanti, H., Arta, D. N. C., Yusuf, M., Sutrisno, S., & Suyatno, A. (2022). Pengaruh Penerapan Sistem Keadilan Distributif dan Keadilan Interaksional terhadap Kepuasan Kerja Pegawai Perusahaan: Literature Review. *Jurnal Mirai Management*, 7(2), 523-530.
- Hidayat, A. A. (2021). Menyusun instrumen penelitian & uji validitas-reliabilitas. Health Books Publishing.
- Indrasari, M. (2017). Kepuasan Kerja dan Kinerja Karyawan. Indomedia Pustaka.
- Insan, N. (2019). Kepemimpinan Transformasional (Suatu Kajian Empiris di Perusahaan). *Bandung: Alfabeta*.
- Katadata.co.id. (2022). Survei: 77% Tenaga Kerja Profesional Indonesia Pertimbangkan Resign. katadata.co.id. <https://katadata.co.id/intannirmala/berita/63253760a7121/survei-77-tenaga-kerja-profesional-indonesia-pertimbangkan-resign>
- Khoiri, N. (2018). Metodologi penelitian pendidikan: ragam, model, dan pendekatan. Semarang: Southeast Asian Publishing.
- Kosasih, A. R. (2018) Hubungan Kepuasan Kerja dan Loyalitas Pada Karyawan. Surabaya: Psycopreneur Journal.
- Kreitner, R. & Kinicki. (2010). Organizational Behavior. New York: Mc Graw-Hill Higher education.
- Kurniawati, E. (2021). *Manajemen sumber daya manusia*. Penerbit NEM.
- Mobley, W. H. (2011). Pergantian Karyawan: Sebab, Akibat dan Pengendaliannya. Alih Bahasa: Nurul Imam. Jakarta: PT Pustaka Binaman Pressindo.
- Munandar, A. S., Sjabadhyni, B., & Wutun, R. P. (2004). Peran budaya organisasi dalam peningkatan unjuk kerja perusahaan. Bagian Psikologi Industri dan Organisasi Fakultas Psikologi UI, Jakarta.
- Nugroho, A. T. (2018). Pengaruh gaya kepemimpinan, motivasi dan loyalitas terhadap kinerja karyawan. *Jurnal Pengembangan Wiraswasta*, 20(2), 139-150.
- Ohemeng, F. L., Amoako-Asiedu, E., & Obuobisa Darko, T. (2018). The relationship between leadership style and employee performance: An exploratory study of the Ghanaian public service. *International Journal of Public Leadership*, 14(4), 274-296.

- Omar, A. (2011). Transformational Leadership and Job Satisfaction: The Moderating Effect of Organizational Trust, *LIBERABIT: Lima, Peru*, Vol. 17, No. 2. report. Redwood City: Mind Garden, 129-137.
- Purnomo, H., & Cholil, M. (2010). Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Berdasarkan Motivasi Kerja Pada Karyawan Administratif Di Universitas Sebelas Maret Surakarta. *Jurnal manajemen sumber daya manusia*, 4(1).
- Puspitaningtyas, Z., & Kurniawan, A. W. (2016). Metode Penelitian Kuantitatif. Yogyakarta: Pandiva Buku.
- Ridwan, Engkos, & Kuncoro, A. (2012). Analisis Jalur (Path Analisis) (2nd ed.).
- Robbins, P. S., & Judge, T. A. (2017). Organizational Behaviour, Edisi 13, Jilid 1, Salemba Empat.
- Rosnani, T. (2012). Pengaruh Kepemimpinan Transaksional dan Kepemimpinan Transformasional Terhadap Kepuasan Kerja dan Kinerja Dosen Universitas Tanjungpura Pontianak. *Jurnal ekonomi bisnis dan kewirausahaan*, 3(1), 1-28.
- Smith, K., Jones, E., & Blair, E. (2000). Managing salesperson motivation in a territory realignment. *Journal of Personal Selling & Sales Management*, 20(4), 215-226.
- Sugiyono, P. D. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D (Sutopo). Bandung: CV. Alfabeta.
- Ulkhaq, M. M., Pramono, S. N., & Halim, R. (2017). Aplikasi seven tools untuk mengurangi cacat produk pada Mesin Communitate di PT. Masscom Graphy, Semarang. *Penelitian dan Aplikasi Sistem dan Teknik Industri*, 11(3), 328346.
- Wiyono, B. (2019). Hakikat Kepemimpinan Transformasional. *INTIZAM: Jurnal Manajemen Pendidikan Islam*, 2(2), 74-83