

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

Angkasaraya Nusantara

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ABSTRACT

In the results of this research, statistically the coefficient states that partially the contribution of transformational leadership has a positive but not significant influence on employee performance, while organizational commitment has a positive and significant influence on employee performance. However, if both simultaneously have a significant influence on employee performance. Furthermore, the contribution of organizational commitment and transformational leadership to employee performance both have a positive and significant influence, both partially and simultaneously. The contribution of job satisfaction to employee performance has a positive and significant influence. Furthermore, in the analysis of organizational commitment and transformational leadership on employee performance through job satisfaction, it was found that there was no mediating effect of job satisfaction in the relationship between organizational commitment and employee performance, but a mediating effect of job satisfaction was found in the relationship between transformational leadership and employee performance.

Keywords: Organizational Commitment; Transformational leadership; Employee Performance, Job Satisfaction.

INTRODUCTION

Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance

from all employees, then success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behavior that always have the view that the work carried out now must be of higher quality than the work carried out in the past, so that the future will be of higher quality than now. An employee or employee will feel proud and satisfied with the achievements he has achieved based on the performance he has provided for the company. Good performance is a desirable condition in the world of work. An employee will achieve good work performance if his performance meets standards, both quality and quantity.

According to Mangkunegara (2004) employee performance is the result of the quality and quantity of performance achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Factors that can influence performance are motivation, competence, leadership and work environment (Anung Pramudyo, 2010). According to (Sri Wahyuni, 2013) factors that influence performance include: work motivation, ability, work environment, work discipline, leadership and personality. One of the ways in which employee performance can be seen is the level of employee discipline. Performance is a function of motivation, skills and role perception (Stoner, 1989).

According to Siagian (2002) states that leadership is a skill and ability of a person who has held a leadership position in a job in influencing the actions of other people, especially their subordinates, to think and behave in such a way that through this positive behavior they can make a significant contribution. real in achieving organizational goals. Robbins (2010:472) states that, "Transformational leadership

as a leader who inspires followers to go beyond their personal interests is capable of having a deep and extraordinary impact on followers."

METHOD

This research is explanatory research, because it specifically seeks to provide an explanation of the relationships between variables in the research through hypothesis testing. The type of data for this research is quantitative. Primary data from this research was obtained by distributing questionnaires to employees at PT. Angkasaraya Nusantara with a total sample of 62 people in this study. The data in this study were analyzed using Path Analysis with the IBM SPSS version 24.0 program.

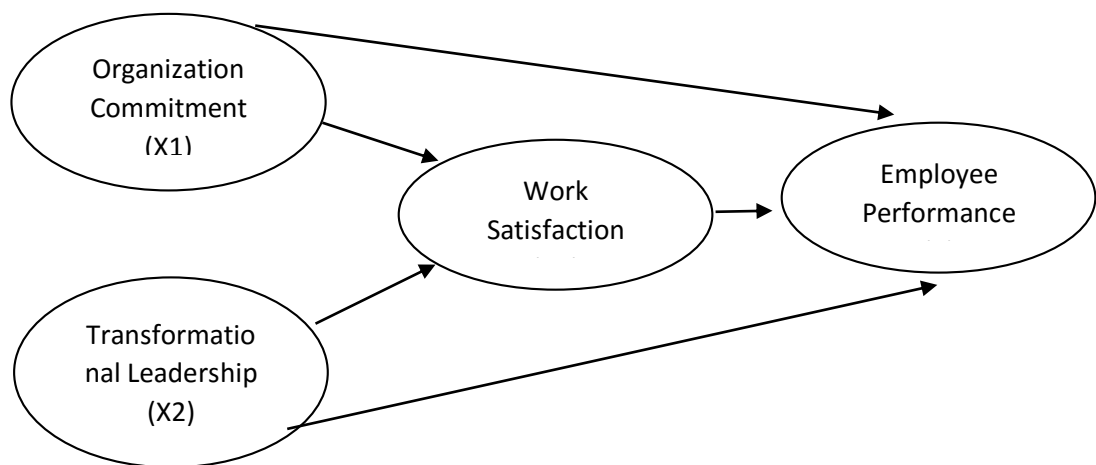


Figure 1 Research Model

The hypothesis in this research is:

2.1 There is an influence of organizational commitment and transformational leadership on employee performance

2.2 There is an influence of organizational commitment and transformational leadership on job satisfaction

2.3 There is an influence of job satisfaction on employee performance

2.4 There is an influence of organizational commitment and interpersonal leadership on employee performance through job satisfaction

RESULT AND DISCUSSION

3.1 Descriptive Analysis

Information	Respondent	Percentage (%)
Questionnaires were distributed	62	100
Return of Questionnaires	60	96,8
Questionnaire not Returned	2	3,2
The questionnaire was returned but could not be processed	0	0
The questionnaire is returned and can be processed	60	96,8

Source: primer data of 2023

In table 4.2 it can be seen that the number of questionnaires distributed was 62 questionnaires with a total of 60 question items. Of the 62 questionnaires distributed, 96.8% or 60 questionnaires received a response, but only 3.2% or 2 questionnaires did not receive a response, so the questionnaires that could be used in this research were 60 questionnaires or 96.8% of the questionnaires. total questionnaires distributed

No.	Age	Frequency	Percentage (%)
1.	2.	3.	4.
1.	20 – 25 years	6	9,7
2.	26 – 30 years	19	30,7
3.	31 – 35 years	23	37
4.	>40 years	12	19,4
	Total	60	96,8

Source: primer data of 2023

The table above shows the sample of research respondents based on age, where 6 people aged 20-25 years with a presentation of 9.7%, 19 people aged 26-30 years or 30.7%, then aged 31-35 years as many as 23 people with a percentage of 37% and 12 people aged over 40 years or 19.4%.

3.2 Normality Test

4 One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.80392604
Most Extreme Differences	Absolute	.105
	Positive	.078
	Negative	-.105
Test Statistic		.105
Asymp. Sig. (2-tailed)		.099 ^c
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.

Source1: SPSS 24.0 Version for windows, 2023

Based on Table 4.12, through the output results of the One-Sample Kolmogorov-Smirnov Test, it can be seen that the data resulting from applying the questionnaire is normally distributed because the Asymp results. Sig = 0.09 > 0.05 means normal distribution. So, all variables, both independent and dependent variables, have normal data distribution because of the Asymp value. Sig is greater than 0.05.

4.1 Reliability Test

No	Variable	R	α	Ket
1.	Employee Performance (Y)	0,798	0,6	Reliable
2.	Organizational Commitment (X ₁)	0,906	0,6	Reliable
3.	Transformational Leadership (X ₂)	0,819	0,6	reliable
4.	Work Satisfaction (X ₃)	0,769	0,6	reliable

Source : Primer data of 2023

In this research, reliability testing will use the SPSS 24.0 program with the Cronbach's alpha method > 0.6. It can be said that all the variables used in this research are reliable, and can be used to measure latent variables, and are suitable for use as material for further analysis because they have a value > 0.60.

4.2 Hypothesis Test

	Hip	Variable			Regression Coefficient		
		Exogen	Mediation	Endogen	Direct	Indirect	Total
1	H1	Organizational Commitment	-	Employee Performance	0,458	0,144 x 0,505 = 0,072	-

	H2	Organizational Commitment	Work Satisfaction	-	0,144	-	-
	H3	-	Work Satisfaction	Employee Performance	0,505	-	-
	H4	Organizational Commitment	Work Satisfaction	Employee Performance	-	-	$0,458 + 0,072 = 0,530$
2	H1	Transformational Leadership	-	Employee Performance	0,072	$0,843 \times 0,505 = 0,425$	-
	H2	Transformational Leadership	Work Satisfaction	-	0,843	-	-
	H3	-	Work Satisfaction	Employee Performance	0,505	-	-
	H4	Transformational Leadership	Work Satisfaction	Employee Performance	-	-	$0,072 + 0,425 = 0,497$

4.2.1 Analysis of the Effect of Organizational Commitment and Transformational Leadership on Employee Performance.

PT employees. Angkasaraya Nusantara tends to agree that the formation of organizational commitment values is determined by indicators of personal and positional characteristics, PT. Angkasaraya Nusantara also agrees that more attention should be paid to the positional position of each employee in order to improve the quality of the employees themselves. Apart from that, they also need a leader who can make them more aware of the importance of the results of a job because if the results of a job are good, that is affected. Positively, apart from increasing company performance, the performance and quality of employees also increases.

This hypothesis is also supported by previous research conducted by Novitasari and Masduki (2020) entitled the influence of transformational leadership

on employee performance. It was found that transformational leadership had a positive but not significant effect on employee performance.

4.2.2 Analysis of the Effect of Organizational Commitment and Transformational Leadership on Job Satisfaction.

In increasing the level of job satisfaction for each employee of PT. Angkasaraya Nusantara, they tend to agree that charismatic and inspirational indicators are very helpful in improving the quality of employees, because for them if leadership can be an inspiration for their subordinates, then the employees will love their own work more so that a high sense of loyalty arises, this loyalty is a factor for the company in making decisions to determine salaries and promotions. Apart from that, a charismatic leader can also help increase self-esteem, so that employees can have better relationships in their daily lives with co-workers.

This hypothesis is also supported by previous research conducted by Ritawati, A (2013) with the title *The Influence of Transformational Leadership and Organizational Culture on Employee Performance through Job Satisfaction* with the results of Transformational Leadership having a positive and significant effect on Job Satisfaction.

4.2.2 Analysis of the Effect of Job Satisfaction on Employee Performance

PT Angkasaraya Nusantara employee agrees that the indicators for increasing job satisfaction are the job itself, salary, promotions and co-workers, because for them these factors are very influential in improving the performance of each of them. For example, in this research, employees tend to agree that if there is an increase in salary, it can improve the quality of each employee, apart from that,

determining the right co-workers, according to them, can increase solid cooperation between employees so that if cooperation is good and solid, performance will increase. and the quality of the work results gets a very good score, if the work results are good, it can improve the performance of the company itself.

Apart from that, promotion opportunities for each employee are very influential in increasing the sense of responsibility, this is because a new enthusiasm appears when the employee gets a promotion, so that the quality of the employee tends to increase compared to before.

4.2.4 Analysis of the Effect of Organizational Commitment and Transformational Leadership on Employee Performance through Job Satisfaction.

In improving employee performance for employees of PT. Angkasaraya Nusantara is an inspirational and charismatic leader who can create a sense of loyalty and can foster good coordination with colleagues. If an organization has good relationships between colleagues, the quality of each employee will definitely be better, so that it can improve the quality of employees. good, solid cooperation system and can create a high sense of responsibility for each existing employee.

CONCLUSION AND SUGGESTION

There is a positive and significant influence between organizational commitment on employee performance and there is a positive but not significant influence between transformational leadership on employee performance at PT. Angkasaraya Nusantara. Organizational commitment and transformational leadership have a positive and significant effect on job satisfaction, because indicators of personal, positional, charismatic and inspirational characteristics

support increasing love for the work itself, salary, promotions and good co-worker situations. Job satisfaction has a positive and significant effect on performance employees at PT. Angkasaraya Nusantara. Transformational leadership has a positive and significant effect on employee performance through job satisfaction at PT. Angkasaraya Nusantara.

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