

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP , ORGANIZATIONAL SUPPORT, AND JOB SATISFACTION ON MOTIVATION AND EMPLOYEE PERFORMANCE

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Abstract

The purpose of this study was to analyze the effect of transformational leadership, organizational support, and job satisfaction on work motivation in improving employee performance. Descriptive research verification using the approach quantitative surveys and data collection by survey method with instrument of questionnaire with Likert scale of 1 to 5. The population of this research was the employees of in branch quarter of the Scout Movement in East Java obtained, while the sampling technique used is census method, so all population become a respondents in this study. Data analyzing is performed using SEM AMOS 24 software. The results of this study where the transformational leadership, organizational support, and job satisfaction has a significant effect on work motivation, garthermoretransformational leadership, organizational support and job satisfaction has a significant effect on employee performance, lastly that work motivation has a significant effect on employee performance.

Keywords: Transformational Leadership, Organizational Support, Job Satisfaction, Work Motivation, Employee Performance.

INTRODUCTION

The Scout Movement is an organization formed by Scouts to carry out scouting education. Scouts are Indonesian citizens who are active in scouting education and practice Satya Scouts and Darma Scouts. Kwartir is an organizational unit that manages the Scout Movement which is led collectively at every level of the region. The Scout Movement aims to form every Scout to have a personality that is faithful, pious, noble, patriotic, law-abiding, disciplined, upholds the nation's noble values, and has the life skills as a cadre of the nation in protecting and developing the Unitary Republic of Indonesia, practice Pancasila, and preserve the environment. (Law

number 12 of 2010 concerning the Scout Movement).

Leaders have an important role in a company organization according to Vadeveloo et al. (2009) that the effectiveness of leaders in conducting communication has a significant effect on employee performance. The results of Roy Johan Agung Tucunan's research 1 Wayan Gede Supartha² I Gede Riana (2014) showed that there was a positive and significant influence between transformational leadership with employee work motivation and employee performance, as well as employee work motivation significantly influence performance, this indicates that to achieve employee performance high importance of

implementing transformational leadership and providing motivation to employees. Likewise, according to Lievens et al. (2005), transformational leadership has a positive and significant effect on employee performance.

Furthermore, Susskind et al., (2000) argues that organizational support can be used to increase employee motivation related to customers, so it can be said that organizational support variables can have a positive effect on employee motivation. One factor that can increase employee motivation and performance is perceived organizational support, which, according to Rhoades and Eisenberg (2002), is defined as employee perceptions about the support provided by the organization to employees and how much the organization provides assistance when needed in carrying out work or facing problems in carrying out work. This is also consistent with the results of his research Delvin Alexasander Gunawan, Siti Mujanah, and Murgianto (2019) that perceived organizational support has a significant effect on work motivation and employee performance

Performance improvement can also be influenced by employee job satisfaction, According to Handoko (2000: 193) "Job satisfaction is a pleasant or unpleasant emotional state of how employees perceive their work. Job satisfaction reflects one's feelings about their work. high employee job satisfaction tends to work more effectively, therefore, it is very important for companies to pay attention and maintain the level of employee satisfaction. This is like the results of his study Widyanto Eko Susetyo, et al. (2014) shows that job satisfaction has a significant effect on employee performance.

In addition to job satisfaction motivation also plays a role in improving employee performance, as the results of his research Anindita Lakmi Prabowo (2018), stated that work motivation has a

significant effect on employee performance, however the results of research from Siti Mujanah (2009) show that work motivation does not have a significant effect on performance employees, for that we need to explore further in this study how they affect the work of employees in different companies.

LITERATURE REVIEW

Leadership

Transformational leadership is leadership that inspires followers to work beyond their personal interests, and is able to have a profound impact on followers. According to Arnold (2000) that transformational leadership is a pattern that varies from the behavior desired by the leader during the process of directing and influencing his employees. Several factors that describe leadership are Lead by example, Participation in decision making, Train, Inform, Relationship with the team. Transformational leadership is characterized by a leader who can be seen from the way the leader faces the work system, inspires a shared vision, enables others to act to set an example, and encourages subordinates (Abdi, 2010). Effective leadership in organizational change causes an increase in employee performance, so that the style applied in leading an organization is very influential on work results (Gilley et al. 2009)

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Organizational Support

Susskind et al., (2000) argues that company support can be used to increase employee motivation related to customers, so it can be said that company support variables can positively influence worker motivation. Organizational support developed by Susskind et al (2000) consists of 3 items, namely appreciation of values, willingness of companies to help and corporate concern.

According to Johan Prawira Widhi Atmaja (2019) that organizational support has a positive and significant effect on employee performance. This shows that the perceived organizational support of a company or organization has an impact on overall employee performance. Likewise, the results of Ronny Riantoko's research, I Gede Adnyana Sudibya and Desak Ketut Sintaasih (2017) show that organizational support has a positive and significant effect on motivation and performance, this means that with the support of the organization regarding the needs in carrying out tasks, it will increase motivation work and improve performance. Likewise the results of his research Siti Mujanah, Ika Wahyuni and Murgianto (2019) which showed that organizational support had a significant effect on employee performance.

Job Satisfaction

Job satisfaction is a pleasant or unpleasant feeling from an employee towards his job, work situation. Thus job satisfaction is something important for an employee to have, where they can interact with the work environment so that work can be carried out properly and in accordance with company goals. According to Robbins and Judge (2011) job satisfaction is a positive feeling at a job, namely as an impact of evaluating various aspects of the work done.

Susanto's research results (2008) show that job satisfaction on employee performance has a significant effect on work motivation and employee performance. This shows that organizations that have more satisfied employees tend to be more effective in carrying out their work than organizations that have less satisfied employees (Robbins, 2007), this is supported by Florida Dessy Putri Sanuddin's and A.M.'s research findings. Rosa Widjojo (2013) that job satisfaction has a significant effect on work motivation and employee performance.

Work Motivation

Robbins (2003) states that motivation is a process to produce an intensity, direction, and perseverance of individuals in an effort to achieve the goals that have been set. Meanwhile, according to Rivai (2005: 457) motivation can spur employee enthusiasm to work harder so as to achieve goals, thus this can improve employee productivity or performance so that it affects the achievement of organizational or company goals. The dimensions of employee motivation in this study are as follows: intrinsic motivation and extrinsic motivation. Intrinsic motivation is a condition that creates a condition where individuals who are intrinsically motivated appear to be "part of the task" that is done. While extrinsic

motivation is a person's self-image carried out with the aim of completing several non-task objectives. Extrinsic motivation refers to the performance of an activity due to the activity leading to some external recognition (Krivonos, 2006).

Increased motivation can have an impact on improving employee performance this is in accordance with the results of his research Febry Windawan, Siti Mujanah, Tri Andjarwati (2019), which states that motivation has a significant effect on employee performance, this is supported by the results of his research Kiki Cahaya Setiawan (2015) states that work motivation has a significant effect on employee performance

Employee Performance

Afandi (2018: 83) defines performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Otherwise, Bernardin and Russell (2003) Employee performance is the result of work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibilities of each in achieving organizational goals. Among those that affect performance are Quality, Quantity, Timeliness, Effectiveness, Independence, Organizational Commitment.

Based on the theoretical and empirical studies above, the hypothesis in this study was formulated as follows:

H1 : Transformational Leadership has a significant effect on employee work motivation

H2 : Organizational support has a significant effect on employee work motivation.

H3 : Job satisfaction has a significant effect on employee motivation.

H4 : Transformational Leadership has a significant effect .

H5 Organizational support has a significant effect on employee performance

H6 : Job satisfaction has a significant effect on employee performance.

H7 : Work motivation has a significant effect on employee performance.

RESEARCH METHODS

The research method used was an explanative research (*quantitative research*) with a quantitative approach and carried out by questionnaire method . According to Efferin, et al (2004: 9) states that *explanatory research* is a method that aims to improve understanding of a phenomenon that has known *what, who* and *how* . The method used in this research is descriptive verification method with a quantitative approach. According to Sugiyono (2015: 147) states that "descriptive method is a statistic used to analyze data by describing or describing data that has been collected without intending to make conclusions that apply to the public."

Popolation in this study are employees in Kwartir Branch Scout Movement in East Java, amounting to 152 people . while the sampling technique used in this research is census method, the entire population were in made as samples. So it was determined that the sample in the study were 152 people.

Processing of the data in this study by using *software* SPSS and SEM (*Structural Equation Modeling*) AMOS (*Analysis of Moment Structure*). While the validity and reliability of the questionnaire used SPSS 24 software and

testing the suitability of the model and hypothesis using SEM AMOS 24.0.

RESEARCH RESULT

Validity test is done through convergent validity, where the indicator is said to meet *convergent validity* if the indicator has a *standardized regression weight* (lambda / *factor loading*) value ≥ 0.50 . While the reliability test is examined using *construct reliability*, a model is said to be reliable when the *construct reliability* value of each construct is greater than 0.70 (Solimun, 2002: 78).

Hair *et al.* (2014: 605) added, the rule of thumb *construct reliability* value must be greater than 0.70, but in fact the internal consistency test

(*reliability*) is not absolute to do if the validity of the indicator has been met, because a valid construct is a reliable construct, on the contrary construct the reliable are not necessarily valid (Cooper and Schindler, 2006: 166). In this study, the CFA test will be analyzed using AMOS 24.0 *software* which is carried out on exogenous constructs (transformational leadership, organizational support, and job satisfaction), as well as endogenous constructs (work motivation and employee performance).

Here is the result of test validity and reliability convergen on every variable as seen on table 1.

Table 1
Construction validity and reliability

Variable	Indicator	Factor Loading (FL)	(FL) ²	Error (1-FL ²)	Construct Reliability (CR)
Transformational Leadership (X1)	X1.1	0.646	0.417	0.583	0.840
	X1.2	.691	.477	0.523	
	X1.3	0.790	0.624	.376	
	X1.4	0.717	0.514	.486	
	X1.5	0.732	0.536	0.464	
Organizational Support (X2)	X2.1	.701	.491	0.509	0.825
	X2.2	0.750	0.563	0.438	
	X2.3	.886	0.785	0.215	
Job Satisfaction (X3)	X3.1	0.716	0.513	.487	.881
	X3.2	.677	.458	0.542	
	X3.3	.673	.453	0.547	
	X3.4	0.605	.366	0.634	
	X3.5	.698	.487	0.513	
	X3.6	.804	0.646	.354	
	X3.7	0.832	.692	.308	
Work Motivation (Z)	Z1	0.527	.278	0.722	0.619
	Z2	0.561	0.315	0.685	
	Z3	0.685	0.469	0.531	
Employee Performance (Y)	Y1	0.713	0.508	0.492	0.843
	Y2	0.735	0.540	0.460	
	Y3	0.766	0.587	0.413	
	Y4	0.729	0.531	0.469	
	Y5	.571	.326	.674	

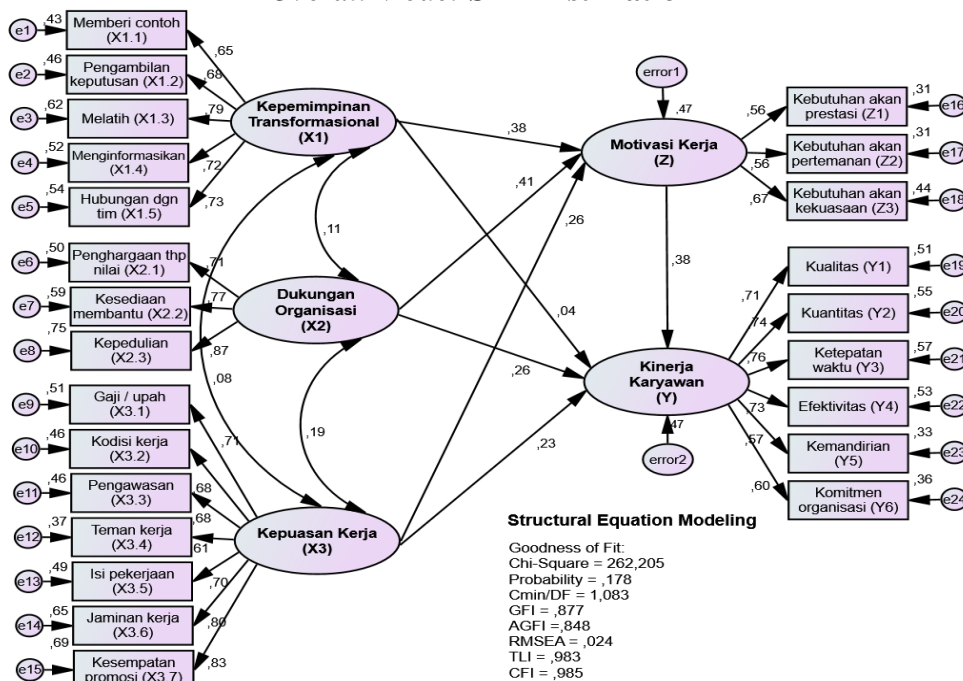
	Y6	0.602	.362	0.638	
		Valid Requirements: FL \geq 0.50			Reliable requirements: CR \geq 0.70

Table 5.16 shows that all indicators in the exogenous construct have a *factor loading* value > 0.50 . So that these indicators are declared valid in constructing constructs and can be used to build models. The table also shows that the measurement of exogenous constructs consisting of transformational leadership variables, organizational support, job satisfaction, work motivation, and employee performance all produce *construct reliability* values > 0.70 , so it can be concluded that it is reliable in compiling the model developed in this study.

Structural Equation Modeling Analysis (SEM)

After the *measurement model* stage is fulfilled, the next step is to test the *structural model*. This stage serves to determine that the model is in accordance with the data (fit) and test the significance of the presence or absence of influence between the variables studied. The results of the structural model estimation analysis are presented in Figure 2 below:

Figure 2
 Overall Model SEM Estimation



Model Conformity Testing

The results of evaluating the *goodness of fit* criteria value generated by the SEM model are as shown in table 2 as follows :

Table 2
 Value Goodness of Fit and Cut off Value Model SEM

Criteria	Model Test Results	Critical Value	Information
Probability χ^2 Chi square	.178	≥ 0.05	Fit
Cmin / DF	1,083	≤ 2.00	Fit
RMSEA	0.024	≤ 0.08	Fit
GFI	0.877	≥ 0.90	Marginal fit
AGFI	0.848	≥ 0.90	Marginal fit
TLI	.983	≥ 0.95	Fit
CFI	0.985	≥ 0.95	Fit

The SEM model evaluation results show that all models of *goodness of fit* have given a good index (*fit* or *marginal fit*), so it can be concluded that the SEM model can be accepted and then hypothesis testing can be done through *structural model analysis*.

Hypothesis test

The next step is to test the hypothesis using *CR* values and their probabilities. The parameter of the presence or absence of partial effect can be determined based on the value of *CR*

(*Critical Ratio*). To determine whether there is an influence of exogenous variables on endogenous variables and endogenous variables on endogenous variables, the provisions are used if the calculated *CR* value ≥ 1.96 or a significance value ≤ 0.05 , then it is decided that there is a significant influence between these variables.

The following are the results of hypothesis testing based on the value of *standardized regression weight* in the structural model:

Table 5.19
Hypothesis Testing Through Regression Weight Test

Hip	Relationship Between Variables	Coefficient	CR	P-value	Ket.
D ₁	Transformational Leadership (X1) → Work Motivation (Z)	.378	3,282	.001	significant
H ₂	Organizational Support (X2) → Work Motivation (Z)	0.412	3,541	0,000	significant
D ₃	Job Satisfaction (X3) → Work Motivation (Z)	0.263	2,342	0.019	significant
D ₄	Transformational Leadership (X1) → Employee Performance (Y)	0.036	.346	0.730	not significant
H ₅	Organizational Support (X2) → Employee Performance (Y)	0.264	2,353	0.019	significant
H ₆	Job Satisfaction (X3) → Employee Performance (Y)	.226	2,377	0.017	significant
D ₇	Work Motivation (Z) → Employee Performance (Y)	.382	2,133	0.033	significant

Discussion

1. Transformational leadership effect on the motivation of the employees work in branch quarter Scout Movement Se East Java. The results of this study are

consistent with Roy Johan Agung Tucunan's research, Wayan Gede Supartha, I Gede Riana (2014) which states that transformational leadership has a significant and positive effect on

work motivation. This is in accordance with the resulting value of 3,282 (positive), meaning that the better the transformational leadership, the higher work motivation will be. This is in accordance with the opinion of Humphreys (2002) that *Inspirational motivation* in the form of verbal communication or the use of symbols intended to stimulate the enthusiasm of subordinates.

2. Organizational support influence on work motivation of employees in branch quarter Scout Movement Se East Java . The results of this study are supported by research conducted by Ronny Riantoko, I Gede Adnyana Sudibya , Desak Ketut Sintaasih (2017) which results that there is a positive relationship between organizational support and work motivation, There is a positive relationship between organizational support for performance, work motivation has a positive effect and significant on performance. This is in accordance with the resulting value of 3,541 (positive) meaning that the higher the organizational support the higher the work motivation. This is in accordance with the opinion of Gronroos (1990) found that organizational support and good management will increase the motivation of customer orientation behavior of its workers .
3. Job satisfaction influence on work motivation of employees in branch quarter Scout Movement Se East Java . This is in accordance with research conducted by Ferry Agustian (2001) The influence of job satisfaction and motivation on employee performance (study at PT. Pusri PPD Central Java) there is a positive influence between motivation and employee performance. This is consistent with the results of research that shows the value of 2,342 (positive) , meaning that the higher job satisfaction the higher work motivation. Similarly, in accordance with the opinion of Robbins (1997) satisfaction very wide dimension , broadly included challenges in employment, salary and reasonable awards, conditions and friends supportive work, motivation of self , as well as the suitability of the work with the personality of the individual .
4. Transformational leadership effect is not significant to the performance of employees in branch quarter Scout Movement East Java Se shown with a value of 0.346 (close to zero) , means the better the transformational leadership does not have a significant impact on improving the performance of employees. Based on the results of research variables that show the lowest mean mean indicator of 3.94 on the indicator gives an example. Based on the observation of researchers because the Chairman of the Branch Kwartir served mostly as Deputy Regent / Deputy Waikota, so the intensity of meeting directly to give an example to employees was felt lacking.
5. Organizational support influences the performance of employees in the Kwartir Branch of the East Java Scout Movement. This is consistent with research conducted by Ronny Riantoko, I Gede Adnyana Sudibya, Urging Ketut Sintaasih (2017) which results that there is a positive relationship between organizational support and work motivation, There is a positive relationship between organizational support for performance, work motivation has a positive and significant effect on performance. The results

showed a number of 2.353 (positive), meaning that the higher the organizational support the higher the employee's performance. The results of this study are supported by the opinion expressed by Yoon and Lim (1999) that this internal organizational relation is meant to be a support given by the company to employees so as to create an employee motivation to help each other in each of their work activities within the company.

6. Job satisfaction affects the performance of employees in the Kwartir Branch Scout Movement in East Java. This is in accordance with research conducted by Kreitner & Kenichi (2005) with the result that job satisfaction has a positive and significant effect on employee performance. The results of this study indicate a value of 2,377 (positive), meaning that the higher job satisfaction the higher employee performance. The results of this study are in accordance with the opinions of Cheri Ostroff (1992: 963) and Bradley L. Kirkman and Debra L. Shapiro (2001: 560) satisfaction-performance factors at the organizational level will show the phenomenon of employees who are more satisfied, more productive and profitable than organizations the employees are not satisfied.
7. Work motivation affects the performance of employees in branch quarter of the Scout Movement in East Java. This is according to research conducted by Emilia Rosyana Princess (2002) which states that the analysis of the influence of factors work motivation terhadap performance of employees of PT. APAC INTI CORPORA with the results of the study Motivational factors such as salary, work environment, promotions, interpersonal relationships, and job

security have a positive effect on employee performance. The results of this study indicate the influence of a value of 2.133 (positive), meaning that the higher the work motivation, the higher the employee's performance. The results of this study are supported by the opinion of Sukanto (2000) which states that motivation is a driving force in carrying out an activity and has a very large influence on employee performance.

Conclusion

1. The results of the study indicate that the transformational leadership variable (X1) influences work motivation (Z). This is evidenced by the CR value of 3.282 (greater than 1.96) and the significance level (p-value) of 0.001 (less than 5%) which means there is a significant influence. it means that work motivation (Z) will be influenced by transformational leadership (X1) of 0.378.
2. The results of the study indicate that the variable organizational support (X2) influences work motivation (Z). This is evidenced by the CR value of 3.541 (greater than 1.96) and the significance level (p-value) of 0,000 (less than 5%) which means there is a significant influence. This means that work motivation (Z) will be influenced by organizational support (X2) of 0.412.
3. The results showed the variable job satisfaction (X3) affect work motivation (Z). This is evidenced by the CR value of 2,342 (greater than 1.96) and the significance level (p-value) of 0.019 (less than 5%) which means there is a significant influence. This means that work motivation (Z) will be influenced by job satisfaction (X3) of 0.263.
4. The results showed that the transformational leadership variable

(X1) had no significant effect on employee performance (Y). This is evidenced by the CR value of 0.346 (less than 1.96) and the significance level (p-value) of 0.730 (greater than 5%). This means that employee performance (Y) will be influenced by transformational leadership of 0.036.

5. The results of the study indicate that the organizational support variable (X2) influences employee performance (Y). This is evidenced by the CR value of 2.353 (greater than 1.96) and the significance level (p-value) of 0.019 (less than 5%) means there is a significant influence. This means that employee performance (Y) will be influenced by organizational support (X2) of 0.264.
6. The results showed that the variable job satisfaction (X3) affect employee performance (Y). This is evidenced by the CR value of 2,377 (greater than 1.96) and the significance level (p-value) of 0.017 (less than 5%) means there is a significant influence. This means that employee performance (Y) will be influenced by organizational support (X3) 0.226.
7. The results of the study indicate that the variable of work motivation (Z) influences employee performance (Y). This is evidenced by the CR value of 2.133 (greater than 1.96) and the significance level (p-value) of 0.033 (less than 5%) means there is a significant influence. This means that employee performance (Y) will be influenced by work motivation 0.382.

Recommendation

1. The Company : This research was conducted by the Kwartir Branch of the Scout Movement in East Java as a place and object and source of data. The results showed an overview of company conditions presented in the form of empirical conclusions about the

variables used for research analysis. It is expected that the results of this study can become an organizational reference as a strategy to develop the potential strength of its employees in an effort to improve employee performance which in turn becomes organizational performance .

2. Academics: This research as a form of enrichment of literature with human resource studies, is expected to be able to add reference libraries in subsequent study or research references with different objects and different variable variations.

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