

# The Influence of Transformational Leadership and Organization Commitment on the Job Satisfaction and the Employees Performance of City Council Secretaries in Bireuen District

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## ABSTRACT

This study aims to determine how much influence the transformational leadership and organization commitment through job satisfaction and impact on the employee performance of City Council Secretaries Of Bireuen District. The data used is the data by distributing questionnaires to 70 civil servants Bireuen. To data analyze, the statistical analysis used two-track equipment and processed with the help of the application program Statistical Package for Social Science (SPSS). The variables measured include transformational leadership, organization commitment, job satisfaction effect to ward employee performance of City Council Secretaries. The result the analysis of statistical test is transformational leadership and organization commitmen affect the employee performance at mediated job satisfaction. The result job satisfaction variable effect of full mediated on transformational leadership and organization commitment toward employee performance of City Council Secretaries in Bireuen District.

**Keywords:** *Transformational Leadership, Organization Commitment, Job Satisfaction and Employees Performance.*

## INTRODUCTION

The success the employee performance at City Council secretariat of Bireuen District lies on empowering human resources, in order to improve the employee performance. Different Characteristics among individual employees of City Council secretariat of Bireuen District should be able to synergize with the transformational leadership style, so that institutaion leaders are able to organization commitment the employees to achieve organizational performance. The concept of employee performance applied to City Council secretariat in Bireuen District would provide guidance for secretariat on DPRK employees about important things to be done to improve job satisfaction and employee performance in secretariat DPRK Bireuen District.

The purpose of this research was to know and analyze the effect of transformational leadership and organizational commitment on job satisfaction and the, the effect of transformational leadership, organizational

commitment and job satisfaction to ward employee performance of City Council Secretariat.

### Theoretical Background

#### Transformational Leadership

Transformational Leadership style is developed in the context of the organization, where transformational leadership cares to the improved performance, and develops followers to the maximum potential Avolio<sup>1</sup>; Bass & Avolio<sup>1</sup>, in Northouse<sup>2</sup>. Burns<sup>3</sup> suggested that transformational leaders are a process in which leaders and subordinates lift each other to the degree of morality and motivation higher."Leaders and followers raise one another to higher levels of morality and motivation", where leaders are trying to change the followers' consciousness on ideals and moral values such as equality, justice, peace, as well as humanitarian and instead is based emotions, such as fear, jealousy, or hatred.

### Organization Commitment

Organizational commitment is an important employee behavior in city council secretariat Bireuen which to assess employee propensity to survive city council institutions as an employee who are loyal to the organization. According to the opinion of Luthans<sup>5</sup>, organizational commitment is an feelings of identification and loyalty to organization and the ongoing process in which members of the organization express their attention to the organization and its sustainable success and progress.

### Job Satisfaction

Job satisfaction of secretariat DPRK employee can feel his job whether fun or not fun to do, in an organization of city council secretariat in doing its functions and serving the community especially in the field of financial services, employee satisfaction in performing everyday tasks are indispensable. There are some of definition the job satisfaction, according to Robbins<sup>4</sup>, job satisfaction is a positive feeling about the work as a result of evaluation of the characteristics. Luthans<sup>5</sup> defines job satisfaction as a result of employee perceptions of how well their work delivers what is important.

### Performance

Bernadin explain that performance<sup>7</sup> provides limitations on the performance as a “record of outcome produced on a specified job function or activity during, a specified time period”. Then, the appraisal of performance is” a way of measuring the contributions of individuals to their organization”. Bernadin<sup>7</sup> proposed six criteria for measuring the performance of employees, namely is Quality, Quantity, Timeliness, Cost-Effectiveness, Need for Supervision and Interpersonal Impact.

### Research Method

#### Location And Time

The subjects in this study were employees of City Council Secretaries in Bireuen District, the location was done in DPRK of Bireuen District at Malhayati St. No. 1, Bireuen.

#### Types And Sources of Data

The type of data in this research is quantitative data. The data used in this study are primary data from the respondents' perception of the variables used. Any form

of communication with the respondents in this study used questionnaires submitted directly to the respondent<sup>8</sup>.

### Population

Populations a combination of all the elements that have a series of similar characteristics which include the benefit of the research problem. Target population in employees of City Council Secretaries in Bireuen District was 70 employees, who are on of Secretariat DPRK of Bireuen District, with a total population of 70 people.

### Samples

The amount of samples taken off in Bireuen District by total population, based on the total population of City Council Secretaries in Bireuen District were 70 employees, who are on of City Council Secretaries in Bireuen District, with a total population of 70 people.

### Data Collection Techniques

Data collection method used in this research is by using questionnaire instrument, which is a set of written questions to elicit information from respondents. In this study a questionnaire sheet, there are two types of statements / questions: (1) statements relating to the measurement of the variables; (2) questions relating to the respondent data Sekaran<sup>9</sup>.

### Data Analysis Techniques

Inferential statistic is a method related to sample analysis to draw conclusions about the characteristics of the population. After collecting the data and information in the field, then to manage data and information, the writer used the path analysis in the model and hypothesis testing uses the SPSS program for data analysis, Ghazali<sup>10</sup>.

## RESULTS AND DISCUSSION

A total of 70 copies of questionnaire were analyzed and a research model in this study was used for understanding correlation between different variables. The result of hypothesis validation in this study, reality and validity of instrument had to be verified first. To compare with the independent and similar factors studied in previous studies and examine the variable validity of subjective measurement tool this research used SPSS 19.0, Ghazali<sup>10</sup>

**Table 1. Regression Structure 1**

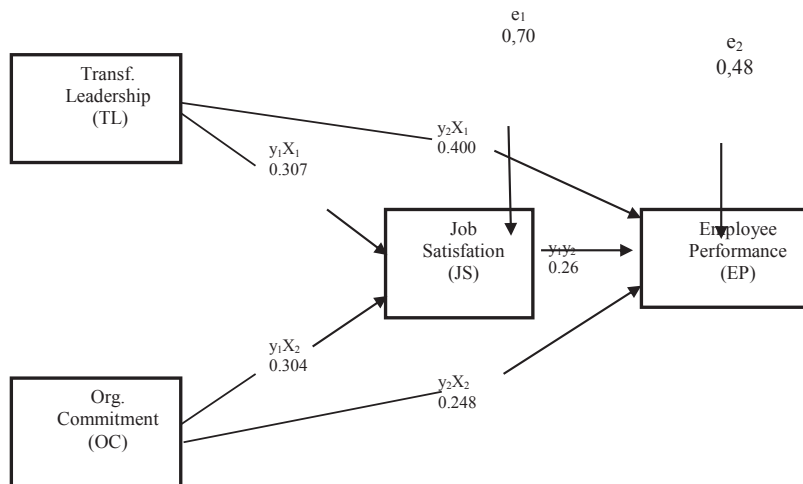
Model	B	Unstandardized Coefficients			Std. Coeff	t	Sig.
		Std. Error	Beta				
1	(Constant)	6.026	2.441		2.468	.016	
	Transf. Leadership	.337	.139	.307	2.422	.018	
	Org. Commitment	.332	.139	.304	2.394	.019	

a. Dependent Variable: Job Satisfaction

**Table 2. Regression Structure 2**

Model	B	Unstandardized Coefficients		Std. Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	7.255	1.722		4.214	.000
	Transf. Leadership	.356	.098	.400	3.636	.001
	Org. Commitment	.220	.098	.248	2.254	.028
	Job Satisfaction	.176	.082	.216	2.132	.037

Dependent variable : Employee Performance



**Figure 1 : Path Analysis Model**

The path analysis model for this study can be seen in figure 1 above the results of calculation with path analysis shows the transformational leadership and organization commitment significantly influence on job satisfaction and employee performance (direct and indirect) at employee of City Council Secretaries in Bireuen District.

Effect Transformational Leadership to Job Satisfaction

Transformational leadership factor significantly influence on the job satisfaction. It can be seen from the results of path coefficient value 0.307 with a significance value of 0.016. These results prove that transformational leadership is one of the implementation of leadership

which has significant influence on the job satisfaction at City Council Secretariat in Bireuen District.

#### Effect organization Commitment to Job Satisfaction

Organization commitment factor significantly influence on the job satisfaction. It can be seen from the results of path coefficient value 0.304 with a significance value of 0.019. These results prove that organization commitment is one of the implementation of commitment of organization which have significant influence on the job satisfaction at City Council Secretariat in Bireuen District.

Effect transformational leadership to employee performance

Transformational leadership factor significantly influence on the employee performance. It can be seen from the results of path coefficient value 0.400 with a significance value of 0.001. These results prove that transformational leadership is one of the implementation of leadership which has significant influence on the employee performance at City Council Secretariat in Bireuen District.

Effect organization Commitment to employee performance

Organization commitment factor significantly influence on the employee performance. It can be seen from the results of path coefficient value 0.248 with a significance value of 0.028. These results prove that Organization commitment is one of the implementation of commitment which has significant influence on the employee performance at employee of City Council Secretariat in Bireuen District.

#### Effect Job Satisfaction to employee performance

Job satisfaction factor significantly influence on the employee performance. It can be seen from the results of path coefficient value 0.216 with a significance value of 0.037. These results prove that job satisfaction is one of the implementation of employee satisfaction which have significant influence on the employee performance at City Council Secretariat in Bireuen District.

### CONCLUSION

Base on the results of research and discussion, it can be concluded as follow variable transformational leadership, organizational commitment, job satisfaction

simultaneously and partial have significance effect on employee performance of City Council Secretariat in Bireuen District.

H<sub>1</sub> There is a positive and significant effect of the transformational leadership on job satisfaction at the employee performance of Secretariat DPRK Of Bireuen District.

Based on Table 1, the known value of coefficient between transformational leadership on job satisfaction was 0.307, which is smaller than the significance level of 0.018. These results can be concluded that the transformational leadership variable significantly influences the job satisfaction of the employee performance of City Council Secretariat of Bireuen District. Based on the results of path coefficient value of the transformational leadership on job satisfaction is 0.307 positive coefficient path meaning the transformational leadership on job satisfaction has a positive effect on City Council Secretariat of Bireuen District. **Hypothesis 1** in this research is the influence of transformational leadership on job satisfaction on City Council Secretariat of Bireuen District **accepted**. Worth mentioning that the research results are consistent with studies conducted<sup>11</sup>, the research results show that the transformational leadership has effect on the job satisfaction, Lumbanraja<sup>12</sup>.

H<sub>2</sub> **There is a positive and significant effect of the organization commitment on job satisfaction at the employee performance of Secretariat DPRK Of Bireuen District.**

Based on Table 1, the known value of coefficient between organizational commitment on job satisfaction was 0.304, which is smaller than the significance level of 0.019. These results can be concluded that the organization commitment variable significantly influences the job satisfaction of the employee performance of City Council Secretariat of Bireuen District. Based on the results of path coefficient value of the organizational commitment on job satisfaction is 0.304 positive coefficient path meaning the organizational commitment on job satisfaction has a positive effect on the City Council Secretariat of Bireuen District. **Hypothesis 2** in this research is the influence of organizational commitment on job satisfaction on City Council Secretariat in Bireuen District Lhokseumawe **accepted**. Worth mentioning that the research results are

consistent with studies conducted<sup>11</sup>, the research results show that the organizational commitment has effect on the job satisfaction, Yunina<sup>19</sup>.

H<sub>3</sub> There is a positive and significant effect of the transformational leadership on employee performance at Secretariat DPRK of Bireuen District.

Based on Table 1, the known value of coefficient between transformational leadership on employee performance was 0.400, which is smaller than the significance level of 0.001. These results can be concluded that the transformational leadership variable significantly influences the employee performance of the employee performance at City Council Secretariat of Bireuen District. Based on the results of path coefficient value of the transformational leadership on employee performance is 0.400 positive coefficient path meaning the transformational leadership on employee performance has a positive effect on City Council Secretariat of Bireuen District. **Hypothesis 3** in this research is the influence of transformational leadership on employee performance on City Council Secretariat of Bireuen District **accepted**. Worth mentioning that the research results are consistent with studies conducted<sup>11</sup> and <sup>13</sup>, the research results show that the transformational leadership has effect on the employee performance, Siahaan <sup>14, 18</sup>.

H<sub>4</sub> There is a positive and significant effect of the organization commitment on employee performance at Secretariat DPRK Of Bireuen District.

Based on Table 1, the known value of coefficient between organizational commitment on employee performance was 0.248, which is smaller than the significance level of 0.028. These results can be concluded that the organization commitment variable significantly influences the employee performance of the employee performance at City Council Secretariat of Bireuen District. Based on the results of path coefficient value of the organizational commitment on employee performance is 0.248 positive coefficient path meaning the organizational commitment on employee performance has a positive effect on the City Council Secretariat of Bireuen District. **Hypothesis 4** in this research is the influence of organizational commitment on employee performance on City Council Secretariat of Bireuen District Lhokseumawe **accepted**. Worth mentioning that the research results are consistent with

studies conducted<sup>15</sup>, the research results show that the organizational commitment has effect on the employee performance<sup>16</sup>.

H<sub>5</sub> There is a positive and significant effect of the job satisfaction on employee performance at Secretariat DPRK Of Bireuen District.

Based on Table 1, the known value of coefficient between job satisfaction on employee performance was 0.216, which is smaller than the significance level of 0.037. These results can be concluded that the job satisfaction variable significantly influences the employee performance of the employee performance of City Council Secretariat of Bireuen District. Based on the results of path coefficient value of the job satisfaction on employee performance 0.216 positive coefficient path meaning the job satisfaction on employee performance has a positive effect on the City Council Secretariat of Bireuen District. **Hypothesis 5** in this research is the influence of job satisfaction on employee performance on City Council Secretariat of Bireuen District Lhokseumawe **accepted**. Worth mentioning that the research results are consistent with studies conducted<sup>11</sup>, the research results show that the job satisfaction has effect on the employee performance<sup>4</sup> and <sup>17</sup>.

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