



Segmental Analysis of Employees' Performance Reviewed from Transformational Leadership and Job Satisfaction (Empirical Study on Study Program Staff at Health Polytechnic, Tanjung Karang Lampung)

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ABSTRACT

This study aims to determine and analyze the relationship between transformational leadership and job satisfaction with the performance of study program employees in Tanjungkarang Health Polytechnic, Lampung Province. The population of this study was 291 persons or the entire employees, while the sampling was using slovin formula so a number of 168 employees were obtained. Collecting data technique was using questionnaire instrument while data analysis tool was using statistic of simple linear regression and correlation coefficient. Based on the results of quantitative analysis using correlation coefficient, it was found that transformational leadership and job satisfaction variables are closely related to the performance of study program employees at Tanjungkarang Health Polytechnic partially or simultaneously. These results illustrate that employees' performance with acceptance of criticism as indicators that are highly determined by satisfaction is assessed through increased job performance and job satisfaction as well as transformational leadership in particular the leaders' directives for employees in understanding the organizational vision and mission. As for the partial correlation coefficient of each $r = 0.457$ and determinant coefficient of $R^2 = 0.324$. This study recommends that employees' performance at Ministry of Health's Tanjungkarang Health Polytechnic can be improved through efforts to improve job satisfaction at employees' job performance by offering awards and paying attention to career improvement for excelling employees, additionally this can be achieved by improving employees' understanding of organizational vision and mission through leaders' directives in transformational leadership.

Keywords: Transformational Leadership, Job Satisfaction, Employee Performance.

JEL Classification: M12, M54, N75

1. INTRODUCTION

The preamble of 1945 Constitution mandates the goals of Indonesian Nation are to protect the entire Indonesian Nation, the whole Indonesia homeland, to promote public prosperity and educate the life of the Nation. To achieve these goals, a sustainable, planned and targeted national development program is implemented, including health development, as an integral part of national development. Law No. 17 of 2007 on National Long Term Development Plan (RPJPN) 2005-2025 states that health

development is targeted to raise awareness, willingness and ability to live healthily for each person so that the highest level possible of public health can be actualized.

Health development is organized on the basis of humanity, empowerment and autonomy, fair and equitable, and prioritization and benefits with special attention to vulnerable populations, through enhancement of health efforts, health financing, health human resources, medicines and medical supplies accompanied by increased supervision, community empowerment, and health

management. In order to achieve the goals, high quality human resources are necessary because the success of the government as an organization in achieving its goals depends on the quality of human resources that it has.

Tanjungkarang Health Polytechnic is a technical implementing unit within the Ministry of Health under the Agency for Development and Empowerment of Health Human Resources (PPSDM Kes) which conducts health staff education. As an institution of higher education in health, Ministry of Health's Tanjungkarang Health Polytechnic is in charge to organize professional health staff education, to do community service and health researches. The overall duties and services mentioned above are aimed at producing qualified and globally insightful health staff graduates, who are expected to become reliable health human resources and capable to support the vision and mission of Ministry of Health as well as competing in global market.

Human resources' quality is important because of its role as driving force that can effectively and efficiently affect the ability and success of organizational goals' achievement. Human resource development is a *conditio sine qua non*, or something that is unavoidable and must be done continuously, because no matter how sophisticated an organizational facilities and infrastructure are, without support from qualified human resources, the organization cannot advance and develop. Mangkunegara (2001) said that the development of qualified human resources through education and training, especially in public sector has become an obligation for bureaucratic organizations. This is to answer the challenges facing every company in 21st century, which is focus on service for customer needs or customer orientation, not only on customer satisfaction but oriented more into customer value (Dessler, 2002).

The results of preliminary observation in Ministry of Health's Tanjungkarang Polytechnic of Health, showing the performance of employees, that are comprised of educators and education personnel, is not optimal yet. It can be seen from indicators as follows: Lack of employees' initiatives in the work process, whether it concerns the main task or additional tasks at only 87%, shown from how employees are frequently waiting for orders or ask for leader's direction in executing tasks. Lack of employees' job satisfaction in work process, whether it concerns the main task or additional task at 75%, shown from the existence of several employees that have not fully implement Three Pillars of Higher Education (*Tri Dharma*) as well as have not fully committed to perform their main duty. It is possible to find employees performing their work without considering the accuracy and speed of work (82%) therefore less efficient and effective, it is apparent that there are plenty of employees still delayed in performing their task (80%) and have not been able to prioritize tasks that need to be finished first. Decreased employees' work motivation is visible from the tendency to leave the office during working hours for no definite reason and there are plenty of employees who are still not working during working hours, instead talk about things outside their main task. There is employees' lack of discipline in keeping with working hours indicated by up to 20% decrease in employees' average attendance rate at each department for 1 academic year.

One important factor that became main focus of attention from Ministry of Health's Tanjungkarang Health Polytechnic to answer the challenge is the issue of employees' performance because it is closely related to the productivity of institutions or organizations. This is in line with statement from which explains that performance has a close relationship with productivity issues, because it is an indicator in determining efforts to achieve high levels of productivity within an organization. Performance needs to be formulated into benchmarks to compare a standard and what had been entrusted to a person. Performance measurement will benefit the career development and decision-making process by leaders.

2. LITERATURE REVIEW

According to partner-lawyer model (Gibson et al., 1994), individual performance is fundamentally affected by factors; (a) expectations about rewards; (b) encouragement; (c) ability; needs and traits; (d) perception of duty; (e) internal and external rewards; (f) perceptions on level of rewards and job satisfaction. Apart from those, important factors that affect employees' performance among others is work competence in addition to attitudes and actions. According to Wibowo (2011. p. 324), work competence explains what people do at work place on various levels and details the standards of each level, identify the characteristics, knowledge and skills required from individuals to allow them to perform their duties and responsibilities effectively in order to achieve professional quality standards at work and covering all aspects of performance management records, specific skills and knowledge, attitudes, communication, application and development.

Competence is fundamental individual characteristic for performance or behavior at workplace. Performance at work influenced by: (a) Knowledge, abilities and attitudes; (b) work style, personality, interests, primary values, values of attitudes, beliefs, and leadership styles. Therefore, competence is a fundamental characteristic of each individual associated with criteria referenced to superior or effective performance in a job or situation (Wibowo, 2011. p. 325).

A competent employee usually has relatively stable characters of attitude, behavior, willingness and work skills when dealing with a situation at workplace as a result from the synergy between self-concept, internal motivation and knowledge capacity so they can quickly resolve work problems when faced by it and perceive the job as an obligation that must be performed sincerely and openly improve self-quality through continuous process of learning. This can provide a powerful impetus for employees to work as efficiently and effectively as possible and to have a sense of personal responsibility for each job performed. Therefore at the end, an employee can improve their performance especially related to their work (Amstrong, 2003).

Another factor to consider in relation with improving employees' performance is transformational leadership. Most definitions of leadership reflect the assumption that leadership related with a deliberate process from a person to emphasize their strong influence on others to guide, develop

Table 1: Test result of relationship between transformational leadership and employees performance

Coefficients ^a					
Model	Unstandardized coefficients		Standardized coefficients	t	Significant
	B	Standard error	Beta		
1					
(Constant)	22.299	1.716		12.996	0.000
Transformational leadership	0.319	0.041	0.514	7.728	0.000

Source: Data analysis

Table 2: Model summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.457 ^a	0.209	0.204	4.610

^aPredictors: (Constant), job satisfaction

structure, facilitate activities and relationships within groups or organizations (Yukl, 2010. p. 3).

Yukl (2010. p. 10) elaborates that most researchers evaluate the effectiveness of leadership based on the consequences of leaders' actions on followers and other components within the organization. The various types of outcomes used including the performance and growth of the leaders' group or organization, its readiness to face challenges or crises, the satisfaction of followers toward leaders, the followers' commitment to group goals, the well-being and psychological development of followers, the increasing status of leaders within the group and the progress of leaders to a higher authority position within the organization.

One of situational factors that will increasingly affect the effectiveness of leadership in the next decade is the relationship between leaders and followers. The essence of the relationship is the interaction between various individuals with different motivations and potentials for power, including skills to achieve common goals. One of the forms of the interaction is transformational leadership (Davis, 2002).

In transformational leadership, leaders create a vision and the environment to motivate employees to excel beyond expectations. In this case, employees found trust, admiration, loyalty and respect for their leaders so they are motivated to do more than what is expected of them. In fact it is not uncommon to go beyond what they think they can do. Transformational leadership is defined as a leadership that includes efforts for organizational change (as opposed to leadership designed to maintain status quo). It is believed that this style will lead to superior performance within the organizations while facing demands for novelties and change.

In this context, within higher education institution, especially at Study Program in Ministry of Health's Tanjungkarang Polytechnic of Health, the role of transformational leader had not been taken into effect. Leaders limit their role to provide direction related to teaching and learning activities, providing rewards for lecturers and academicians as well as punishment for those fail to comply with the regulations set by the organization. Communication and exchange of information between leaders and employees is still very limited therefore sharing of power as the essence of transformational leadership had not been materialized.

3. METHODOLOGY

The population of this study was 291 persons or the entire employees, while the sampling was using slovin formula so a number of 168 employees were obtained. Collecting data technique was using questionnaire instrument while data analysis tool was using statistic of simple linear regression and correlation coefficient.

This method is to know the course of relationship between independent and dependent variables whether each independent variable relates positively or negatively and to predict the value of dependent variable if the value of independent variable increases or decreases (Ferdinand, 2006).

4. RESULTS AND DISCUSSION

4.1. Transformational Leadership and Employee Performance

The first hypothesis tested was the relationship between transformational leadership and performance of Study Program employees at Tanjungkarang Health Polytechnic. The test on first hypothesis is visually illustrated by the Tables 1 and 2.

The summary can be seen at following table:

1. Based on test results it is shown in Tables 1 and 2, that value of t_{count} transformational leadership variable (7.728) is greater than $t_{critical}$ (1.96). Because the value of t_{count} is greater than $t_{critical}$, therefore with error rate of 5% it is decided to reject H_0 and accept H_a . So based on the test results it is concluded that transformational leadership partially affects the performance of Study Program employees at Tanjungkarang Health Polytechnic. Transformational leadership directly contributes 20.9% on employee performance (Schein, 2010).

4.2. The Effect of Job Satisfaction on Employees' Performance

Based on test results it is shown in Tables 3 and 4, that value of t_{count} work satisfaction variable (6.615) is bigger than $t_{critical}$ (1.96). Because the value of t_{count} is greater than $t_{critical}$, therefore with error rate of 5% it is decided to reject H_0 so H_a is accepted. So based on the test results it is concluded that job satisfaction partially affects the performance of Study Program employees at Tanjungkarang Health Polytechnic. Job satisfaction contributes 20.9% to the performance of Study Program employees at Tanjungkarang Health Polytechnic. This result is coincidental with transformational leadership variables (Northouse, 2003).

Table 3: Test result of effect of job satisfaction on employees' performance

Coefficients ^a					
Model	Unstandardized coefficients		Standardized coefficients	t	Significant
	B	Std. error	Beta		
(Constant)	23.399	1.833		12.767	0.000
Job satisfaction	0.437	0.066	0.457	6.615	0.000

Source: Data analysis. ^aDependent variable: Employees' performance

Table 4: Model summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.457 ^a	0.209	0.204	4.610

^aPredictors: (Constant), job satisfaction. Source: Data analysis

Table 5: ANOVA

Model	Sum of squares	df	Mean square	F	Significant
Regression	1481.929	2	740.965	41.099	0.000 ^b
Residual	2974.779	165	18.029		
Total	4456.708	167			

^aDependent variable: Employees' performance. ^bPredictors: (Constant), job satisfaction, transformational leadership

Table 6: Model summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.577 ^a	0.333	0.324	4.246

^aPredictors: (Constant), job satisfaction, transformational leadership

4.3. Transformational Leadership and Job Satisfaction on Employees' Performance

The hypothesis test is done through F statistical test where Ho is rejected if F_{count} is greater than F_{table} or on the contrary Ho is accepted if F_{count} is smaller or equal to F_{table} . Through determinants coefficient it is calculated as follows:

Transformational leadership has positive and significant effect on employees' performance at Study Program in Tanjungkarang Health Polytechnic with most dominantly influencing indicator is the indicator of understanding vision and mission. Job satisfaction has positive and significant effect on employees' performance at Study Program in Tanjungkarang Health Polytechnic 2.640. Results of study obtain F_{count} (41.099) and greater than F_{table} (2.640), so at 5% error rate it is decided to reject Ho and accept Ha (Table 5). Therefore based on test results it is concluded that altogether, transformational leadership and job satisfaction significantly affect the employees' performance at Study Program in Tanjungkarang Health Polytechnic with most dominantly influencing indicator is the indicator of work performance. Simultaneously, transformational leadership and job satisfaction contribute 32.4% to the employees' performance at Study Program in Tanjungkarang Health Polytechnic (Table 6), (DuBrin, 2003).

Employees performance, especially the acceptance to criticism, can be improved by job satisfaction which are assessed through employees' job performance and these are entirely influenced by transformational leadership especially leader's directives for employees to understand organizational vision and mission (Robbins, 2009).

5. CONCLUSIONS

Based on the discussion in previous chapter, final part of this study will draw following conclusions:

1. Transformational leadership has positive and significant effect on employees' performance at Study Program in Tanjungkarang Health Polytechnic with most dominantly influencing indicator is the indicator of understanding vision and mission.
2. Job satisfaction has positive and significant effect on employees' performance at Study Program in Tanjungkarang Health Polytechnic 2.640. Results of study obtain F_{count} (41.099) and greater than F_{table} (2.640), so at 5% error rate it is decided to reject Ho and accept Ha. Therefore based on test results it is concluded that altogether, transformational leadership and job satisfaction significantly affect the employees' performance at Study Program in Tanjungkarang Health Polytechnic with most dominantly influencing indicator is the indicator of work performance.
3. Simultaneously, transformational leadership and job satisfaction contribute 32.4% to the employees' performance at Study Program in Tanjungkarang Health Polytechnic.
4. Employees performance, especially the acceptance to criticism, can be improved by job satisfaction which are assessed through employees' job performance and these are entirely influenced by transformational leadership especially leader's directives for employees to understand organizational vision and mission.

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