The Effect of Transformational Leadership on Employee Job Satisfaction (Study at Madrasah Ibtidaiyah Assaidiyah Surabaya)

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Abstract: *The active role of leaders and leadership models that are in accordance with the needs of educational institutions are very much needed. Teachers and Employees have a desire to be led by certain people who have a clear vision of the goals, understand how to realize the goals and try to teach them. The role of the leader in a school or madrasa is expected to create a sense of fairness for employees; Characteristics of leaders affect the work climate in an educational institution. Leaders expected by school employees are leaders who are able to provide job satisfaction to employees. This study was designed to examine whether transformational leadership has a significant effect on job satisfaction. Using a sample at Madrasah Ibtidaiyah Assyaidiyah, data collection was carried out by distributing 64 questionnaires. Based on the simple linear regression analysis used, the results showed that transformational leadership had a significant positive effect on employee job satisfaction.*

Keywords: *Transformational; Leadership; Job Satisfaction*

INTRODUCTION

Globalization that has occurred recently has had a significant impact on the survival of the organization. Globalization has also caused rapid changes in business, which require organizations to be better able to adapt to all changes that occur. To anticipate such a situation, corporate leaders are required to have the ability to handle the complexities of competition, new rules and regulations of the global market. In this case, not just any leader needed by the company, but an effective leader, who can be relied on to face challenges, take advantage of the flow of change and be able to bring followers to a common goal. Because leadership is one of the important elements in achieving, maintaining and improving organizational performance.

The conceptualization of leadership theories has also attracted the attention and lengthy discussion of researchers and practitioners. According to Pawar & Usman,(Usman, 2007) research on leadership is more emphasized on transformational leadership. The need that leaders and the organizations they lead must continue to make changes as needed, so that they can compete in the rapidly changing economy is one of the assumptions underlying the development of this transformational leadership.

Transformational leadership is a leadership model for a leader who tends to motivate subordinates to work better and focuses on behavior to help transformation between individuals and organizations. According to Hater & Bass (1988)(Wahyudi, 2015) states that transformational leaders are charismatic leaders and have a central and strategic role in bringing the organization to achieve its goals.

The leadership style displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results. This leadership style is one of the leadership styles whose usefulness is starting to be taken into account in dealing with changes in an organization. Because transformational leadership style concerns how to encourage others to develop and produce performance beyond the expected standard.(Deddy Mulyadi, 2018) Leaders who have a transformational style are able to inspire others to see the future optimistically, project an ideal vision, and are able to communicate that vision so that it can be achieved.(Maman & Rosenhek, 2019)

Transformational leadership experts (Kaya, 2015) argue that transformational leadership is more proactive and more effective in motivating subordinates to achieve better performance. This argument is widely supported by a number of research findings such as (Song, 2017) Transformational leaders are better able and more sensitive to feel their environment, and henceforth form and disseminate strategic goals that are able to capture the attention and interest of their subordinates.(Tichy & Devanna, 1986)

The followers of transformational leaders show a higher level of commitment to the organization's mission, a willingness to work harder, higher trust in the leader, and a higher level of cohesion (Kaya, 2015). All effects of transformational leadership are expected to create better conditions for understanding and dissemination of strategic vision, mission, and goals, as well as a better level of acceptance of subordinates.

(Aini, 2021) refers to transformational leadership as the new leadership, while (Kaya, 2015) calls it a breakthrough leader. Called a breakthrough because this kind of leader has the ability to bring about enormous changes to individuals and organizations. Breakthrough leaders understand the importance

of fundamental and major changes in their lives and work in achieving the results they desire. Breakthrough leaders have broad minds, and with this thinking they are able to create a paradigm shift to develop current organizational practices with newer and more relevant ones.

Many researchers and management practitioners agree that the transformational leadership model is the best leadership concept in describing the characteristics of leaders ((Tichy & Devanna, 1986). The concept of transformational leadership integrates ideas developed in character, style and contingency approaches. The concept of transformational leadership combines and refines previous concepts developed by sociologists, such as (Weber, 1947) and political experts, such as (Faubert, 2019)

Transformational leaders can provide examples as role models for their employees, can encourage employees to behave creatively, innovatively and able to solve problems with new approaches. In addition, transformational leaders also care about the problems faced by employees and always provide motivation in order to improve performance so that job satisfaction will be created for employees.

Employee job satisfaction is one of the important things in an organization, so employees will try to give the best for the interests of the institution. Job satisfaction is an attitude towards work which is the result of a person's perception of something that is felt in his work and is based on aspects of work (intrinsic & extrinsic). Therefore, conducive working conditions are expected to create job satisfaction in an employee.

Researches on transformational leadership have resulted in the conclusion that the behaviors of transformational leaders are able to generate work motivation and job satisfaction of their subordinates. (Salmia, Rosleny, & Idawati, 2019) defines job satisfaction as a positive emotion or feeling of pleasure, as a result of an employee's assessment of job factors or work experiences. Meanwhile, according to (Blum, 1956, in Saragih, 2007) job satisfaction is closely related to the attitudes of employees towards work, work situations and the existence of good cooperation between employees and employees, or between employees and their leaders.

Job satisfaction is a very complex factor because job satisfaction is influenced by various factors, including leadership style (Judge & Locke, 1993, in Saragih, 2007). In this case, transformational leadership is considered as the right leader model, the reason is because transformational leadership is still one of the factors that affect employee job satisfaction. Because, transformational leadership refers to the process of building commitment to organizational goals and giving confidence to employees to achieve these goals, so employees will be

motivated to work more enthusiastically and increase productivity so that it will lead to the creation of employee job satisfaction. Research by Judge & Bono (2000) (in Pareke, 2004) found that the behaviors of transformational leaders affect employee job satisfaction.

This research is empirically a replication of research conducted by Utomo (2002) with different samples. In this study, researchers conducted a study at an educational institution in Madrasah Ibtidaiyah Assaidiyah Surabaya, for this reason, MI Assaidiyah, always tries to create fairness and justice for its employees or teachers in the hope that employee job satisfaction can be maintained.

The efforts made by MI Assaidiyah include applying the appropriate leadership style, but this needs to be investigated whether.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a subordinate's perception of the leader's behavior in treating subordinates by being more aware of the business results, prioritizing group interests and increasing needs at a higher level and paying more attention to individual factors. Transformational leadership refers to the process of building commitment to organizational goals and trusting followers to achieve those goals. Transformational theory also studies how leaders change organizational culture and structure to be more consistent with management strategies to achieve organizational goals.

The definition of transformational leadership according to (Hater, 1988, in Wahyuddin, 2001) is a charismatic leader and has a central and strategic role in bringing the organization to achieve its goals. Transformational leaders must also have the ability to match the vision of the future with their subordinates, and heighten the needs of subordinates at a higher level than what they need. Bass (1990), defines transformational leadership as the ability of leaders to change the work environment, work motivation, and work patterns, and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals. In his theory Burns (1997) (in Pareke, 2004), also describes transformational leadership as a process in which "leaders and followers raise each other to a higher level of morality and motivation", such as independence, justice, and humanity, and is not based on over emotions, such as greed, social jealousy, or hatred. Robbin (2003) defines transformational leaders as leaders who provide individualized consideration and intellectual stimulation and who have charisma.

According to (Bass & Avolio, 1990, in Utomo, 2002), there are 4 elements that underlie transformational leadership, namely:

1. Charisma, a transformational leader gets his charisma from the views of followers, a charismatic leader will have a lot of influence and can move his subordinates.

2. Inspiration motivation, an inspirational leader can articulate common goals and can determine an understanding of what is felt to be important and what feels right.

3. Intellectual stimulation, leaders are required to be able to help their subordinates be able to rethink old problems with new methods and ways.

4. Individualized consideration, a leader must be able to treat his subordinates differently but fairly and provide infrastructure in order to achieve goals and provide challenging work for subordinates who like challenges.

According to Yulk (1998), there are several things concerning transformational leadership, namely:

1. Work Motivation, motivation is a process by which a person's work behavior is energized, directed and maintained in work and organizational life. Transformational leadership behavior can enhance a person's motivation to expend extra effort to achieve planned performance.

2. Organizational Commitment, transformational leadership has a direct effect on organizational performance through its influence on organizational members in order to get their acceptance, support, commitment, and involvement in organizational change through charisma behaviors, articulation of vision and emphasis on individual attention. To grow the commitment of the members of the organization to change, it can be done by applying transformational leadership.

3. Job Satisfaction, transformational leadership behaviors affect job satisfaction and subordinate satisfaction with their leaders. The relationship between job satisfaction and the behaviors of transformational leaders is because one aspect of job satisfaction is supervision. Supervision provided by the leader through individual attention, and inspirational motivation will enable subordinates to do a good job.

4. Desire to move, the behaviors of transformational leaders are negatively related to the desire of employees to leave their current profession and job. For example, if a leader applies "oriented attention" by supporting subordinates, then the level of desire to quit a subordinate will be relatively low.

Menurut pendapat (Northouse, 2001, dalam Wijaya, 2005), ada beberapa tips untuk menerapkan kepemimpinan transformasional, yaitu:

1. Based on all subordinates to do what is best for the organization.

2. Strive to be an exemplary leader based on high values.

3. Listen to all thoughts of subordinates to develop a cooperative spirit.

4. Create a vision that everyone in the organization can believe in.

5. Act as a change agent in the organization by providing examples of how to initiate and implement a change.

6. Help the organization by helping others to contribute to the organization.

The theory of transformational leadership (transformational leadership theory) was initiated by John McGregor Burns in his book entitled Leadership. This book received a Pulitzers Prize and a National Book Award. In the book he uses the term transforming leadership or transforming leadership. According to (Burns, 1978, in Utomo, 2002) transforming leadership has the following characteristics:

1. Between leaders and followers have a common goal that describes their values, motivations, wants, needs, aspirations and expectations. The leader sees that goal and acts on his own behalf and on behalf of his followers.

2. Although leaders and followers have a common goal, their levels of motivation and potential to achieve these goals differ.

3. Transforming leadership seeks to develop an ongoing system by presenting a vision that encourages the development of a new society. This vision connects leaders and followers and then brings them together. Both lift each other to a higher level creating morale that is getting higher and higher. Transformational leadership is moral leadership that enhances human behavior.

4. Transforming leadership ultimately teaches followers how to be a leader by taking an active role in change. This participation makes followers a leader. the implementation of final values which include freedom, independence, equality and brotherhood in society.

Job satisfaction

Basically job satisfaction is an individual thing. Each individual will have a different level of job satisfaction according to the value system adopted by the individual. Everyone will have a different perception of the meaning of work. A job will have meaning for someone if the job can meet their needs to the

maximum and satisfy them. The more aspects of a job that match a person's wishes, the higher that person's job satisfaction will be.

To better understand the meaning of job satisfaction, the following are some definitions of job satisfaction:

1. Gibson (2000) states job satisfaction as the attitude that workers have about their work.

2. According to Handoko (2001), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work.

3. According to Mangkunegara (2001), job satisfaction is a feeling that supports or does not support employees who are related to their work and their conditions.

4. Werther & Davis (2002), job satisfaction is an employee's perspective whether his job is fun or unpleasant.

5. Wexley & Yulk (2002), defines job satisfaction as employees' feelings about their work.

6. Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards that workers receive and the amount they believe they should receive (Robbin, 2003).

7. As'ad (2004) explains that job satisfaction is a person's feelings towards his work. Job satisfaction is the result of human interaction with the work environment.

Relationship between Transformational Leadership and Employee Job Satisfaction

Previous research on transformational leadership has concluded that leader behavior is significantly related to follower behaviors and responses, such as employee satisfaction, self-reporting efforts, task performance, and role clarity (Podsakoff et al., 1996). In the study of Judge & Bono (2000) (in Pareke, 2004) found that the behaviors of transformational leaders affect job satisfaction and subordinate satisfaction with their leaders.

Individuals perceive that leaders who play transformational leadership behaviors tend to have higher levels of job satisfaction. Judge & Bono (2000) (in Pareke, 2004) proposes an explanation that the relationship between job satisfaction and transformational leader behaviors is caused by one aspect of job satisfaction, namely supervision. Supervision provided by the leader through individual attention, and inspirational motivation will enable subordinates to do their jobs well.

Research on the relationship between transformational leadership and employee job satisfaction is also supported by a study conducted by Bass (1999) which is based on the idea that transformational leaders have the ability to align their vision of the future with their subordinates, as well as heighten the needs of subordinates at a higher level than what they are. What they need, transformational leadership also refers to the process of building commitment to organizational goals and giving trust to employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction.

Based on the above thinking and supported by previous research, a hypothesis (H1) is formulated: There is a positive relationship between transformational leadership and employee job satisfaction.

The Effect of Transformational Leadership on Employee Job Satisfaction

Transformational leadership is that everyone will follow people who can inspire, have a clear vision, as well as good ways and energy to achieve a big good goal (Wijaya, 2005). Leaders expected by employees of educational institutions are leaders who are able to provide job satisfaction for their employees. Because job satisfaction, as stated by Riggio (1990), is an important factor that affects employee life satisfaction because most of the employee's time is used for work. As one of the determinants of organizational performance, job satisfaction is a very complex factor because job satisfaction is influenced by various factors, including leadership style (Judge & Locke, 1993).

Bass (1999) proposed another theory, namely the theory of transformational leadership. According to his theory, Transformational leadership is built on the initial ideas of Burns (1978) (in Saragih, 2007). The degree to which a leader is called transformational can be measured in terms of the leader's effect on followers. Subordinates of a transformational leader feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than the leader initially expected. The leader motivates subordinates by: making them more aware of the importance of the results of a job, encouraging them to care more about the organization than themselves, and activating higher-level needs.

Effective transformational leaders seek to increase the needs of subordinates. Increased motivation can be achieved by increasing expectations of needs and performance, which in turn will lead to job satisfaction. Research by Judge & Bono (2000) (in Pareke, 2004), also found that the behaviors of transformational leaders affect employee job satisfaction. From the explanation above and supported by previous research, the second hypothesis (H2) is

formulated: Transformational leadership has a positive effect on employee job satisfaction.

To find out and understand the influence of transformational leadership on job satisfaction, it can be formulated in the following framework:
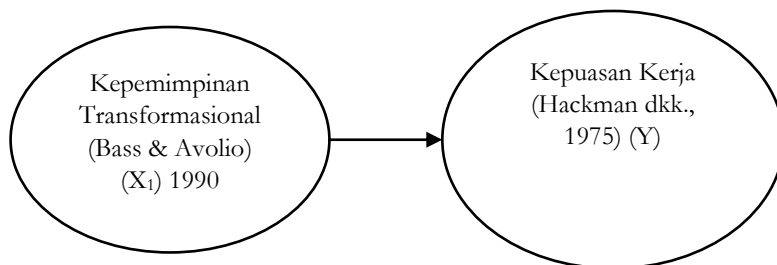

Figure 1.
Conceptual Model of Leadership on Job Satisfaction

RESEARCH METHOD

The sample in this study were both teachers and staff of Madrasah Ibtidaiyah Assaidiyah, totaling 64 people. According to Arikunto (1996),(Arikunto, 2009) there are several formulas that can be used to determine the number of sample members. If the research subjects are less than 100 people, then all the subjects are taken so that the research is a population study. However, if the number of subjects is large, meaning that the number of subjects is more than 100 people, then 10-15% or 20-25% of the existing subjects can be taken as samples. In accordance with the description above, the researchers made all employees of Madrasah Ibtidaiyah Assaidiyah as research subjects. Data was collected by distributing questionnaires to respondents and distributed as many as 64 copies, and all of them were returned to the researcher, namely 64 copies (response rate 100%). All questionnaires were filled out completely and could be used in this study

Variable Measurement

Transformational leadership:

1. *Charisma*, a transformational leader gets his charisma from the views of followers, a charismatic leader will have a lot of influence and can move his subordinates (Bass & Avilio, 1990; in Utomo, 2002). In this study, charisma was measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consisted of 10 items. This instrument has been used in Utomo's research (2002).

2. *Inspiration motivation*, an inspirational leader can articulate common goals and can determine an understanding of what is important and what feels right (Bass & Avilio, 1990; in Utomo, 2002). Inspiration motivation is measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument has been used in Utomo's research (2002).

3. *Intellectual stimulation*, leaders are required to be able to help their subordinates be able to rethink old problems with new methods and ways (Bass & Avilio, 1990; in Utomo, 2002). Intellectual stimulation is measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument has been used in Utomo's research (2002).

4. *Individualized consideration*, a leader must be able to treat his subordinates differently but fairly and provide infrastructure in order to achieve goals and provide challenging work for subordinates who like challenges (Bass & Avilio, 1990; in Utomo, 2002). Individualized consideration is measured by an instrument developed by (Bass & Avilio, 1990; in Utomo, 2002), which consists of 10 items. This instrument has been used in Utomo's research (2002).

Job satisfaction

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work (Handoko, 2001). Job satisfaction is measured by the Job Diagnostic Survey (JDS) instrument developed by (Hackman et al., 1975; in Partina, 2002; in Setiawan, 2006) which consists of 5 question items. This instrument has been used Setiawan (2006)

The data analysis technique was carried out in several ways, as follows, to test the instrument, the researcher used a validity test, and a reliability test to get a valid and reliable instrument. Furthermore, after obtaining a valid and reliable instrument, the researcher conducted a hypothesis prerequisite test by conducting a normality test and a variable heteroscedasticity test. To test the hypothesis, the researcher conducted a simultaneous test (F test), Partial Test (t test) and R2 Determination Test.

RESULT AND DISCUSSION

Respondent Profile

General description of the profile of the respondents as many as 64 respondents divided into ages ranging from 26-35 years dominated in this study, namely 35.9% (23 respondents), ages between 36-45 years were 32.8% (21

respondents), between 19–25 years by 12.5% (8 respondents), age between 46–55 years by 17.2% (11 respondents), and age over 55 years by 1.6% (1 respondent).

The sex of the respondents was dominated by men, namely 64.1% (41 respondents), and the rest were women by 35.9% (23 respondents). Length of work between 1-5 years as many as 13 respondents (20.3%), between 6-10 years as many as 17 respondents (26.6%), between 11-15 years as many as 9 respondents (14.1%), between 16- 20 years as many as 13 respondents (20.3%), and more than 21 years as many as 12 respondents (18.7%).

Based on the position, as many as 16 respondents (25%) who filled out the questionnaire in this study were permanent teacher employees, the other respondents each included administrative staff 4 respondents, office boy 5 respondents, security guard 2 respondents, foundation builder 7 respondents, contract teachers 12 respondents, diniyah teachers 5 respondents, qur'an teachers 5 respondents, technicians 4 respondents, and garden workers 4 respondents.

Based on the latest education of respondents, 67.2% (43 respondents) are undergraduate graduates, 23.4% (15 respondents) have Diploma 3 degrees, 7.8% (5 respondents) are high school graduates, and 1.6% (1 respondent) graduated from junior high school

The marital status of respondents was 71.9% (46 respondents) stated that they were married, 20.3% (13 respondents) were unmarried, 6.2% (4 respondents) were widowed, and 1.6% (1 respondent) widow status.

Results of Validity Test and Reliability Test

Validity is a measure that shows the level of validity of a research instrument. And the validity test is intended to see whether the measuring instrument can be accounted for for its measurement accuracy (Cooper & Schidler, 2001, in Santosa, 2006). Reliability is a degree that indicates the level of consistency between various measurements of a variable (Hair et al, 1998; in Setiawan, 2006). The reliability test is intended to see the accuracy of the measurement procedure (Cooper & Schidler, 2001; in Santosa, 2006). The results of the validity and reliability tests are shown in the table

Table 1. Validity and Reliability Test Results

Variable	∑ Item	∑ Invalid Item	∑ Valid Item	*Cronbach Alpha*

Job satisfaction	5	1	4	0,743
Leadership Transformational	40	5	35	0,970
Total	45	6	39	

Based on the results of the validity test, it shows that in the job satisfaction variable there is one item that is not declared valid so it is not included in the next test, while in the transformational leadership variable there are 5 items that are not valid. For the reliability test above, it shows that all items are reliable because each variable has a Cronbach's alpha value greater than 0.7, and all constructs can be used for further testing.

Hypothesis testing

All hypotheses in this study were tested using a simple linear regression analysis method with the help of SPSS software to test whether there is a relationship and influence of transformational leadership on job satisfaction. The results are presented in the table

Tabel 2. Linear Regression Test Results

Variabel	Job Satisfaction
Stage 1	
constant	0,043
Age	0,169
Gender	-0,168
Length of work	0,206
Position	-0,084
Last education	0,106
Marital status	0,200
R	0,304
R Square	0,092
Adjusted R Square	-0,021
F	0,813
Stage 2	
Age	0,023
Gender	0,022
Length of work	-0,021
Position	0,096
Last education	0,015
Marital status	-0,002

Wages	-0,072
Transformational leadership	0,870
R	0,868***
R Square	0,754***
Adjusted R Square	0,718
F	21,036***

Sumber: Data yang telah diolah
variabel dependen: kepuasan kerja
****signifikan pada p<0,001*
*** signifikan pada P<0,05*
** signifikan pada P<0,1*

In testing hypotheses 1 and 2, linear regression was used, namely the analysis of the linear relationship between the independent variable and the dependent variable. This test was conducted to determine the relationship and influence of transformational leadership on job satisfaction, so that it can be seen how big the relationship, influence and significance of transformational leadership on employee job satisfaction.

Simple linear analysis was carried out in 2 stages, the first stage by including 7 control variables (age, gender, length of service, position, last education, marital status, salary) with job satisfaction as the dependent variable. The second stage adds an independent variable in the form of transformational leadership. From this stage, it will be analyzed the size of the standardized coefficient beta/β, R Square as the coefficient of determination (a coefficient that shows the magnitude of the influence of the independent variable on the dependent variable), the significance of R Square, adjusted R Square (the coefficient of determination that has been adjusted for the number of independent variables) , and F (Anova Test); it will be known how big and significant the influence of transformational leadership on employee job satisfaction.

Thus, table 2 above shows that transformational leadership has a positive and significant effect on job satisfaction. R Square = 0.754; (F = 21.036; p = 0.000). Thus, hypotheses 1 and 2 are supported.

RESULTS AND DISCUSSION

Job satisfaction is a feeling that supports or does not support employees who are related to their work and their conditions (Kinjerski & Skrypnek, 2008). The results of simple linear regression analysis show that there is a positive relationship and a significant influence between transformational leadership on job satisfaction. Job satisfaction that can be obtained from the work environment (internal) is physical factors and working conditions, social

relations between employees/between employees and superiors, emotions and work situations (Soeprayitno, 2020). All samples in this study were employees of Madrasah Ibtidaiyah Assaidiyah Surabaya.

The results of this study are hypothesis 1 and hypothesis 2 are supported, this means that they are in line or in other words add support to the research conducted by Utomo (2002) and the research of Podsakoff et al (1996). In this study, transformational leadership becomes an antecedent of job satisfaction. Thus, transformational leadership has a direct and positive effect on job satisfaction, meaning that transformational leadership can increase employee job satisfaction.

The background is globalization and technological developments, as we know that in the past there was only Madrasah Ibtidaiyah that collaborated with general education and recited the Koran in the Brebek area of Surabaya. But nowadays, there are many new educational institutions that have sprung up in the same field, for example: (MI Adipura, MI Negeri Jambangan etc.). Even just to get general education and diniyah, namely reciting the Koran, people can already get it at a relatively cheap and affordable cost. For this reason, in the midst of increasingly complex competition, Madrasah Ibtidaiyah Assaidiyah always tries to create fairness and justice for its employees in the hope that employee job satisfaction can be maintained. The efforts made by Madrasah Ibtidaiyah Assaidiyah Surabaya include applying the appropriate leadership style. In this study, the role of transformational leadership succeeded in increasing employee job satisfaction at Madrasah Ibtidaiyah Assaidiyah Surabaya..

CONCLUSION

This study empirically follows up on research conducted by Utomo (2002) with a different sample. This study is intended to prove the relationship and influence of transformational leadership on employee job satisfaction. According to the results of the research that has been done, the results of the analysis are consistent with the research conducted by Utomo (2002). The results of simple linear regression analysis show that there is a positive relationship and a significant influence between transformational leadership on job satisfaction.

The results of this study also have implications that the results of this study are expected to be a source of information and consideration for the company in order to increase employee job satisfaction, one of which is the need to cultivate a transformational leadership style. This leadership problem will affect employee job satisfaction both to his job and to the company where he works, so that in the long term it will make the company ineffective. This is

also expected to be an evaluation for the management of educational institutions, namely at Madrasah Ibtidaiyah Assaidiyah, because it needs to be understood that in the service industry, the role of employees is very large in serving all consumers, namely students or the community.■

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